

City and County of San Francisco

Request for Proposals for

**Invest In Neighborhoods
and
Business Development
Economic Development Grants
RFP#203**



Issued by:
Date issued:
Proposals due:

Office of Economic & Workforce Development
September 2, 2016
5 PM, September 30, 2016

*Request for Proposals for Invest In Neighborhoods and Business Development Economic
Development Grants (RFP#203)*

TABLE OF CONTENTS

	<u>Page</u>
I. Introduction and Schedule	3
II. Program Areas and Scope of Work	5
III. Application Process and Guidelines	38
IV. Proposal Submission Requirements	43
V. Project Proposal Content	44
VI. Evaluation and Selection Criteria	51
VII. Terms and Conditions for Receipt of Proposals	53
VIII. Grant Award	56
IX. Grant Requirements	57
X. Protest Procedures	59

Appendices:

- A. Sample Agreement for Grant (Form G-100)
- B. Proposal Budget Template
- C. Proposal Application Template
- D. Staffing and Board Composition Chart Template
- E. Submission Authorization Form
- F. Activity and Outcome Table (Nonprofit Support Programs; Areas CC, DD, EE only)

**Request for Proposals for
Invest in Neighborhoods
Economic Development Grants**

I. Introduction and Schedule

A. General

The Office of Economic & Workforce Development (“OEWD”) is issuing this request for proposals (“RFP”) for grants to strengthen neighborhood commercial districts by implementing neighborhood improvement projects, providing a variety of technical services related to neighborhood economic development, and providing services for the City’s nonprofits under the nonprofit sustainability initiative. OEWD has allocated resources to make grants in many different program areas (detailed in section II below).

Unless otherwise noted in the program descriptions, it is anticipated that successful proposals for most program areas will be funded for a term of one year with opportunities to renew or extend programming through fiscal year 2019-2020, subject to OEWD approval and funding appropriation. If a renewal option is exercised, subsequent grant amounts will depend upon the performance of the grantee during the first year of the grant and other policy considerations as determined by OEWD. Grantees will be asked at a minimum to submit a final report (format to be determined) of its grant activities and, if OEWD elects to exercise the renewal option(s), a revised scope of work and budget for the grant renewal period(s) for OEWD review. OEWD reserves the right, in its sole discretion, to not exercise a renewal option and, if it exercises the renewal option, to determine any change in the size and scope of the successive grant(s).

Program areas under the Nonprofit Sustainability Initiative (Nonprofit Support Grant areas CC, DD and EE below) are anticipated to include both a planning and service phase in FY 2016-17 and 2017-18 and, as such, proposers are requested to submit a budget which reflects both phases. Additional details are provided below in the program descriptions for those areas.

B. Schedule

The anticipated schedule* for awarding grants is as follows:

<u>Proposal Phase</u>	<u>Date</u>
RFP is issued by the City	Friday September 2, 2016
Deadline for submission of written questions	Thursday September 15, 2016 noon
RFP Information Session / Bidders Conference	Week of September 12-16. Date and time to be posted at http://oewd.org/bid-opportunities/RFP-203

Answers to questions posted online	Monday September 19, 2016 by 5PM
Proposals due	Friday September 30, 2016 by 5PM
Committee Review	October 5-24, 2016
Grantee selection and award notification	late October 2016
Projects begin	early November 2016 or later

*Each date is subject to change.

Check: <http://oewd.org/bid-opportunities/RFP-203> for latest schedule.

Applicants are not required, but are encouraged, to attend the RFP Information Session/Bidders Conference.

II. Program Areas and Scope of Work

The underlying objectives of OEWD’s neighborhood economic development division are to establish, enhance, and retain small businesses and microenterprises; to create economic opportunities for low- and moderate-income San Francisco residents; and to strengthen the City’s neighborhood commercial corridors.

In pursuit of these objectives, OEWD has established the Invest in Neighborhoods (IIN) initiative. Invest in Neighborhoods is designed to provide focused, customized assistance that meets the specific needs of San Francisco’s neighborhood commercial districts by leveraging existing programs from across multiple City departments and nonprofit partners. The initiative is being piloted in 25 commercial districts around the City. These 25 commercial districts have received an initial corridor assessment conducted by City agencies and community partners, a point person at City Hall to respond to community inquiries and ensure the deployment of services in the district, an opportunity to apply for small project grants from OEWD, and access to a range of other services aimed at strengthening neighborhood commercial corridors. The specific programs under the Invest in Neighborhoods initiative for which proposals are being solicited are described in sections A through Y below.

To learn more visit investsf.org.

The 25 commercial districts currently supported through the IIN initiative (the “Pilot Commercial Districts”) are listed below:

Commercial District	Geographic Boundaries
Bayview / Third Street	Third Street from Evans to Paul
Central Market	Market Street from Fifth Street to Van Ness Avenue; Mission, Stevenson, and Jessie Streets from Fifth Street to Eleventh Street; Taylor Street from Market Street to Ellis Street; Sixth Street from Market Street to Folsom Street; and Seventh, Eighth, Ninth, and Tenth Streets from Market Street to Mission Street
Chinatown	Broadway from Powell to Columbus, Grant from Broadway to Bush, all the streets between Stockton and Kearny and between Broadway and Pine (but not east of Columbus)
Excelsior / Mission Street	Mission St from Trumbull to Geneva
Fillmore Street (Lower)	Fillmore St from Bush to McAllister
Japantown	Post St from Fillmore to Laguna, Buchanan St from Post to Sutter (including parcels facing Sutter)
Lombard Street	Lombard Street from Lyon Street to Van Ness
Lower Polk	Polk from Golden Gate to California
Middle Polk	Polk from California to Broadway
Mission / Lower 24th Street	24th Street from Bartlett Street to Potrero Ave

Mission Street / College Hill	Mission St from Cesar Chavez to Bosworth
Noe Valley / 24th St	24th Street from Douglass to Dolores, Castro Street from 24th to 25th
Noriega	Noriega from 19th Ave to 33rd Ave, 45th to 47th Ave
North Beach	Columbus Street from Broadway to Greenwich, Grant from Columbus to Greenwich, Greenwich from Grant to Columbus, and the streets in between
OMI / Broad Street	19th Ave from Chester to Randolph; Randolph from 19th to Orizaba; Orizaba from Randolph to Broad; and Broad from Orizaba to Plymouth
OMI / Ocean Ave	Ocean Ave from Phelan to Manor
Outer Irving	Irving from 19th Ave to 27th Ave
Parkside Taraval	Taraval from 19th Ave to 48th Ave
Portola / San Bruno Ave	San Bruno Ave from Sweeny to Mansell
Richmond / Geary Boulevard	Geary Boulevard from 14th Ave to 28th Ave
Tenderloin / Larkin Street	Larkin Street from McAllister to Geary
Union Street	Union Street from Steiner to Van Ness, Fillmore St from Union St to Lombard St.
Upper Market/Castro	CBD Boundaries, including Market Street from Octavia to Castro Street, Castro from Market to 19th St, 18th Street from Hartford to Diamond
Vis Valley / Leland Ave	Leland Ave from Cora to Bayshore, Bayshore from Arleta to Sunnydale
West Portal	West Portal from 15th Ave to Ulloa/Claremont Streets

Additional commercial districts and programs are developed and implemented under the IIN initiative to address citywide needs, and needs of select non-Pilot Commercial Districts. Additional commercial districts and programs are identified in partnership with elected representatives community based organizations, small businesses, partners to help achieve economic and community development goals of the IIN initiative.

In addition to the IIN programs, the Office of Economic and Workforce Development’s Business Development unit is accepting proposals through the RFP to support the Nonprofit Sustainability Initiative. The underlying objective of the Nonprofit Sustainability Initiative is to ensure access to quality of life resources as well as education, health and human services for residents of San Francisco. Additionally, this investment is intended to support and stabilize nonprofit businesses, which are a vital economic force in San Francisco, by helping them activate underutilized space, evaluate real estate opportunities and secure permanent affordable space. Those areas are described in sections CC, DD, and EE below.

Program Area	Title
	Neighborhood Economic and Community Development Programs
A	Neighborhood Improvement Projects
B	Castro Cares
C	Central Market and Sixth Street Community Safety
D	Central Market / Sixth Street Corridor Manager
E	Central Market, Sixth Street, and Tenderloin Business Retention and Relocation
F	Chinatown Business Support Program
G	Chinatown Corridors Cleaning Program
H	Japantown Neighborhood Improvement Projects
I	Judah Street Corridor Improvements
J	Larkin Street Corridor Manager
K	Ocean Avenue Activation
L	Ocean Avenue Merchant Beautification
M	Portola Garden Activities
N	Portola Neighborhood Asset Activation
O	Safe Passage
P	Strategic Planning for Latino Cultural District Carnaval Festival and Parade
Q	Tenderloin Merchant Outreach
	Business Assistance Programs
R	Americans with Disabilities Act (ADA) Small Business Accessibility Assistance Program
S	Commercial Loans - Emerging Business Loan Fund
T	Legacy Business Program Check-Printing Services
U	Microloans - Revolving Loan Fund (RLF) Program
V	Outer Sunset Small Business Minor Façade Improvement
W	SF Shines: Facade and Tenant Improvement Program
X	Small Business Retention and Relocation Program
Y	Women Entrepreneurship Grant Program
	Community Benefit District Programs
Z	Community Benefit District – Feasibility Analysis Grants

AA	Community Benefit District – Formation Assistance Grants
BB	Community Benefit District – Organizational Support Grants
	Non-Profit Support Programs
CC	Nonprofit Accelerator Program
DD	Nonprofit Space Stabilization Program
EE	Nonprofit Space Investment Fund

The scope of activities described in each program area below is to be used as a general guide and is not intended to be a complete list of all work necessary to meet program area objectives. Nothing herein shall obligate the City to make any grant, or guarantee any proposer the right to any grant money. The City reserves the right not to award grants based upon the ability of the proposer to meet the City’s objectives. Any grant awards are contingent upon budget approval and funding availability. **Proposers may seek funding in more than one area described below, however, a separate application must be filed for each funding area that the organization wishes to provide services for.** 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.

The initial round of funding is expected to come from local City general funds. OEWD, or other appropriate City Agencies, will disclose any additional regulations or requirements during the negotiation process for grants/contracts that are awarded utilizing this procurement and funded by other local, state or federal programs. Grant and contract may be used interchangeably in this RFP as may the terms grantee and contractor. The specific type of agreement and relationship between successful bidder(s) and the City will be determined post-award as part of the negotiation process based on applicable requirements and regulations.

A. Neighborhood Improvement Projects

OEWD is seeking proposals from nonprofit organizations to support catalytic projects in the Pilot Commercial Districts (listed in section II) that will contribute to neighborhood vitality, increase economic activity, improve quality of life, and leverage and build local leadership and social capital.

Applicants may propose grants of up to \$25,000 for completion of activities in this program area. Qualified applicants for program area A must demonstrate experience building community support and implementing neighborhood improvement projects.

Projects proposed under this program area should meet each of the following criteria:

- Target specific Pilot Commercial District(s).
- Support existing neighborhood commercial district strategies.

- Spur economic activities, support existing businesses, improve physical conditions, improve quality of life, or build community capacity within the Pilot Commercial District.
- Supported by local residents, merchants and property owners.
- Anticipate completion within 6 to 12 months.
- Leverage private resources, including financial commitments, in kind donations, volunteer time, etc.

Eligible projects may include (but are not limited to) the following:

- Physical improvements. e.g., public art installations, neighborhood landmarks, outdoor furniture and amenities, lighting installations.
- Outdoor space activation. e.g., performances, physical exercise activities, public marketplace, or other activities, occurring in a public plaza or other public space.
- Neighborhood beautification projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement program.
- Branding or marketing campaigns. e.g., shop local campaign, banners.
- Events. e.g., neighborhood street fair or festival, art walk, local event series.
- Economic development planning. e.g., merchant survey, , cultural district planning, retail strategy development.
- Minor Storefront Improvements. e.g., awning replacements, minor painting, graffiti removal, window film placement.

B. Castro Cares

OEWD is seeking proposals from nonprofit organizations to continue the administration of Castro Cares, which began November 1, 2014.

Castro Cares is a unique, collaborative, community-based initiative with an overall goal of building community capacity to develop long-term, sustainable solutions to improve the quality of life for those living on the street and for those who are housed and live, work and play in the Castro/Upper Market neighborhoods. Castro Cares provides a range of homeless-related services particularly focused on street outreach with the goal of getting people engaged in the social service system and into housing.

Applicants may propose a grant of up to \$175,000 for one year of service in this program area.

Under the leadership of the grantee, a coalition of neighborhood groups will bring additional, dedicated resources to the Castro/Upper Market area through the Department of Public Health (DPH), the Public Health Foundation Enterprise (PHFE), community-based social service organizations and the San Francisco Patrol Special Police. Improving quality of life improves economic vitality, which is critical to building and maintaining a thriving commercial district.

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

- Maintain a dedicated Castro Cares website.
- Provide homeless outreach and related services to people at risk on the street in the Castro/Upper Market neighborhoods through a contract with PHFE or similar entity.
- Provide law enforcement strategies specifically dedicated to the Castro/Upper Market neighborhoods through the use of San Francisco Patrol Special Police or similar entity.
- Provide incentive tools for homeless outreach workers to use during outreach (e.g., socks and/or toiletries).
- Provide cleaning, stewardship, and/or safety services through Block by Block or similar entity.
- Provide DPH with HIPAA-compliant data (Health Insurance Portability and Accountability Act of 1996) for their tracking and monitoring system.
- Hire and/or maintain a monitoring and reporting coordinator independent from the social service provider, and enter into a contract or hire a qualified service provider or employee for monitoring and reporting.
- Evaluate the program based on data and anecdotal evidence from contracted service providers and stakeholders.

Qualified applicants for this program area must demonstrate a track record in effective partnerships with business owners, property owners, community organizations and City agencies.

C. Central Market and Sixth Street Community Safety

OEWD is seeking proposals for community safety teams for Sixth Street and Central Market.

Applicants may propose grants up to \$150,000 for the completion of activities in this program area.

Proposals should augment police foot patrol, community ambassadors, and services from additional safety entities for Sixth Street from Market to Howard and on Central Market from 5th to 8th. Program design should show how all of these services work together in both geographic areas and should address the need for coordination with the North side of Market Street from 5th to 8th. OEWD should approve schedule and coverage plan.

Proposals in this program area should demonstrate:

- Strong track record of providing safety and cleaning services in Central Market and Tenderloin area.
- A strong partnership with SF Police Department.
- A plan for ongoing community engagement.
- A plan for raising the non-City portion of funds needed.

Please address the following specific questions in your agency's proposal:

- Please delineate the overall coverage and coordination of community safety staff, including those to be paid for by this grant, with specific detail as to hours and blocks covered.

D. Central Market / Sixth Street Corridor Manager

OEWD is seeking proposals from nonprofit organizations to support the ongoing work of OEWD to promote a healthy and vibrant business environment on Sixth Street.

Applicants may propose grants up to \$50,000 for completion of the activities in this program area.

This program will focus on working with Sixth street merchants to identify and promote strengths and opportunities and to identify and address weaknesses and challenges to the healthy functioning and success of the corridor. The work may include developing and implementing ideas for programs, physical improvements, or activations including a possible focus on crime prevention through environmental design and other place making and community building strategies.

Projects proposed under this program area should meet and address each of the following criteria in the application:

- Work with OEWD staff assigned to the area.
- Have a clear plan to assign, hire or contract staff to develop and execute an OEWD-approved work plan.
- Work with Sixth Street merchants to identify and promote strengths and opportunities.
- Identify and address weaknesses and challenges to the healthy functioning and success of the corridor.
- Facilitate merchant applications to available city grant and technical assistance programs, including city-supported NGO partner programs, and specifically SF Shines.

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

- Development and implementation of programs, physical improvements, or activations.
- Possible focus on crime prevention through environmental design (CPTED).
- Place-making and community building strategies.
- Periodic door-to-door merchant outreach to advertise new or existing grant or technical assistance programs, other incentives, and data collection.

E. Central Market, Sixth Street, and Tenderloin Business Retention and Relocation

OEWD is seeking proposals from nonprofit organizations to provide business retention and relocation services for Central Market, Sixth Street and the Tenderloin Commercial Districts.

Applicants may propose grants up to \$125,000 for completion of the activities in this program area.

This will include business retention services to existing storefront businesses, including technical assistance with leases as well as possibly with lease negotiation. Strong proposals will demonstrate staff experience delivering such services, and may further propose strategies, tools or suggested approaches to proactively strengthen existing business lease tenure/security. This work may also include assisting existing businesses in accessing other resources such as grants or technical assistance programs addressing other areas of business need. This work may also include tracking and prioritizing storefront vacancies, a focus on neighborhood-serving businesses, and working with OEWD to re-tenant storefront vacancies.

F. Chinatown Business Support Program

OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support the businesses in the “Greater Chinatown” (area between Kearny & Powell streets and California & Vallejo streets, with approximately 1,000 storefronts). OEWD is seeking partners that will contribute to Chinatown’s ongoing economic vitality through business outreach, community networking, technical assistance, appropriate referrals, legacy business retention and improvement, industry-focused recruitment and development, storefront reactivation, and cultural preservation.

Applicants may propose grants of up to \$75,000 for the completion of activities in this program area over the period of 12 months.

Qualified applicants in this program area must demonstrate the following:

- History, experience, and success providing business-related supportive services to Chinatown neighborhood.
- History of administering city-funded economic and/or workforce development program.
- Success in spurring economic activities, supporting existing businesses, and increasing community capacity.
- Success in organizing joint-effort and leveraging resources from city departments, local merchants and community partners.
- Highly experienced staff with effective communication and reporting skills.
- Established relationships with local merchant associations, family associations and community-based organizations.
- Knowledge of OEWD, Invest in Neighborhoods (IIN) Initiative, IIN Programs, and how your organization’s mission fits into the goals and objectives of OEWD and IIN.

Eligible projects should include (but are not limited to) the following:

- Conduct quarterly outreach services in the “Greater Chinatown” area to update businesses on vital City programs.
- Conduct quarterly vacancy tracking and update information for identification of

commercial inventories.

- Provide basic assistance to businesses, including but not limited to providing appropriate information and referrals, documenting service requests, coordinating service linkage, and following up with businesses regarding progress towards requested services and referrals.
- Provide direct assistance to complete at least 12 applications for Legacy Business Registry and follow up on service delivery progress.
- Provide quarterly reports to OEWD for data collection and assistance delivery progress.
- Potentially coordinate and participate in community engagement related to economic revitalization of the district.
- Assist in attracting neighborhood-serving businesses that promote and strengthen the history and character of the neighborhood.
- Work with OEWD and Chinatown non-profits to implement commercial district programs and services, retail strategies and preservation of cultural and historical assets.
- Engage with City departments, merchant and family associations, other community organizations, property and business owners, and community stakeholders.

G. Chinatown Corridors Cleaning Program

OEWD is seeking proposals from nonprofit organizations to implement a 12-month sidewalk cleaning program for the two construction-impacted corridors: 758-1301 Stockton Street (117 storefronts) and 601-799 Broadway Street (40 storefronts). OEWD is seeking partners that will contribute to support business activity, improve public cleanliness, utilize local workforce, provide community education and develop long term sustainability plan or business model.

Applicants may propose grants of up to \$75,000 for completion of activities in this program area over the period of 12 months.

Qualified applicants in this program area must demonstrate the following:

- History, experience, and success providing business-related supportive services to the Chinatown neighborhood.
- History of administering city-funded economic and/or workforce development programming.
- Success in organizing joint-effort and leveraging resources from city departments, local merchants and community partners.
- Success in recruiting, training and supervising the underserved local population.
- Experience with overseeing programs and staffing.
- Established relationships with local merchant associations, family associations and community-based organizations.

The scope of work for the grant recipient in this program area may include (but is not limited to) the following:

1. Sidewalk cleaning
 - Provide at least 2 days of sidewalk cleaning services per week for the two targeted corridors for a 12-month period.
 - During January 16-20 and 23-27, 2017 (prior to Chinese New Year) provide 5-day sidewalk cleaning services.
2. Power washing
 - Sidewalk power washing at least once a month for 12 months and once per week during January 16-20 and 23-27, 2017.
 - Opt-in window/awning washing for storefronts (with documented service consent and liability waiver).
3. Community outreach
 - Conduct at least 4 quarterly door-to-door outreach/survey to gauge merchant satisfaction.
 - Facilitate at least 1 public meeting to gather business and neighborhood feedback.
4. Educational campaign
 - Develop bi-lingual educational material to enhance understanding and maintain compliance with City regulations.
5. Develop a long-term sustainability plan to continue cleaning services after program expires.
6. Coordinate and participate in community engagement opportunities related to economic revitalization of the two corridors.
7. Provide quarterly reports to OEWD on community satisfaction survey, merchant participation, community feedback and long-term sustainability plan progress.

H. Japantown Neighborhood Improvement Projects

OEWD is seeking proposals for grants to support catalytic projects in Japantown that support the Japanese Cultural Heritage and Economic Sustainability Strategy and that will contribute to neighborhood vitality, increase economic activity, and build upon existing local leadership. A strong proposal shall demonstrate a supportive structure with the capacity to compensate, supervise, support staff and report on grant deliverables. It shall also include a detailed description of the coordination and implementation of activities. The budget shall reflect compensation for staff as well as operational and potential project budget for commercial activities.

Applicants may propose grants of up to \$125,000 for completion of activities in this program area.

Projects and activities proposed under this program area should include (but not be limited to) the following:

- Business attraction of culturally relevant businesses.
- Commercial district marketing and branding.

- Commercial district attractiveness.
- Commercial district safety.
- Activities that spur economic growth, support existing businesses, improve physical conditions, increase quality of life, or build community capacity.
- Activities that leverage private resources, including financial commitments, in-kind donations, volunteer time, etc.
- Economic development strategies supported by the community, Japantown Cultural Heritage and Economic Sustainability Strategy, and Japantown data.
- Engagement of partners as needed for each project, with documentation of meetings and agreements.
- Development and implementation of a district marketing campaign to promote neighborhood businesses and encourage customers to visit the business district.
- Progress reports and tracking project deliverables with appropriate data and tools.
- Attraction of neighborhood-serving businesses that promote and strengthen the history and character of the neighborhood.
- Maintenance of relationships with City agencies and partners.
- Activities that sustain businesses by delivering services that will strengthen them and increase their longevity in the corridor.
- Door to door business owner outreach.
- Relationship development with business owners.
- Relationship development with property owners.
- Promotion of City services to business owners.
- Follow up with businesses on progress of services and referrals.
- Programs to be promoted and delivered to businesses in corridor include:
 - ADA awareness
 - Marketing assistance
 - Lease-strengthening services
 - Legacy business registry
 - Business attraction

I. Judah Street Corridor Improvements

OEWD is seeking proposals from nonprofit organizations to support catalytic projects on a non-Invest In Neighborhood commercial corridor on Judah Street in the Outer Sunset, specifically located between 44th through La Playa, but also possibly applied between 30th and 33rd Avenues. Projects shall contribute to neighborhood vitality, increase economic activity, and leverage and build local leadership and social capital.

Applicants may propose grant of up to \$100,000 for completion of activities in the program area.

Projects proposed under this Program Area should meet the following criteria:

- Target the specific commercial district.

- Spur economic activities, support existing businesses, improve physical conditions, increase quality of life, or build community capacity within the Judah Street commercial district.
- Engage local business owners and stakeholders.
- Supported by local residents, merchants and property owners.
- Leverage private resources, including financial commitments, in-kind donations, volunteer time, etc.

Eligible projects may include (but are not limited to) the following:

- Physical improvements. e.g., public art installations, neighborhood landmarks, outdoor furniture and amenities, lighting installations.
- Neighborhood beautification projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement program.
- Branding or marketing campaigns. e.g., shop local campaign, banners.
- Events. e.g., neighborhood street fair or festival, art walk, local event series.
- Economic development planning. e.g., merchant survey, cultural district planning, retail strategy development.
- Minor Storefront Improvements. e.g., awning replacements, minor painting, graffiti removal, window film placement.

J. Larkin Street Corridor Manager

OEWD is seeking proposals from nonprofit organizations to support the ongoing work of OEWD and the Larkin Street Merchants and Property Owners Association (LSA) to promote a healthy and vibrant business environment in Little Saigon.

Applicants may propose grants up to \$50,000 for completion of the activities in this program area.

This includes working with OEWD staff assigned to the area, as well as with the LSA, and may include project management for physical improvement projects, events and festivals, community outreach, communications and partnerships. Applicants should demonstrate in their response the following specifics: existing staff or a clear and well-developed plan to hire or contract staff or firms with strong project management experience, especially with respect to physical improvement programs/projects and community building. Knowledge of and ties to the San Francisco business community are a plus.

K. Ocean Avenue Activation

OEWD is seeking proposals from nonprofit organizations for the activation of Ocean Avenue.

Ocean Avenue Activation aims to make Ocean Avenue an active, vital place with more events and entertainment on the street and in public spaces. The Ocean Avenue community has been presenting a monthly district marketing and promotion series called Second Sundays since January 2015. Second Sundays is designed to promote small, independent businesses on Sundays, which are typically a slow business day. Businesses on Ocean Avenue from Manor Drive to Interstate 280 feature music or other entertainment at their businesses. This Ocean Avenue Activation program seeks to augment and refine the Second Sundays program.

Applicants may propose a grant of up to \$15,000 for one year of service in this program area.

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

- Expand outdoor events at the public spaces of Ocean Avenue, including but not limited to the Ingleside Library Garden, Unity Plaza, and an outdoor living room area at the T intersection of Ocean and Capitol avenues.
- Feature more merchant participation and events in connection with the monthly Second Sundays event.
- Produce more print materials for merchants to promote their own stores during Second Sundays.
- Rent a space on Ocean Avenue to centralize entertainment efforts and host events for the entire community.

Qualified applicants for this program area must demonstrate a track record in effective partnerships with business owners, property owners, community organizations and City agencies.

L. Ocean Avenue Merchant Beautification

OEWD is seeking proposals from nonprofit organizations for the beautification of the Ocean Avenue business district.

Ocean Avenue Merchant Beautification aims to implement a public art project on Ocean Avenue from Manor Drive to Interstate 280. In May 2015, The Ocean Avenue Community Benefit District corridor was declared an Arts, Culture and Entertainment District to recognize, celebrate and foster a thriving creative element in the business district. Several projects are in various stages of planning and implementation that will showcase the arts on Ocean Avenue, including the Arts Alive Ingleside arts banner project and the Ocean Avenue mural at Ocean and Geneva avenues. The goal of this grant is to fund a project that will increase the vibrancy of the business district by adding artwork that will enhance the neighborhood and build upon the Arts, Culture and Entertainment District designation.

Applicants may propose a grant of up to \$20,000 for one year of service in this program area.

The scope of work for the grant recipient(s) in this program area may include (but is not limited to) one of the following projects:

- Interstate 280 Overpass Art Project: involves the design, fabrication and installation of art that enhances or replaces the fencing along the Ocean Avenue overpass above Interstate 280.
- Mosaic Art Storefront Entryways: involves the design, fabrication and installation of mosaic art storefront entryway(s) along Ocean Avenue.
- Alley Beatification: involves enhancement of the alley between 1945 and 1947 Ocean Avenue.
- Awning Replacement Project: involves the replacement of awnings throughout the Ocean Avenue business district.
- Ingleside Library Garden Gate: involves the creation of an artistic gate for the Ingleside Library Garden, which may be incorporated into the public open space network of the proposed Balboa Reservoir development project.
- Historical Placards: involves placards installed along Ocean Avenue sidewalks to identify notable buildings or places of interest.
- Outdoor Furniture: involves artistically-designed outdoor furniture such as benches or bicycle racks.
- Murals or Sculptures: involves the creation of murals or sculptures.
- Restoration of Historic Business Signs: involves the restoration of historic business signs that evoke the character of the historic retail district.

Qualified applicants for this program area must demonstrate a track record in effective partnerships with business owners, property owners, community organizations and City agencies.

M. Portola Garden Activities

OEWD is seeking proposals from nonprofit organizations to support gardening related activities in the Portola.

Applicants may propose grants up to \$2,500 for completion of the activities in this program area.

These activities may include gardening or greening related activities in the Portola. Strong proposals will demonstrate knowledge and a track record of successfully coordinating and implementing such activities in the Portola, as well as broad community involvement. Strong proposals will also support ongoing community gardening or greening related activities in the Portola.

N. Portola Neighborhood Asset Activation

OEWD, through its newly established Neighborhood Asset Activation (NAA) program, is specifically interested in supporting the activation of vacant or underutilized properties of critical importance to the success of surrounding neighborhoods. The aim of this program is to unlock the tremendous potential of neighborhood assets through strategic investment, and to leverage these investments for area businesses and the neighborhood. In the Portola, OEWD is seeking proposals to administer a program to activate key existing and potential neighborhood gathering places, including but not limited to specific businesses, pocket parks, the Avenue Theater, and the Jerry Garcia Amphitheater.

Applicants may propose grants of up to \$50,000 for activities in this program area.

Potential deliverables/tasks for projects funded through this program area may include, but are not limited to:

- Coordination with existing community groups to confirm activation priorities.
- Outreach to key property owners (including government agencies, when appropriate).
- Recruitment of performers, entertainment, or other programming.
- Coordination of assistance with permits, as appropriate.
- Engagement of local businesses (i.e. food) as vendors for events.
- Marketing and public relations to publicize events and programs.

Proposals in this program area should demonstrate:

- A track record of success working in the Portola neighborhood on neighborhood improvement projects.
- Experience partnering with businesses, property owners, residents, and government organizations to complete neighborhood projects.
- Experience with marketing, promotions, cultural programming or entertainment.
- Ability to leverage and augment assistance to small businesses through the activation program.
- Willingness to document learnings and share them for future activation undertakings.

Please address the following questions in your agency's proposal:

- Please propose a program design and include specific neighborhood assets you plan to activate and detailed strategies for how to best do this.
- Please describe how the asset activation program specifically can tie in with the business development goals for the neighborhood.
- Please provide an overview of the organization's current capacity and how the capacity will be developed to meet current obligations and take on new work.

O. Safe Passage

OEWD is seeking proposals from nonprofit organizations to continue the Tenderloin Safe Passage (TSP) Program focused on reducing street safety concerns expressed by Tenderloin families.

Applicants may propose grants up to \$100,000 for the completion of activities in this program area.

Potential deliverables/tasks for projects funded through this program area may include, but are not limited to:

- Management of project volunteers and staff.
- Delivery of program services.
- Coordination of safety and training.
- Coordination with stakeholders and TSP partner organizations.
- Fundraising for continued operating costs.
- Development of a strategic plan for the program's future.

Strong proposals will delineate:

- A plan for broad community and volunteer engagement, in particular through and between Tenderloin Action Zones as identified by OEWD in conjunction with other funding partners.
- A detailed fundraising plan to secure operational funding for FY16-17 and beyond.
- Close coordination with SFPD and other City and neighborhood stakeholders.
- Engagement with merchant and property owners along designated Safe Passage routes.

P. Strategic Planning for Latino Cultural District Carnival Festival and Parade

OEWD is seeking proposals from a nonprofit who can oversee a strategic planning process that produces a five year strategy for Carnival. Carnival is an annual Mission cultural festival and parade of more than 40 years. It is an iconic and historically significant event for the Latino Cultural District, bringing visitors to the corridor that support the local economy of the district.

Applicants may propose a grant of up to \$75,000 for the completion of activities in this program area within a **proposed period** of 12 months.

A strong proposal shall demonstrate a supportive structure with the capacity to supervise a strategic planning process and report on grant deliverables. It shall also include a detailed description of the proposed supervisory and communication structure that will oversee the strategic planning process, coordination, implementation, execution, control and completion of specific deliverables within established deadlines. The budget shall reflect compensation required for consultant time as well as an operational and estimated project budget.

The scope of work for the grant recipient(s) in this program area will include overseeing implementation of the strategic planning process and may include (but is not limited to) the following:

- Defining the project scope, goals and deliverables.
- Overseeing assigned projects.

- Convening of a planning committee.
- Hiring a consultant or team to support the process and produce deliverables.
- Leading the hiring process of a consultant or team.
- The consultant or team will develop a work plan and schedule detailing the timing of key project activities, meetings, individuals to be engaged and resources needed to carry out activities.
- The consultant or team will organize and analyze input and present findings and recommendations from the strategic planning process.

Data Gathering and Stakeholder/Community Engagement activities may include:

- Organizing, facilitating and documenting findings from various data gathering activities.
- Developing outreach strategies, logistical planning; setting meeting agendas and organizing facilitation.
- Creating surveys and/or questions/prompts.
- Gathering lists of targeted participants.
- Holding public/community meetings, one on one meetings, focus groups and interviews.
- Conducting analysis of existing festival and parade components.
- Gathering data, and reviewing and organizing festival and parade historical documents, files, and resources.

The Strategic Planning product will be a five-year strategy document that will include potential elements, but is not limited to:

- Documentation and description of the process highlighting key findings of engagement.
- Recommendations and priorities for the next five years related to the structure, governance, organizational leadership development and key strategies to be pursued by an organizational entity ultimately formed to ensure the long-term sustainability of Carnival.
- Recommendations of committee structure and governing documents, roles of board members, and engagement of stakeholders and community.
- Recommendations for festival plan, parade plan, marketing, fundraising, volunteer and a management plan.
- Monitoring assessment tool.
- Overview of comparable best practices.
- Please address the following questions in your agency's proposal: Describe the proposed structure of the strategic planning process.
- Describe key activities.
- Describe key roles with responsibilities including but not limited to: sponsor organization, consultant or support team, Carnival existing leadership, stakeholders/community, planning committee, etc.
- Describe the hiring process and desired skills for a consultant or support team.
- Provide some examples of stakeholders that would be engaged as part of this process.
- Describe the end product of the process, and components of the 5 year strategic plan.

- Describe a proposed timeline for activities.
- Describe any funding to be leveraged for this process.

Q. Tenderloin Merchant Outreach

OEWD is seeking proposals from nonprofit organizations to support OEWD outreach to Tenderloin merchants and stakeholders.

Applicants may propose grants up to \$50,000 for completion of the activities in this program area.

Potential deliverables/tasks for projects funded through this program area may include, but are not limited to:

- Periodic door-to-door outreach to merchants to advertise new or existing grant or technical assistance programs or other incentives.
- Facilitation of merchant applications to City-funded programs.
- Data collection.

Strong proposals will delineate:

- Strong organizational and staff capacity for this work, or a clear plan to develop this capacity.
- Cultural and language capacity to work across the diverse Tenderloin business and resident community.

R. Americans with Disabilities Act (ADA) Small Business Accessibility Assistance Program

OEWD is seeking proposals for grants to support an ADA Small Business Accessibility Assistance Program. The program shall provide education and assistance to San Francisco small businesses to better understand ADA laws and steps towards compliance.

Applicants may propose grant of up to \$50,000 for the completion of services and activities in this program area.

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

- Conduct outreach in San Francisco neighborhoods to proactively reach small businesses along commercial corridors, to inform them of the program, disseminate educational materials about barrier removal, and share resources to help businesses comply with the ADA.
- Manage a Certified Access Specialist (CAsp) team and program application process, which includes onsite inspections by certified access specialists for small businesses. CAsp inspectors shall document all accessibility barriers found, provide cost estimates

and timelines for barrier removal based on readily achievable standards, and provide solutions to remove each barrier.

- Provide referrals and access to contractors and legal services to help small businesses respond to ADA matters, especially businesses that received demand letters.
- Follow up and provide businesses with CASp reports access to funding (debt and available grants), technical assistance, and resources to assist businesses in removing accessibility barriers. The grant may be used to fund the removal of readily achievable barriers such as signs and door hardware to help the businesses begin the compliance process.

S. Commercial Loans - Emerging Business Loan Fund

OEWD is seeking proposals from nonprofit organizations to provide commercial loans of up to \$250,000 and consulting services to the City's small businesses with a focus on IIN commercial corridor businesses. The loan fund program, the Emerging Business Loan Fund (EBLF), shall provide access to capital that is not readily availability via traditional markets.

Applicants may propose a grant of up to \$125,000 for operating costs to support the EBLF Program. OEWD will not provide lending capital for the program and is seeking organizations with access to other sources to support San Francisco small businesses.

A strong proposal shall demonstrate a supportive structure with the capacity to leverage funds for lending capital and additional resources for operations, a product that meets the needs (ease of access and lending amount) of the City's businesses, and assistance to businesses with limited resources to open and grow in the City.

Proposed EBLF program should meet each of the following criteria:

- An EBLF product structured with few barriers to cost and ease of access particularly to women entrepreneurs, immigrant and minority small business owners, low-income families, and other groups facing marked difficulties accessing traditional financing. OEWD welcomes products and programs creatively designed to reduce barriers to access: reduced loan packaging requirements and process/timeline, flexible use of funds, healthy loan loss reserve to mitigate EBLF portfolio loss, low-interest and longer-term loans, higher than standard loan-to-value requirements, lower than standard debt service coverage ratios and more flexible than standard security requirements; and
- Consulting services, provided in-house or through a technical assistance service provider partner, to help businesses evaluate risks and cost of debt, and consulting services for the duration of the loan terms with goals toward stabilization, job creation, and expansion.

Qualified applicants must demonstrate experience providing similar commercial lending and consulting services and demonstrate the ability to deliver services through collaborative efforts, particularly with the City and County of San Francisco, commercial corridor programs, and community-based business technical assistance and entrepreneurship training organizations.

- Applicants must be San Francisco-based or operate a San Francisco office; must be a 501(C)(3) non-profit corporation registered with the Internal Revenue Service; and must be in good standing with the State of California's Registry of Charitable Trusts.
- Applicants should be Community Based Development Institutions (CDFI) as certified by the CDFI Fund under the US Treasury Department; or demonstrate that they are on the path to achieve such status within calendar year 2017; or have a California Lender's License with experience lending to and consulting with small businesses.

Please address the following questions in your agency's proposal:

- Describe the demographic and business characteristics of the target audience in need of the loan product and services being proposed.
- Describe your organization's lending track record over the past two years, including small business impacts and highlights, lending volume, delinquency and write-off rates.
- Describe any challenges your organization faced in lending to small businesses in San Francisco in the past and your organization's strategies to overcome these challenges.
- Describe how the loan product and services will be structured to reach the target audience and will meet their needs where other lending products cannot meet them.
- Describe what success for the program looks like and provide specific, measurable and realistic outcomes for the targeted program recipients.
- Describe your organization program staff's and Board of Directors' management and leadership experience to provide direction to the organization to successfully carry out its programs; and have adequate representation of program beneficiaries.
- Describe source of funds your organization will provide to capitalize the loans.
- Describe client success story including how the loan product and assistance from your organization attributed to the success of the business.
- Describe a client that received program loan and services, but was not able to succeed in the City. What were the contributing factors and how will the program be structured to better inform clients of these potential pitfalls?
- Please provide 3 references of small business clients from the past two years that can speak to the product and services your organization provided.

T. Legacy Business Program Check-Printing Services

The San Francisco Office of Small Business is seeking proposals from nonprofit organizations for check-printing services for the Legacy Business Program that will enable the secure and accurate printing and delivery of checks to grantees. Grantees shall include businesses on the Legacy Business Registry (<http://sfosb.org/legacy-business/registry>) or their landlords who are receiving Business Assistance Grants, Rent Stabilization Grants and other grants through grant programs organized by the Office of Small Business.

Applicants may propose a budget up to \$25,000 for completion of the activities in this program area.

Circumstances in which check-printing services would be required include, but are not limited to, instances in which grantees are unable to get established as official vendors with the City and County of San Francisco in a timely manner, or unforeseen events such as hardware failure, software failure, power failure or natural disaster. Contractors must be able to print and deliver checks at a third-party Contractor-run facility or service (hosted).

A strong proposal shall demonstrate proper resources and a competitive fee structure to perform the services.

U. Microloans - Revolving Loan Fund (RLF) Program

OEWD is seeking proposals from nonprofit organizations to develop and support the City-sponsored Revolving Loan Fund (RLF) that provides microloans and consulting services to the City's micro and small businesses with a focus on IIN communities for up to 6 years. The objectives of the RLF are to support the following:

- Economic development efforts directed at revitalizing and strengthening targeted commercial neighborhood corridors throughout the City as identified in the City and County of San Francisco Consolidated Plan and the City's Invest in Neighborhoods Initiative; and
- Job creation and retention efforts that create and/or retain permanent full-time jobs filled by low- to moderate-income San Franciscans; and
- Investment and economic growth where other financing sources are not available.

Most recent RLF outcomes and accomplishments from the last seven years of micro-lending include the following:

- Microloans of up to \$50,000, including pre- and post-loan consulting for the term of the loan.
- 575 jobs created and retained.
- 119 loans funded totaling \$3 million; original lending capital revolved twice.
 - 46% to startup businesses
 - 39% to minority-owned businesses
 - 60% to women-owned businesses
 - 68% to low-income individuals

Applicants may propose a grant of up to \$150,000 to support the RLF Program. OEWD prefers to reimburse grantee on a deliverable basis, e.g., per loan funded or as a percentage of amount funded, but is open to other grant reimbursement methods to ensure support of program and organization capacity. OEWD seeks leveraged program support including thoughts on how program income can be used to apply to operations and maintenance of the RLF.

The City may provide up to \$1,455,000 in lending capital to seed the RLF. Funds for the RLF are being made available through the following local and federal funding sources that have

revolved in the RLF: Community Development Block Grant (CDBG), Economic Development Administration (EDA) Title IX funds, and the City's General Fund.

- \$717,500 CDBG
- \$312,500 Title IX
- \$425,000 General Fund

Successful applicants and RLF borrowers must comply with all relevant CDBG, EDA, and City regulations and policies. RLF lending capital and all principal repayments shall be deposited and revolved in the RLF in perpetuity. As additional resources become available, additional funds may be added to the RLF. RLF loan amounts and terms may be adjusted accordingly with prior approval by OEWD.

A strong proposal shall demonstrate a supportive structure with the capacity to leverage non-City funds for lending capital and administration, an outreach plan to micro and small businesses in San Francisco that focuses on businesses along IIN commercial corridors as well as the ability to provide technical assistance and resources to businesses during and beyond the terms of the loan. A strong proposal shall be innovative to reflect the flexibility and uses of the diverse sources of lending capital.

Proposed RLF program should meet each of the following criteria:

- An outreach and marketing plan responsive to the needs of the City's culturally and linguistically diverse small businesses in startup and expansion phases; and
- An RLF product structured with few barriers in terms of costs and ease of access particularly to women entrepreneurs, immigrant and minority small business owners, low-income families, and other groups facing marked difficulties accessing traditional financing. IIN welcomes products and programs designed with creative solutions to remove barriers to access: shorter timelines to access funds, reduction of paperwork, easing credit criteria, healthy loan loss reserve to mitigate RLF portfolio loss, low-interest and longer-term loans, higher than standard loan-to-value requirements, lower than standard debt service coverage ratios and more flexible than standard security requirements; and
- Consulting program to help businesses evaluate the risks and costs to startup and expansion efforts in the City, and consulting services for the duration of the loan term with goals toward stabilization and growth.

Qualified applicants must demonstrate experience providing similar microfinance lending and consulting services and demonstrate the ability to deliver services through collaborative efforts, particularly with the City and County of San Francisco, commercial corridor programs, and community-based business technical assistance and entrepreneurship training organizations.

- Applicants must be San Francisco-based or operate a San Francisco office; must be a 501(C)(3) non-profit corporation registered with the Internal Revenue Service; and must be in good standing with the State of California's Registry of Charitable Trusts.

- Applicants should be Community Based Development Institutions (CDFI) as certified by the CDFI Fund under the US Treasury Department; or demonstrate that they are on the path to achieve such status within calendar year 2017; or have a California Lender's License with experience lending to and consulting with small businesses.
- Applicants must be able to assist borrowers funded with federal sources (CDBG and Title IX) comply with all applicable environmental review clearance, bidding procedures, and state and federal prevailing wage requirements.
- Applicants must comply with all applicable local and federal government regulations including the ability to document jobs created and retained as a result of funding provided to the borrower.

Please address the following questions in your agency's proposal:

- Describe your organization's San Francisco small business lending track record over the past two years, including lending volume, delinquency and write-off rates.
- Describe the demographic characteristics of the target audience in need of the microloan product and services being proposed.
- Describe how the loan product and services shall be structured to reach the target audience.
- Describe success for the program and specific, measurable and realistic outcomes for the targeted program.
- Describe any challenges your organization faced in lending to small businesses in San Francisco in the past and your organization's strategies to overcome these challenges.
- Describe strategies and activities that exhibit cultural competencies reaching and working with populations that are lower-income and racial/ethnic minorities.
- Describe your program staff's and Board of Directors' management and leadership experience to provide direction to the organization to successfully carry out its programs; and have adequate representation of program beneficiaries.
- Describe any fees/costs to clients that would be associated with RLF and justification for fees/costs. Please include detailed SF RLF program budget and how the different grant, program income, and leveraged funds will support and sustain the program.
- Describe a client success story including how the loan product and assistance from your organization attributed to the success of the business.
- Describe a client that received program loan and services, but was not able to succeed in the City. What were the contributing factors and how will the program be structured to better inform clients of these potential pitfalls?
- Please provide 3 references of small business clients in the past year that can speak to the product and services your organization provided.

V. Outer Sunset Small Business Minor Façade Improvement

OEWD is seeking proposals from nonprofit organizations to administer a Minor Façade Improvement Program on commercial corridors in Supervisorial District 4 Outer Sunset,

specifically businesses along Taraval, Noriega, and Irving, also extending to Judah. The purpose of the façade improvements is to support small businesses by improving the exterior of the business, while beautifying the commercial corridor with focused improvements. Minor Façade Improvements Program will provide assistance to small businesses that are interested in minor changes or alterations to the exterior of their business storefront. Minor Façade Improvements may include, but are not limited to, painting of facades, window film, painting business sign/logo on façade, power washing/minor replacement of awnings, etc. At least one new business will benefit from the Minor Façade Improvement Program.

Applicants may propose grants up to \$120,000 for completion of activities in this program area.

Potential deliverables/tasks for projects funded through this program area may include, but are not limited to:

- Outreach to property and business owners.
- Facilitation of City permitting.
- Facilitation of design process.
- Management of construction process.
- Management of vendors/contractors.
- Specify the minimum of facades to be improved.

W. SF Shines: Facade and Tenant Improvement Program

OEWD is seeking proposals for grants to provide architectural design and technical assistance to property and business owners to improve commercial facades, business interiors, and provide accessibility upgrades. The program shall provide financial management and administrative support for the SF Shines program to increase access to grant funding to SF Shines applicants.

Applicants may propose grant of up to \$200,000 for the completion of services and activities in this program area.

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

- Architectural Design Services including schematic design, design development, preparing construction documents, providing scope of work for bidding, attending contractor walk-throughs, and reviewing bids.
- Financial Management and Administrative Support including providing construction grants.

X. Small Business Retention and Relocation Program

OEWD is seeking proposals from nonprofit organizations to support retention and relocation services for the City's small businesses. Goals of the program are to provide proactive outreach and direct case management to help small businesses better understand their rights as commercial tenants in the City and provide resources to help them achieve long term stability.

The program may provide direct real estate, financial assistance, and professional consulting services with an aim to assist businesses that serve our communities and that currently provide jobs to our residents in our city.

Applicants may propose a grant of up to \$535,000 to support a program to retain and relocate small businesses in San Francisco, \$135,000 of which must be for retention for bookstores.

A strong budget shall include grants to support program staff, professional consultants and partners, and incentive programs to encourage landlords and tenants to participate in the program.

The scope of work for the grant recipient in this program area should include (but is not limited to) the following:

- a. Support the organization's existing retention and relocation services in the following areas:
 - i. Real Estate services: draft letter of intents (LOIs) and provide assistance with landlord negotiations, lease review, compliance with San Francisco's zoning and permitting, real estate acquisition assistance, occupancy feasibility studies and cost estimates of the build-out process, options and guidance for creative utilization of space (e.g., space sharing/pop-up matchmaking options, tenants in common, condo conversion), broker services, and identification of and keeping a database of suitable and stable sites for relocation services;
 - ii. Financial and consulting services: case manage businesses and provide them with direct assistance to achieve site control and long term stability in the City;
 - iii. Accessing grants: provide direct assistance to businesses to access and apply to City grant programs (e.g., ADA, Legacy, SF Shines, Women Entrepreneurship, Disaster Relief, etc.).
- b. Develop real estate program fact sheets, definition and tips, and roadmaps for above listed program components.
- c. Develop a network of professional consultants to supplement staff and partner services (e.g., designer/architect, engineer, contractors, and cost estimator, law firm, brokers, etc.).
- d. Create an outreach plan including timeline for the City's neighborhood businesses.
- e. Develop a retention program to assist and retain the City's bookstores. OEWD has a list of about 100 bookstores across IIN commercial corridors to focus retention efforts. The bookstore program should include a few development plans specifically for bookstores that includes the use of marketing and social media strategies, space redesign and use, and incentive resources to implement strategies.

A strong proposal shall have a thorough understanding of the needs in this area. The grant recipient should have intentions to refine and scale existing real estate and case management services to meet the needs of the businesses citywide. Strong customer service, regular and consistent follow-up with a team of task-oriented professionals are integral to the success of the program.

Qualified applicants in this program area must demonstrate the following:

- Experience and success providing retention and relocation services to small businesses with varying needs and in underserved neighborhoods.
- Experience with the San Francisco commercial real estate market at the neighborhood level.
- Sufficient level of staffing to be assigned to oversee program and consultants.
- High level of project management and case management skills.
- Knowledge of OEWD, Invest in Neighborhoods (IIN) Initiative, IIN Programs, and how your organization's mission fits into the goals and objectives of OEWD and IIN.

Y. Women Entrepreneurship Grant Program

OEWD is seeking proposals from nonprofit organizations to provide grants to women entrepreneurs and businesses that support the success of women business clients. Program clients must have completed or be underway to complete their Individual Action Plan (IAP) or Individual Development Plan (IDP) which is a business action plan where the service provider and business client document their approach to evaluate and implement strategic steps, track financial impact, and plan growth. The express purpose of this program is to drive and expand economic inclusion and equity by offering resources and grants to women entrepreneurs.

Applicants may propose grants of up to \$155,000 for the completion of activities in this program area. An applicant may propose up to \$25,000 to operate and establish the eligibility and application process and up to \$130,000 for the grants to the entrepreneurs.

A strong proposal shall demonstrate programming and experience working with women entrepreneurs to help them succeed, experience developing and making progress on IDP/IAPs, capacity expediting funding and administration of grants, and ability to provide a cost effective program.

Proposed program should meet each of the following criteria:

- The program shall target women with limited resources and capacity, including but not limited to middle and low-income women, women of color, female head of family, and single parents.
- To be eligible for the grant program, a women entrepreneur must have completed or be in progress towards completing an IDP/IAP; the client must be entered into client grant management system (GMS) prior to September 1, 2016.
- Action plans should represent diverse needs and strategies that spur additional income or provide stability for the women entrepreneur including accessing new markets, implementing marketing action steps and tracking results, hiring and training additional staff, purchase of new equipment, down payment for leasing a space, making improvements to comply with local, state, and federal laws, etc.

A strong proposal shall demonstrate a plan to reach and engage other economic service providers that serve San Francisco small businesses. Please be sure to explain your proposed outreach for finding those in need of this service and how they will be not only made aware of the opportunity but also encouraged to participate. A strong proposal shall include a measurement plan to demonstrate impact, and promote programmatic continuous learning and improvement.

Qualified applicants in this program area must demonstrate the following:

- Experience and success providing comprehensive support and services to small businesses.
- Ability to support small businesses with varying levels of capacity and backgrounds.
- Experience providing direct financial assistance in an efficient and expedient manner.
- Sufficient level of staffing and high level of experience of staff to be assigned to oversee program and lead the program.
- Knowledge of OEWD, Invest in Neighborhoods (IIN) Initiative, IIN Programs, San Francisco service providers, and how your organization's mission fits into the goals and objectives of IIN and this program area.

Z. Community Benefit District – Feasibility Analysis Grants

OEWD is seeking applications from communities who are considering the formation or renewal of Community Benefit Districts in Commercial Districts, in San Francisco, for a CBD feasibility analysis. The purpose of this program is to provide funding to existing organized steering committees that will be undergoing research and analysis to determine the feasibility of a Community Benefit District. The grants can assist steering committees by funding the coordination and staffing of steering committee meetings, creation of property and business databases, execution of property owner survey and analysis of findings, and development of a draft service plan and budget.

OEWD's primary goal is to ensure that communities who pursue CBD formation have enough property owner support and organizational capacity to lead a complicated campaign process. OEWD is offering this matching grant program to assist organizations in defraying costs.

Applicants may propose grants of up to \$25,000 for completion of activities in this program area.

Projects proposed under this program area should meet each of the following criteria:

- Target a specific commercial district in San Francisco.
- Have a steering committee that has at 50% representation of property owners and at least 20% representation from business owners who do not own property.
- Complete proposed project by June 30, 2017.
- Leverage private resources, including financial commitments, in-kind donations, volunteer time, etc.

Eligible project may include (but is not limited to) the following:

- Coordination and staffing of steering committee meetings.
- Development of initial boundary map.
- Creation of property owner, business owner, and stakeholder databases.
- Execution of property owner survey and analysis of findings.
- Development of initial service plan and budget.
- General Project Management by qualified staff/consultants.

AA. Community Benefit District – Formation Assistance Grants

OEWD is seeking applications from communities who are pursuing the formation or renewal of Community Benefit Districts in San Francisco, for CBD formation assistance. The purpose of this program area is to provide funding to existing organized steering committees that have passed all minimum thresholds for CBD Feasibility Analysis. The grants can assist steering committees by funding the coordination and staffing of ongoing steering committee meetings, technical consultants to develop key documents, development of initial assessment methodology, execution of property owner petition process, outreach materials during ballot process, and ongoing project management and meetings with key City Staff.

OEWD's primary goal is to ensure that communities who pursue CBD formations are equipped and capitalized to lead a complicated campaign process. OEWD is offering this matching grant program to assist organizations in defraying costs.

Applicants may propose grants of up to \$50,000 for completion of activities in this program area.

Projects proposed under this program area should meet each of the following criteria:

- Target a specific commercial district in San Francisco.
- Have a steering committee that has at least 50% representation of property owners and at least 20% representation from business owners who do not own property.
- Complete proposed projects by June 30, 2017.
- Leverage private resources, including financial commitments, in kind donations, volunteer time, etc.

Eligible projects may include (but are not limited to) the following:

- Coordination and staffing of steering committee meetings.
- Hiring of technical consultants to develop key documents (i.e., Assessment Methodology, Management Plan, Engineer's Report, Boundary Map, Assessment Diagram, etc.).
- Coordination of community meetings.
- Execution of property owner petition process.
- Development and distribution of outreach materials.

- General Project Management by qualified staff/consultants.

BB. Community Benefit District – Organizational Support Grants

OEWD is seeking applications from Community Benefit Districts (CBD) Management Corporations for Capacity Building and Organizational Support projects. The purpose of this program area is to provide funding to existing CBDs to strengthen the organizational effectiveness of the CBD's management corporation. The grants can assist groups with strategic planning, retail strategy, business attraction, retailing, volunteer management, and improved fundraising.

OEWD's primary goal is to advance the management corporation's ability to carry out strategic goals and make the management corporations more sustainable. OEWD is offering this matching grant program to assist organizations in defraying costs.

Applicants may propose grants of up to \$30,000 for completion of activities in this program area.

Projects proposed under this program area should meet each of the following criteria:

- Target a specific existing Community Benefit District (CBD).
- Spur economic activities, support existing businesses, improve physical conditions, increase quality of life, or build community capacity within the CBD Boundary.
- Complete proposed project by June 30, 2017.
- Leverage private resources, including financial commitments, in kind donations, volunteer time, etc.

Eligible projects may include (but are not limited to):

- Strategic Planning and/or implementation of strategic plans.
- Economic Development Planning. i.e.: merchant survey, retail strategy, and/or implementation of economic development plans.
- Retail attraction/broker services.
- Commercial District Activation. i.e., art walk, local event series, performances, physical exercise activities, public marketplace, or other activities, occurring in a public plaza or other public space.

CC. Nonprofit Impact Accelerator Program

The goal of this program area is to support nonprofits that seek to increase effectiveness, extend reach or improve financial health through partnership. For many nonprofits the path to long-term stability and greater impact has included strategic restructuring such as co-location, administrative service partnerships and joint programming.

OEWD is seeking proposals from an intermediary to assist nonprofits in enhancing impact or improving financial stability through the exploration and, when appropriate, implementation of long-term partnerships.

Applicants may propose grants of up to \$242,500 over a two year period for completion of activities in this program area. OEWD anticipates allocating funding of \$60,000 in 2016-17 and \$182,500 in 2017-18 for grants to be awarded under this program area. This amount is not guaranteed, and actual funding may be less. Renewal and extension options on this program may continue through FY 2019-2020, subject to OEWD approval and funding appropriation. OEWD reserves the right to change or combine program area allocations as needed to ensure that the best overall complement of services is provided in light of OEWD goals. Budget targets for distinct pieces of work are described below. Proposers should demonstrate compliance with these limits as part of their budget narrative.

The scope of work for the recipient(s) in this program area may include (but are not limited to) the following:

- **Technical Assistance: Nonprofit Workshops and Assessments (up to \$60,000 of total proposal)**
The selected intermediary/ies will work with City agency staff to design a minimum of two workshops for nonprofit directors and board leadership which will create a layer of awareness about collaborations, alliances and strategic restructuring to normalize and de-stigmatize the exploration of these options. Additionally, the intermediary/ies will assist a minimum of 20 nonprofits to complete strategic restructuring readiness assessments.
- **Small Group Consultation: Strategic Restructuring (up to \$162,500 of total proposal)**
The selected intermediary/ies will assist approximately 10-15 nonprofits that have completed strategic restructuring readiness assessments and identified a potential partner or partners to begin exploration of new partnership structures, by facilitating due diligence, feasibility planning, financial assessment, memoranda of understanding and/or implementation plans.
- **Evaluation and Documentation (up to \$20,000 of total proposal)**
The intermediary will provide written quarterly fiscal and programmatic updates to OEWD along with invoices for reimbursement based on ongoing performance. The intermediary will provide annual written reports describing assistance offered and status of nonprofits assisted, and providing an evaluation of impact of investment.

Qualified applicants in this program area should address the following items in their proposals:

- Expertise and success providing formal collaboration support to nonprofits with varying needs.
- Success engaging nonprofits to attend workshops.
- Ability to support nonprofits with varying levels of capacity.
- Success building capacity of nonprofit community-focused organizations.
- Sufficient level of staffing and high level of experience of staff to be assigned to oversee program.
- High level of project management and case management skills.
- Effective communication and reporting.

DD. Nonprofit Space Stabilization Program

OEWD will select an intermediary or intermediaries to meet the objectives described in Section I by providing technical and financial assistance for nonprofits at risk of displacement as well as those experiencing barriers to growth due to the high cost of real estate.

Applicants may propose grants of up to \$1,467,500 for completion of activities in this program area. OEWD anticipates allocating funding of \$790,000 in 2016-17 and \$677,500 in 2017-18 for grants to be awarded under this program area. This amount is not guaranteed, and actual funding may be less. Renewal and extension options on this program may continue through FY 2019-2020, subject to OEWD approval and funding appropriation. OEWD reserves the right to change or combine program area allocations as needed to ensure that the best overall complement of services is provided in light of OEWD goals. Budget targets for distinct pieces of work are described below. Proposers should demonstrate compliance with these limits as part of their budget narrative.

The scope of work for the recipient(s) in this program area may include (but are not limited to) the following:

- Technical Assistance (17% - 22% of total budget request)
Intermediary/ies will address nonprofit instability and seed growth and co-location by providing real estate assistance. Additionally, the intermediary/ies will improve accessibility of online tools and resources by creating online and printable resource documents that can be housed on or linked to OEWD.org and disseminated to the nonprofit community.
- Direct Financial Assistance (\$500,000 each fiscal year)
The selected intermediary/ies will put out a call for proposals from nonprofits based in San Francisco, and applications will be reviewed by a panel consisting of City agency staff, the intermediary's staff and other experts from related fields. The selected intermediary or intermediaries will administer funds by providing technical assistance and direct financial assistance to nonprofits, particularly those that have previously

lacked large contributions, but have secured some recent public or philanthropic investments; demonstrate success in pursuing community engagement strategies; show support for their efforts from multiple sectors; and are deeply rooted in historically underserved communities. Eligible expenses are one-time expenses which prevent organizations from sharing or fully activating their space, such as paint, furniture or facility management software, and one-time costs that help nonprofits navigate space transitions, address moving expenses and plan for a new space or required tenant improvements. Subsidies to cover a rent increase up to 6 months may be eligible if the organization provides a plan for long-term feasibility.

- Intermediary's Administration (10%-15% of total budget request)
The intermediary/ies must provide monthly fiscal and programmatic updates to OEWD along with monthly invoices for reimbursement based on ongoing performance. The intermediary/ies must provide annual reports describing assistance offered and status of nonprofits assisted, and providing an evaluation of impact of investment. The intermediary/ies must be able to sub-grant awarded funds to San Francisco nonprofits and successfully manage all accounting associated with grant awards, contracting and reimbursements.

Qualified applicants in this program area should address the following items in their proposals:

- Expertise and demonstrable success providing real estate support to nonprofits with varying needs and in underserved neighborhoods.
- Ability to support nonprofits with varying levels of capacity.
- Strong record and demonstrable success working with nonprofits in multiple subsectors or a record of successful partnership in this area.
- Sufficient level of staffing and high level of experience of staff to be assigned to oversee program and consultants.
- Experience with nonprofit retention and relocation in San Francisco.
- High level of project management and case management skills.
- Knowledge of OEWD and how your organization's mission fits into the goals and objectives of OEWD.

The requirements listed above are to be used as a general guideline and are not intended to be a fixed target or a complete list of all work necessary to meet program area objectives. It is anticipated that the breadth and scope of assistance to nonprofits may only be adequately determined once the level of need is articulated through the nonprofit sub-granting application and review process.

EE. Nonprofit Space Investment Fund

OEWD is seeking proposals from nonprofit organizations or other eligible applicants to provide direct financial assistance to nonprofits for expenses related to space acquisition.

Applicants may propose grants of up to \$4,250,000 for the completion of activities in this program area. OEWD anticipates allocating funding of \$2,328,450 in 2016-17 and \$1,921,550 in 2017-18 for grants to be awarded under this program area. This amount is not guaranteed, and actual funding may be less. Renewal and extension options on this program may continue through FY 2019-2020, subject to OEWD approval and funding appropriation. OEWD reserves the right to change or combine program area allocations as needed to ensure that the best overall complement of services is provided in light of OEWD goals. Budget targets for distinct pieces of work are described below. Proposers should demonstrate compliance with these limits as part of their budget narrative.

The scope of work for the recipient(s) in this program area may include (but are not limited to) the following:

- **Direct Financial Assistance (90% - 94% of total budget request each fiscal year)**
The selected intermediary/ies will put out a call for proposals from nonprofits based in San Francisco, and applications will be reviewed by a panel consisting of City agency staff, the intermediary's staff and other experts from related fields. The selected intermediary or intermediaries will administer funds by providing technical assistance and direct financial assistance to nonprofits, particularly those that have previously lacked large non-municipal contributions, but have secured some recent public or philanthropic investments; demonstrate success in pursuing community engagement strategies; show support for their efforts from multiple sectors; and are deeply rooted in historically underserved communities. Eligible expenses will be proposed by the intermediary/ies and may include but are not limited to costs for acquisition deed-restricted nonprofit space as well as tenant improvements necessary to develop new nonprofit space within a city-owned asset.
- **Intermediary's Administration (6% - 10% of total budget request)**
The intermediary/ies must provide monthly fiscal and programmatic updates to OEWD along with monthly invoices for reimbursement based on ongoing performance. The intermediary/ies must provide annual reports describing assistance offered and status of nonprofits assisted, and providing an evaluation of impact of investment. The intermediary/ies must be able to sub-grant awarded funds to San Francisco nonprofits and successfully manage all accounting associated with grant awards, contracting and reimbursements

Qualified applicants in this program area should address the following items in their proposals:

- Expertise and demonstrable success providing real estate support to nonprofits with varying needs and in underserved neighborhoods.
- Ability to support nonprofits with varying levels of capacity.
- Strong record and demonstrable success working with nonprofits in multiple subsectors or a record of successful partnership in this area.

- Sufficient level of staffing and high level of experience of staff to be assigned to oversee program and consultants.
- Experience with nonprofit retention and relocation in San Francisco.
- High level of project management and case management skills.
- Knowledge of OEWD and how your organization’s mission fits into the goals and objectives of OEWD.

III. Application Process and Guidelines

A. Questions and Inquiries

Any questions or clarifications should be directed to the department’s procurement team via email to oezd.procurement@sfgov.org . Questions should be submitted in writing, no later than noon Thursday September 15, 2016. .

Applicants are encouraged to submit questions to OEWD prior to the deadline. A summary of all questions, and answers pertaining to this RFP will be posted at OEWD’s bid opportunities website, <http://oezd.org/bid-opportunities/RFP-203> by end of day Monday September 19, 2016. The department may make interim postings of Q&As before the deadline; interested parties are encouraged to check the site often for these interim postings.

RFP Information Session / Bidders Conference

OEWD will host an information session during the week of September 12-16 to provide a general overview of the RFP and provide an opportunity for additional questions to be asked. Applicants are not required, but are encouraged, to attend. Location and details will be posted to OEWD’s website at <http://oezd.org/bid-opportunities/RFP-203>.

B. Applicant Requirements and Guidelines

The following are the requirements and guidelines for applicants:

- Eligible Applicants
- Organizational Capacity
- Board of Directors/Leadership/Stability
- General City Grant Requirements
- Additional Local Requirements
- Extendibility of Procurement Justification
- Collaborations
- Conditions of Proposal

1. Eligible Applicants

Eligible applicants include all of the following, unless otherwise noted:

- 501(c) (3), 501(c) (4), 501 (c) (6) registered non-profit corporations. Applicants should have a Board of Directors with a minimum of 3 members that reflect the diversity of the program(s) and clients being served;
- Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San Francisco’s government. Churches that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS;
- Institutes of higher education; and private businesses and other entities properly recognized by the State of California, who are eligible to do business in San Francisco, and meet the vendor requirements set forth below.

Please note that certain program areas may only seek applications from specific entities (e.g. nonprofit organizations or established Community Benefit District Management Corporations). Refer to the language in each program area to clarify eligibility.

2. Organizational Capacity

Qualified applicants must demonstrate the capacity for each program area outlined within the specific program description sections above. All qualifications and additional questions requested should be addressed in the proposal response.

3. Board of Directors/Leadership/Stability

- a) Board (if applicable) and staff must have broad based experience and skills to satisfactorily manage and guide the organization
- b) The Board of Directors (if applicable) must provide vision, oversight and direction to the organization
- c) The Board of Directors (if applicable) should include San Francisco residents or demonstrate knowledge of the needs of low and moderate income San Franciscans. Representation on the board of low income residents and from the target neighborhood/population is encouraged.

4. General City Grant Requirements

This RFP uses the words grant and contract interchangeably. The actual form of agreement and specific language will be determined by the City during the negotiation process.

All applicants must comply with each of the following:

- a) Applicants should demonstrate a history of meeting outcome requirements for other similar programs.
- b) Successful applicants must comply with all applicable local government regulations.
- c) Successful applicants must comply with all reporting and monitoring requirements to capture the overall efficacy of this funding opportunity and of the specific program(s).

- d) Successful applicants must provide proof of insurance during the grant negotiation process.
- e) Successful applicants must either be an approved City vendor or be able to meet all City vendor requirements and not be on the City, State or Federal Debarred or Suspended lists. Unless approved by OEWD, all applicants must be able to become an approved City vendor within ten days of notice of award. Sub-grantees are not required to be City-approved vendors; only the lead organization or fiscal sponsor must be City-approved. Vendor application packets can be obtained from the Office of Contract Administration at City Hall, Room 430, and 1 Dr. Carlton B. Goodlett Place San Francisco, California 94102 or downloaded from their website at <http://sfgov.org/oca/qualify-do-business>.
- f) Successful applicants must meet all of the following conditions:
 - (i) Are not listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement Programs in accordance with Executive Orders 12549 and 12689, "Debarment and Suspension." This list includes the names of parties debarred, suspended, or otherwise excluded by agencies, and the names of contractors declared ineligible under statutory or regulatory authority other than Executive Order 12549;
 - (ii) Have not, within the previous three years been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - (iii) Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or Local) with commission of any of the offenses enumerated in subsection above; and,
 - (iv) Have not, within the previous three years, had one or more public transactions (Federal, State or local) terminated for cause or default; or
 - (v) Are otherwise not presently debarred, suspended, proposed for debarment, or declared ineligible or voluntarily excluded from covered transactions by any Federal department or agency.

5. Additional Local Requirements

Funds are subject to numerous local requirements which are listed below:

- a) **Accessibility:** Programs and services must be accessible to persons with disabilities. Program access can be achieved in many cases without having to alter the existing facility.
- b) **Non-Discrimination:** Agencies must comply with federal and San Francisco Contract Monitoring Division (CMD) prohibitions against discrimination in fair housing and equal employment opportunity, and in awarding grants. Agencies must also comply with the Equal Benefits Ordinance for domestic partners.

Additional information concerning these items can be found on the CMD website at <http://sfgsa.org/index.aspx?page=6125>

- c) **Environmental Review:** If required, agencies must complete this review before funds can be utilized.
- d) **Procurement:** Projects must comply with federal conflict of interest regulations, and regulatory procedures for obtaining and granting for goods and services.
- e) **Ineligible Reimbursements:** Funds for activities occurring prior to the commencement date of the grant agreement cannot be reimbursed.
- f) **Religious Activity:** Funds may not be used for religious purposes or for the improvements of property owned by religious entities except where the grant recipient is a secular non-profit organization with a long term lease.
- g) **Political Activity:** No federal funds received through this RFP shall be used to provide financial assistance for any program that involves political activities. Grantee shall comply with the provisions of the Hatch Act (U.S.C. 1501-1508 and 7324-7328), which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds. In addition, proposers must comply with Section 1.126 of the San Francisco Campaign and Governmental Conduct Code. Details can be found at: <http://sfgov.org/oca/general-contract-terms-conditions>

6. Extendibility of Procurement Justification

This RFP procurement process, and the proposals received as a result of it, may be used to justify grant funding decisions for other similar services and/or other funding that becomes available through OEWD or any other City Department.

7. Collaborations

Collaborative consortia, joint ventures or a team of organizations with complementary skills and experience are permitted and highly encouraged to respond to this RFP.

- a) **Lead Applicant:** Proposals from collaborative consortia, joint ventures, or teams must designate a lead agency that will serve as the fiscal agent for the partners. This lead agency or organization will be responsible and accountable for effectively and efficiently planning, managing and delivering the services and activities described in this RFP, while providing excellent customer service and achieving the granted performance outcomes. The lead agency must also demonstrate the management and financial capability needed to effectively and efficiently deliver the program proposed and account for the grant funds. The lead applicant may or may not provide services other than oversight (i.e. a fiscal agent).
- b) **Sub-granting/Program Leads:** Applicants may include sub-grant arrangements with other organizations; however, these arrangements must be made prior to submission of the proposal. Confirmation of a memorandum of understanding or other formal agreement between the applicant and sub-grantee may be requested by OEWD during or after the review process.

- c) **Severability of Collaborative Proposals:** OEWD, and/or any other City departments who use this RFP solicitation as a procurement process for other funds, reserve the right, at their own discretion, to fund select activities or partners, (and remove or eliminate others) within a proposal submitted by a collaborative or group of agencies.

8. Conditions of Proposal

- a) A proposer may revise a proposal on the proposer's own initiative at any time before the deadline for submission of proposals. The proposer must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before the proposal due date. In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer.
- b) Applicant agrees that submission of a proposal properly completed and signed off by an owner or officer of the proposing firm, agency, or organization who is duly authorized to bind the applicant, shall constitute an agreement to accept all conditions, provisions, requirements, and specifications contained in the City and County of San Francisco Request for Proposals. It is the responsibility of the lead agency to ensure that all named partners are in agreement with the proposal prior to submission. The Proposal shall be binding for no less than one hundred twenty (120) days. The grantee must comply with City and County ordinances and contracting requirements. For more detailed information, see the Office of Contract Administration website at <http://sfgov.org/oca/general-contract-terms-conditions> .The grant requirements include general liability and auto insurances, compliance with equal benefits ordinance, and current SF business tax certificate, if applicable.
- c) Applicant agrees that all costs incurred in developing this proposal are the Applicant's responsibility and at the Applicant's cost.
- d) Applicant agrees to provide adequate staff to carry out the project and to work with City staff in ensuring that all provisions in the grant agreement are met, including timely reporting using City client and cost tracking and reporting systems.
- e) Applicant understands and agrees that any proposal may be rejected if it is conditional, incomplete, and/or deviates from the specifications contained in this City and County of San Francisco Request for Proposals. Applicant further understands and agrees that the City's representatives have the right to reject any or all proposals or to waive deviations, which are immaterial to performance. Applicant understands and agrees that minor defects may be waived at the discretion of the City. The waiver will not excuse an applicant from full performance if Applicant should be awarded the grant. Justification supporting the reason for any type of rejection will be submitted to the Applicant.
- f) In accordance with San Francisco Administrative Code Section 67.24(e), bids, responses to RFPs and all other records of communications between the City and

persons or firms seeking grant shall be open to inspection immediately after a grant has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a grant or other benefits until and unless that person or organization is awarded the grant or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

IV. Proposal Submission Requirements

A. Time and Place for Submission of Proposals

Proposals must be received by 5:00 p.m. on September 30, 2016. Postmarks will not be considered in judging the timeliness of submissions.

Submitting

When you are satisfied with your completed application, save your final version and email it to: owd.procurement@sfgov.org

along with all relevant or requested supplemental materials

You will receive an automated response to indicate that your submission was received. You will be responsible for ensuring that all required questions have been addressed and that all supplemental materials have been submitted on or before the deadline. The receive date and time will be established by the date/time assigned by the City email server. Early submission is highly encouraged.

You may alternatively hand-deliver or mail one signed original application and all supplemental materials, along with a CD or USB drive with electronic versions of the application and all supplemental materials, to:

**Office of Economic and Workforce Development (OEWD)
San Francisco City Hall
1 Dr. Carlton B. Goodlett Place, Room 448
San Francisco, CA 94102**

Proposals delivered in person must be left with Myisha Hervey, and proposals delivered by mail must be sent to the attention of Myisha Hervey.

Any submittals delivered by mail or in person must be in a sealed envelope clearly marked **Economic Development RFP#203**. Proposals that are submitted by fax will not be accepted. Late submissions will not be considered.

Proposers may seek funding in more than one area described in this RFP, however, a separate application must be filed for each funding area that the organization wishes to provide services for.

B. Proposal Package Checklist

All templates noted below can be downloaded from OEWD's website at <http://oewd.org/bid-opportunities/RFP-203> . The following items must be included in the submittal package:

- A project proposal using the application template provided
- A proposed project budget using the application template provided
- A Staffing and Board Composition Chart for the Lead Applicant and Program Lead, if applicable, using the template provided
- A Submission Authorization Form signed by the Lead Applicant's Executive Director or CEO and the Program Lead's Executive Director or CEO, if applicable.
- An overall Organizational Budget for the Lead Applicant and Program Lead, if applicable
- An organizational chart for the Lead Applicant and Program Lead, if applicable
- Optional, but encouraged, letters of support (Up to 4)
- A completed Activities and Outcomes Chart if applying for funding under any of the three Nonprofit Support Programs (areas CC, DD, and EE)

Only applications submitted using the approved template will be considered for funding. A Word-version form of the application is available for download at <http://oewd.org/bid-opportunities/RFP-203>

If you need to cancel and resubmit your application, please resubmit an entire package with a replacement application and all supplemental materials. In the body of the email or on a coversheet within the envelope please reference the original application, including submission date, time, and originating email address or original drop off person. All submissions, original or replacement, must be received by the deadline stated in the RFP. No late submissions will be considered.

V. Project Proposal Content

The proposal submitted must be clear and concise. It must demonstrate an understanding of the initiative's objectives and clearly respond to a program area. The written proposal should include the following information, in the order specified below on the template provided for download at <http://oewd.org/bid-opportunities/RFP-203> . The City reserves the right to deem any proposal nonresponsive if it is not presented in the format required below.

Note that the sections below are not available for direct data entry. Please download the fillable Word application template available at <http://oewd.org/bid-opportunities/RFP-203>

PART I. LEAD APPLICANT PROFILE	
<p>This section should include information for the Lead Applicant. The Lead Applicant is the entity that will hold the contractual obligation for the proposed project. If you are applying as the fiscal agent for another entity, please include your information here and list information on the Program Lead in the next section.</p> <p>All fields marked by an asterisk (*) are mandatory; enter 0 or N/A if not applicable.</p>	
Lead Applicant Name* (75 characters) <i>e.g. Name as shown on your 501(c)(3), 501(c)(4), or 501(c)(6) letter and to whom contributions are payable</i>	[Lead Applicant Name]
Doing Business As (DBA) or Also Known As (AKA), if applicable (50 characters)	[DBA or AKA - limit 50 characters]
Address* <i>Headquarters Street Address with Suite #, if needed</i>	[Street Address] [City], [State] [Zip]
Web Address*	[Website]
Main Phone including area code*	[Main Phone]
Executive Director/CEO Name*	[ED/CEO Name]
Executive Director/CEO Title*	[ED/CEO Title]
Executive Director/CEO Direct Phone*	[ED/CEO Phone]
Executive Director/CEO Email*	[ED/CEO Email]
City and County of San Francisco Vendor Number*	[123456] or <input type="checkbox"/> Not a current City vendor

CONTACT & GENERAL INFORMATION: PROGRAM LEAD	
<p>This section only applies if the Lead Applicant is acting solely as the Fiscal Agent.</p>	
Program Lead	[Program Lead Name]
Program Lead Address <i>Local Headquarters Street Address with Suite #, if needed</i>	[Street Address] [City], [State] [Zip]
Web Address	[Website]
Main Phone including area code	[Main Phone]
Program Lead Executive Director/CEO Name*	[ED/CEO Name]
Program Lead Executive Director/CEO Direct Phone*	[ED/CEO Direct Phone]

Program Lead Executive Director/CEO Email*	[ED/CEO Email]
City and County of San Francisco Vendor Number*	[123456] or <input type="checkbox"/> Not a current City vendor
Type of Entity	<input type="checkbox"/> Nonprofit <input type="checkbox"/> For-profit

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POINT OF CONTACT FOR THIS APPLICATION

If another individual will serve as the primary point of contact for this application, please list their contact information here. This person should be authorized to clarify programmatic and budgetary questions on behalf of the Lead Applicant.

Primary Point of Contact Name*	[Contact Name]
Primary Point of Contact Title*	[Contact Title]
Primary Point of Contact Direct Phone*	[Contact Phone]
Primary Point of Contact Email*	[Contact Email]

OTHER PROGRAM AGENCIES

If this application includes other agencies as partners, subgrantees or advisors, please list them below.

[Agency Name]	Suggested Relationship
[Agency Name]	Suggested Relationship
[Agency Name]	Suggested Relationship
[Agency Name]	Suggested Relationship
[Agency Name]	Suggested Relationship

TOTAL AGENCY BUDGET (7/1/2015-6/30/2016)

*Note: Please remember to include detailed budget(s) as supplemental materials.

Lead Applicant Total Budget*	Program Lead Total Budget (if applicable)
\$(Lead Applicant Budget)	\$(Program Lead Budget)

□

PROGRAM AREA FOR THIS APPLICATION

From the dropdown list below, please choose the program area for this proposal. Proposers may seek funding in more than one area described below, however, a separate application must be filed for each funding area that the organization wishes to provide services for.

Choose an item.

PART II. PROJECT DESCRIPTION

The project description (proposal) provides information on which the application will be evaluated and ranked in competition with other applications for funds available through this RFP. It should be concise and complete. In preparing the project description, applicants should provide information responsive to pertinent requirements set forth in the scope of work. Pay particular attention to and address in full; minimum qualifications, specific questions, and other items detailed in each program area. Project descriptions are evaluated based on clarity, substance and measurable results, not length.

Applicant Qualifications and Staff Assignments (30 points)

This section should briefly address the principal objectives of the proposed project, and establish the applicant's professional qualifications and the experience of proposed partners, sub-contractors and staff. The applicant should detail past experience and track record implementing projects similar to the proposed activities. The applicant should provide an overview of staff assignments, details may include how staff will be accessible and available to individuals and/or organizations receiving services, the relevant experience of staff members, and the distribution of workload within the project team. This section should further note how the project team demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution as well as indicators of community support.

[Overview - limit 4000 characters]

Approach, Activities and Outcomes (40 points)

This section should outline a plan of action that describes in sufficient detail the specific scope of services applicant(s) propose and how the proposed work will be accomplished. The plan should address all functions and activities for which applicants seek funds. Cite factors that might accelerate or decelerate work, explain rationales for strategies selected, and describe any unique or unusual features of the proposed project, such as design or technological innovations, cost or time saving strategies, or methods to increase engagement of targeted stakeholders in services.

Specific recommendations:

- For Program Areas with specific questions please address them in this section, unless otherwise noted.
- Describe the services to be provided. For each service component provide detail on the types of activities, number of hours, frequency, location and methods that will be used to deliver services as appropriate.
- Address the qualitative and quantitative outcomes your program proposes to achieve. Provide projections of the accomplishments to be achieved for each activity or function proposed, such as the number of activities or steps to be accomplished or number of individuals or businesses to be served. If accomplishments cannot be quantified, list them in chronological order to show a sequence of steps and their projected start and end dates.
- Include and make clear the organizations, cooperating entities, consultants or key individuals who will work on the proposed activities, with a short description of the nature of their contributions and qualifications.
- Address demographic and geographical areas of focus where appropriate, or as required by program section above.
- Provide specific details regarding your past performance as a provider of similar services including any current and/or on-going grants or contracts with the City of San Francisco or other funders.

[Approach, Activities and Outcomes - limit 10,000 characters]



Performance Measurement and Reporting (15 points)

Provide a narrative addressing how data on project activities and outcomes will be collected and reported. Describe measures that will be developed and/or used to determine the extent to which the project has achieved its stated objectives and describe how data will be used to determine whether the needs identified are being met and whether project results are being achieved. Describe 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. Describe how the outcomes proposed and measured will demonstrate positive neighborhood development impact.

[Performance Management and Reporting - limit 4000 characters]

Financial Management and Budget (15 points)

Please provide a brief narrative detailing the financial management of the organization
Specific recommendations:

- Describe the key features of your organization’s financial tracking system and confirm it is capable of generating all financial information needed for required reports, including data needed to monitor, evaluate and if necessary, modify program performance.
- Describe in detail any cost allocation plan utilized when costs are chargeable to more than one cost category, or to more than one program and/or funding source.
- If proposing a management fee/fiscal fee identify how the requested percentage was identified.
- Provide a narrative justification for items in the budget
- Provide details on any matching or leveraged funds including anticipated source, amount, and restrictions. Although encouraged for all requests, matching funds may be required by some program areas. Please refer to the program descriptions in Section II of the RFP to determine if a match is required.
- Provide a proposed budget for the project using the template available on the OEWD bid opportunities website at <http://oewd.org/bid-opportunities/RFP-203>
- If applying to provide Nonprofit Support Program services (areas CC, DD, and EE); provide details on how the proposed budget meets (or is under) the targets identified in the RFP. This may include identifying and explaining particular percentages of line items presented in the budget template that would be dedicated to technical assistance vs those dedicated to administration or other services.

[Financial Management and Budget - limit 4000 characters]

SUPPLEMENTAL MATERIALS CHECKLIST

All required appendix templates are available for download at: <http://oewd.org/bid-opportunities/RFP-203>. All documents below must be submitted along with your complete application unless otherwise noted. If you are unable to provide a mandatory supplemental document for any reason, submit a statement in its place explaining why the information is not available.

Applications and all supplemental materials are due no later than 5:00pm PST on Friday, September 30, 2016. Please check the boxes under "Submission Method" to confirm whether you are sending the attachment via email or in hardcopy. Email submissions must be sent to: oewd.procurement@sfgov.org. Please make sure to reference your agency name and "RFP 203" in the subject line. Alternative submissions may be accepted (see the Proposal Submission Requirements in the RFP for details).

Supplemental Materials	Submission Method
Appendix A: Sample Agreement for Grant (Form G-100) Note that terms and conditions within the City's standard grant boilerplate may change as new legislation is enacted or to reflect specific regulations and requirements of the moneys funding the grant's programming. The template available for download at http://oewd.org/bid-opportunities/RFP-203 should only be used as a general guide.	<i>Not required: for review only.</i>
Appendix B: Proposal Budget Template Include a budget for your proposed project activities using the Excel template provided. No other budget formats will be accepted.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Appendix C: Proposal Application for RFP 203 Please be sure to fill out all required fields in this application.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Appendix D: Staffing and Board Composition Chart Submit staffing/board information for the Lead Applicant and Program Lead, if applicable.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Appendix E: Submission Authorization from Executive Director/Chief Executive Officer This form must be signed by the Lead Applicant Executive Director or Chief Executive Officer and the Program Lead Executive Director or Chief Executive Officer, if applicable.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Appendix F: Table of Client Activities and Outcomes If applying to provide Nonprofit Support Program services (areas DD, EE, and FF); provide a completed Appendix F detailing the client activities and outcomes for the appropriate area. If not applying for program sections CC, DD, or EE, please check "N/A."	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy <input type="checkbox"/> N/A
Organizational Budget Please include an overall organizational budget for the Lead Applicant and the Program Lead, if applicable. (no specific template provided)	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Organizational Chart Please include an organizational chart for the Lead Applicant and Program Lead, if applicable. (no specific template provided)	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Letters of Support Please include letters of support (maximum of 4) if indicated in the program area as a requirement. Letters of support are encouraged for all areas, however, if the program area does not require that you demonstrate support from other entities, agencies or communities, and you do not wish to provide letters of support, please check "N/A".	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy <input type="checkbox"/> N/A

VI. Evaluation and Selection Criteria

Proposals will be reviewed by a Review Committee. The Review Committee may consist of non-City staff and other individuals who have experience in the service areas requested in this RFP. Proposals will be evaluated using the criteria and process outlined below as a framework. Nothing herein shall obligate the City to make any grant, or shall guarantee any proposer the right to any grant money. The City reserves the right not to award grants based upon the ability of the proposer to meet the City's objectives and budgetary priorities.

A. Review Process

The City will verify that the proposals have met all the requirements to be considered responsive. Failure to comply with the proposal requirements contained in this RFP may result in elimination of that proposal from consideration. All responsive proposals will then be submitted to the Review Committee for scoring.

1. The City may contact the 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.
2. Any attempt by an applicant to contact a member of the Review Committee during the proposal review process (other than submitting clarification questions or responding to any City-initiated contact) may result in the elimination of that proposal from consideration.
3. The Review Committee will review and score all responsive proposals.
4. After the Review Committee has concluded its evaluation and scoring of the proposals, the results will be submitted to the Director of OEWD, and the appropriate oversight bodies, if appropriate, for review and determination of the award. The tentative awardees whose proposal(s) are determined to meet the needs of the City will be recommended to negotiate a grant.
5. All applicants will be notified of the results of the evaluation.
6. 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 Services Commission for approval, if applicable.
7. 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 order of their ranking in the evaluation process. This process may be repeated until a satisfactory grant agreement has been reached.
8. Final award of the grant may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

A. Minimum Qualifications

Any proposal that does not demonstrate that the proposer meets the requirements described in Section III by the deadline for submittal of proposals will be considered non-responsive and will not be eligible for funding consideration.

C. Selection Criteria

Applications competing for financial assistance will be reviewed and evaluated using the criteria described in this section. Point values indicate the relative importance placed on each section and points will be allocated based on the extent to which the application addresses the criteria listed. Applicants should prepare their proposals with these criteria in mind. Depending on the number and quality of proposals, applicants may be invited to be interviewed by the committee to make a final selection. Each application will be considered individually and the organization's overall capacity in relation to the number of projects proposed will also be considered when projects and proposals are recommended for funding.

Applicant Qualifications and Staff Assignments (30 points)

- a. The applicant's professional qualifications and the experience of proposed partners, sub-contractors and staff
- b. Experience and track record implementing projects to the proposed activities
- c. Clarity and feasibility of proposed staffing assignments, taking into consideration accessibility, availability and workload
- d. The application demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution.
- e. Demonstration of community support

Approach, Activities, and Outcomes (40 points)

- a. The proposed project will contribute to achieving the goals and objectives stated in the RFP.
- b. The application presents a clear description of the proposed project, including a clear statement of goals and objectives
- c. The application presents a plan of action that describes in sufficient detail the specific scope of services applicant(s) propose and how the proposed work will be accomplished.
- d. 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.
- e. The design of the project reflects current knowledge on effective practices supported by applicants' experience, research and literature.
- f. The proposed project would involve the collaboration of partner organizations, cooperating 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.
- g. The proposed project reflects performance targets appropriate for the program

- h. The proposal demonstrates the organization's capacity to carry out the proposed project by connecting current or previous experience with the proposed programming.

Performance Measurement and Reporting (15 Points)

- a. Applicant addresses how data on project activities, outputs and outcomes will be collected and reported.
- b. Applicant demonstrates they have or will develop the capacity to collect and manage data.
- c. 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 (15 Points)

- a. A detailed narrative budget justification presenting reasonable costs in view of activities proposed and expected results.
- b. Budget conformed to the template provided and agency's overall budget is of a size to reasonably expect successful delivery of the program.
- c. Applicants' fiscal controls conform to requirements and would ensure the prudent use, proper and timely disbursement and accurate accounting of funds awarded under this RFP.
- d. Additional resources are available to ensure implementation and sustainability of programming.

VII. Terms and Conditions for Receipt of Proposals

A. Errors and Omissions in RFP

Proposers are responsible for reviewing all portions of this RFP. Proposers are to promptly notify OEWD, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to OEWD promptly after discovery, but in no event later than five working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

B. Inquiries Regarding RFP

Inquiries regarding the RFP, and all notifications of intent to request written modification of or clarification of or objections to the RFP, must be directed by email to the department's procurement team at owd.procurement@sfgov.org. Substantive responses to any such inquiries will be posted on OEWD's website: <http://owd.org/bid-opportunities/RFP-203>

C. Objections to RFP Terms

Should a proposer object on any ground to any provision or legal requirement set forth in this RFP, the proposer must, not more than ten calendar days after the RFP is issued, provide written notice to OEWD setting forth with specificity the grounds for the objection. The failure

of a proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

D. Change Notices

OEWD may modify the RFP, prior to the proposal due date, by issuing Change Notices, which will be posted on OEWD's website. The proposer shall be responsible for ensuring that its proposal reflects any and all Change Notices issued by OEWD prior to the proposal due date regardless of when the proposal is submitted. Therefore, the City recommends that the proposer consult the OEWD website frequently, including shortly before the proposal due date, to determine if the proposer has downloaded all Change Notices.

E. Proposal Clarification

At any time during the proposal evaluation process, OEWD may require a proposer to provide oral or written clarification of its proposal. OEWD reserves the right to make an award without further clarifications of proposals received.

F. Errors and Omissions in Proposal

Failure by OEWD to object to an error, omission, or deviation in the proposal will in no way modify the RFP or excuse the vendor from full compliance with the specifications of the RFP or any contract awarded pursuant to the

G. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions of the RFP will become the property of the City and may be used by the City in any way deemed appropriate.

H. Proposer's Obligations under the Campaign Reform Ordinance

Proposers must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

“No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the grant is approved by the City elective officer or the board on which that City elective officer serves.”

If a proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the proposer is prohibited from making contributions to:

- The officer's re-election campaign.

- A candidate for that officer's office.
- A committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include: (1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a particular contract, requests for documents relating to a Request for Proposal, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

1. Criminal. Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 and a jail term of not more than six months, or both.
2. Civil. Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to \$5,000.
3. Administrative. Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to \$5,000 for each violation.
4. For further information, proposers should contact the San Francisco Ethics Commission at (415) 581-2300.

I. Sunshine Ordinance

In accordance with S.F. Administrative Code Section 67.24(e), contractors' bids, responses to RFPs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this 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 benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

J. Public Access to Meetings and Records

If a proposer is a non-profit entity that receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the proposer must comply with Chapter 12L. The proposer must include in its proposal (1) a statement describing its efforts to comply with the Chapter 12L provisions regarding public access to proposer's meetings and records, and (2) a summary of all complaints concerning the proposer's compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. The summary shall also describe the disposition of each complaint.

If no such complaints were filed, the proposer shall include a statement to that effect. Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in proposer’s Chapter 12L submissions shall be grounds for rejection of the proposal and/or termination of any subsequent Agreement reached on the basis of the proposal.

K. Reservations of Rights by the City

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into 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 a Request for Proposals;
4. Prior to submission deadline for proposals, 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 no project will be pursued.
7. Cancel the procurement action in its entirety

L. No Waiver

No waiver by the City of any provision of this RFP shall be implied from any failure by the City to recognize or take action on account of any failure by a proposer to observe any provision of this RFP.

VIII. Grant Award

OEWD anticipates making the following initial awards through this RFP. All awards are contingent upon budget approval and funding availability.

Program Area	Anticipated Number of Awards	Anticipated Total Funding
A	up to 20	\$500,000
B	1	\$175,000
C	1	\$150,000
D	1	\$50,000
E	1	\$125,000

F	1	\$75,000
G	1	\$75,000
H	1	\$125,000
I	1	\$100,000
J	1	\$50,000
K	1	\$15,000
L	1	\$20,000
M	1	\$2,500
N	1	\$50,000
O	1	\$100,000
P	1	\$75,000
Q	1	\$50,000
R	1	\$50,000
S	1	\$125,000
T	1	\$25,000
U	1	\$150,000
V	1	\$120,000
W	1	\$200,000
X	1	\$535,000
Y	1	\$155,000
Z	1	\$25,000
AA	1	\$50,000
BB	1	\$30,000
CC	1	\$242,500 *2 year term
DD	1	\$1,467,500 *2 year term
EE	1	\$4,250,000 *2 year term

IX. Grant Requirements

A. Standard Grant Provisions

The successful proposer will be required to enter into an agreement with the City prior to performing services. It is anticipated that the form to be used will be an agreement substantially in the form of the Grant Agreement, attached hereto as Appendix A

("Agreement"). The actual form of agreement and specific language will be determined by the City during the negotiation process.

Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another organization.

Proposers are urged to pay special attention to the requirements of Administrative Code Chapters 12B and 12C, Nondiscrimination in Contracts and Benefits; the Minimum Compensation Ordinance ; the First Source Hiring Program ; and applicable conflict of interest laws.

B. Nondiscrimination in Contracts and Benefits

The successful proposer will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available at <http://sfgov.org/cmd/12b-equal-benefits-program>.

C. Minimum Compensation Ordinance (MCO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in San Francisco Administrative Code Chapter 12P. Generally, this Ordinance requires contractors to provide employees covered by the Ordinance who do work funded under the contract with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements.

For the amount of hourly gross compensation currently required under the MCO, see www.sfgov.org/olse/mco. Note that this hourly rate may increase on January 1 of each year and that contractors will be required to pay any such increases to covered employees during the term of the contract. Additional information regarding the MCO is available on the web at www.sfgov.org/olse/mco.

D. First Source Hiring Program (FSHP)

If the contract is for more than \$50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the FSHP is available on the web at <http://oewd.org/employer-services>

E. Conflicts of Interest

The successful proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful proposer might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten calendar days of the City notifying the successful proposer that the City has selected the proposer.

X. Protest Procedures

A. Protest of Non-Responsiveness Determination

Within five 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. Such notice of protest must be received by the City on or before the fifth calendar 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 respondent, 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 calendar days of the City's issuance of a notice of intent to award the grant, any firm 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. Such notice of protest must be received by the City on or before the fifth calendar day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized

to represent the proposer, 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. of the due date. If a protest is mailed, 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 via e-mail will not be considered.

If the City determines that a meeting with the party submitting the appeal is necessary, such meeting will be scheduled within ten (10) calendar days of the receipt of a protest to review and attempt to resolve the protest.

Protests must be delivered to:

Director of Contracts
Office of Economic & Workforce Development
1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

Appendix A: Sample Agreement for Grant (Form G-100)

Note that terms and conditions within the City's standard grant boilerplate may change as new legislation is enacted or to reflect specific regulations and requirements of the moneys funding the grant's programming. The actual form of agreement and specific language will be determined by the City during the negotiation process.

The template available for download at

<http://oewd.org/bid-opportunities/RFP-203> should only be used as a general guide.

Appendix B: Proposal Budget Template

Include a budget for your proposed project activities using the Excel template, available for download at

<http://oewd.org/bid-opportunities/RFP-203>

No other budget formats will be accepted.

Appendix C: Proposal Application

The application is available for download at:

<http://oewd.org/bid-opportunities/RFP-203>

Appendix D: Staffing and Board Composition Chart

A template Staffing and Board Composition Chart is available for download at:

<http://oewd.org/bid-opportunities/RFP-203>

Appendix E: Submission Authorization Form

A Word version of this form is available for download at:

<http://oewd.org/bid-opportunities/RFP-203>

Appendix F: Activity and Outcome Table (Nonprofit Support Programs; Areas CC, DD, EE only)

A Word version of this form is available for download at:

<http://oewd.org/bid-opportunities/RFP-203>