

City and County of San Francisco



Office of Economic and Workforce Development

Request for Proposals (RFP) #221

Consultant Services to Support COVID-19 Economic Impact Analysis for San Francisco

Issued by:	Office of Economic and Workforce Development (OEWD)
Date issued:	Tuesday, January 11, 2022
Proposals due:	Friday, February 4, 2022 by 5:00 P.M. Only E-mailed Submissions will be accepted in accordance with public health and accessibility guidelines. Complete submissions must be e-mailed to: owd.procurement@sfgov.org
Questions about this RFP?	Submit questions via email to: owd.procurement@sfgov.org For all email inquiries, please include "RFP 221" in the subject line.
Need the RFP or appendices in alternative formats for persons with disabilities? Please email owd.procurement@sfgov.org	

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I. Introduction, Overview and Schedule

The COVID-19 pandemic has had a significant and lasting impact on the local, regional and national economy. In the Bay Area, COVID-19 has created particular hardships for small businesses and low-income workers. Restaurants, hospitality and entertainment, personal services, and retail venues shuttered, some permanently. Employees were laid off at scale with little safety net to sustain themselves. Overwhelmingly, the brunt of the economic impact was born by our most vulnerable communities: low-income women, BIPOC, immigrants, and people with disabilities.

Now with the power of vaccines protecting our health and enabling a return to day-to-day activities, OEWD is fully focused on helping our residents and our businesses to recover lost ground and thrive in our new normal. Businesses and workers alike find themselves in a new economic context, which carries significant implications for the programs and supports that can contribute to their success. From this crisis lies a transformational opportunity to address both the new economic context ushered in by the pandemic and the pervasive social and economic trends that have excluded diverse communities from meaningful economic participation.

In order to form strategies that protect the economic health of San Francisco and all of the communities that rely on it for their economic wellbeing, it is imperative that we understand the impact of the COVID-19 pandemic, the lasting effects that will result from our response to the pandemic, and the implications of those changes. San Francisco is the economic engine for the entire Bay Area. It accounts for more than a quarter of the 9-county Bay Area economy and employs more than 700,000 San Francisco and Bay Area residents. The City's downtown core generates three quarters of the City's entire economic output, provides more than 50% of the City's jobs, and serves as a global anchor for national and international companies. The downtown core has suffered disproportionate and ongoing changes as a result of COVID-19 and the widespread adoption of remote working schedules as well as significant decreases within international and business travel.

The funding in this Request for Proposals (RFP) will provide a citywide economic impact analysis and an assessment of the state of San Francisco-based industries. OEWD is seeking to engage in one or more contracts with economic research and economic development strategy consulting firm(s) to perform an analysis of changes to demand and employment trends in key downtown industries; an impact analysis that explores the changes to business characteristics within San Francisco's downtown core as well as employee commuting behavior as a result of COVID-19 and the impacts on both office and ground floor retail characteristics as a result; and an analysis of San Francisco's current market characteristics and its competitiveness in attracting and retaining businesses as compared with other significant urban markets as detailed in Section II, below. The resulting contract(s) awarded through this RFP may be subsequently expanded to provide similar analysis beyond the downtown office core, contingent on available funding.

Goals of the Analysis

- Determine changes to the economic make up of San Francisco's office core as a result of COVID-19 and how changes to employee commuting patterns will impact the viability and the space requirements of downtown offices and office-serving small businesses
- Assess San Francisco office core's competitiveness relative to other comparable markets within the State and nationally

- Identify the policies, programs, resources, and interventions required to maximize new entrants to the San Francisco office market as well as the adaptation and long-term robustness of San Francisco offices operating in the post-COVID economic context
- Identify the activities, uses, and incentives that will increase the motivation for employees and other stakeholders to choose to work and/or visit the downtown office core

The total amount of funding anticipated for initial contract awards is not expected to exceed **\$225,000**.

Through this RFP, we seek a partner to help support OEWD in developing an understanding of the key drivers of the City's economic future and welcome proposals that articulate your approach. Respondents may propose to one or both of the subsections below as an individual firm or in partnership with another. Please consider and submit proposals that appropriately adapt your services and activities to a current and future reality defined by COVID-19. We look forward to receiving your proposals, as our partnership with you and your organizations will strengthen our collective efforts in realizing an equitable recovery for San Francisco's diverse communities.

A. Eligible Applicants

You are eligible to apply if you:

- Are a registered corporation (non-profit or for-profit), limited liability company, or individual sole proprietor that meets all minimum qualifications within the specific services you are interested in, as described in Section II below;
- Are not debarred or suspended from participation in local, State or Federal programs;
- Are an existing City Supplier, in good standing, at the time of application;
- Can comply with all local, state or federal laws and regulations if funded. Please see **Appendix A** and **Appendix B** for more information about general terms and conditions of City funding opportunities.

B. Available Funding

The initial round of funding is expected to come from federal Treasury Recovery funds, and may also include local City funds (“General Fund”). OEWD may also award a variety of federal, state or local funding including, but not limited to:

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

The funding amounts listed in this RFP are anticipated initial funding awards, contingent on the receipt of federal grant funding. Final awards and funding sources may be determined by the number of responsive proposals that meet OEWD strategies and objectives, and funding may be less or more. Please submit budget requests according to the limits in this RFP, however, OEWD may negotiate different funding allocations and project goals before finalizing awards. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount.

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

C. Technical Assistance

OEWD is committed to ensuring all applicants have a fair chance to compete for this funding. In recognition of the current public health climate, all technical assistance will be provided online/by

phone. If you have any questions about this RFP, or need assistance with the application, please get in touch with our office at the following email address: oewd.procurement@sfgov.org

D. Service Period

Unless otherwise noted in the program descriptions, successful proposals will be funded for an initial term of up to **one (1) year**, beginning in fiscal year 2021-2022. In some cases, the City may renew or extend the resulting contract(s) through fiscal year 2025-2026. All decisions regarding the size, length, and scope of future funding awards are subject to OEWD approval and budget availability. Future funding is not guaranteed, and funding amounts and terms will depend upon the performance of the contractor during the initial award period, as well as other policy considerations as determined by OEWD. Contractors will be asked at a minimum to submit a final report of their activities and, if OEWD elects to renew the award, a revised scope of work and budget for the renewal period(s) for OEWD review. OEWD reserves the right, in its sole discretion, to not renew funding awards.

E. Schedule

The anticipated schedule for awarding initial funding is as follows:

Proposal Phase	Date
RFP is issued by the City	Tuesday, January 11, 2022
Deadline for submission of written questions*	Wednesday, January 19, 2022 by 11:59 P.M.
Answers to questions posted online	Friday, January 21, 2022 by end of day
Proposals due	Friday, February 4, 2022 by 5:00 P.M.
Committee Review	Early February, 2022
Contractor Selection and award notification	Anticipated February 15, 2022
Protest period ends	5 business days after award notification
Projects begin	Projects anticipated to start in February 2022 or later

Each date is subject to change. For the latest schedule, check: <http://oewd.org/bid-opportunities/RFP-221>

*Note: General administrative and specific program area questions must be submitted by January 19, 2022. Purely technical questions will be answered until the proposal submission deadline. Send an email to oewd.procurement@sfgov.org if you have technical assistance needs.

II. Program Areas and Scope of Work

Research and Analysis into State of San Francisco Business and COVID Economic Impact

Anticipated Number of Awards: Up to 2

Amount: Total amount of funding anticipated under this RFP is projected to be up to **\$225,000** over one year, pending budget availability. Applicants may apply to provide services under one or both subsections described below. Applicants are invited to submit proposals as an individual firm or as a partnership or collaboration, in order to provide services under both sub-sections. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Subsection A:	Primary Research into the State of San Francisco Business and COVID Economic Impact
Not-to-Exceed Amount:	\$75,000 for 6 months
Timeline:	February 2022-August 2022

Scope of Work for Subsection A:

OEWD seeks a qualified economic research firm to conduct a surveying effort that gives the City of San Francisco insight into the adaptations and needs of businesses as they respond to the lasting effects of the COVID-19 pandemic. The selected entity will conduct a series of surveys of San Francisco-based offices and businesses, employees and other economic stakeholders in high-density office areas that build off of existing surveys such as the [Census pulse survey](#) and re-opening surveys in order to track trends over time.

The selected entity will work in partnership with OEWD and an economic development strategy firm (also selected through the RFP, see Subsection B) to inform the survey design and analyze the results of surveying efforts to gain insights into the future needs of businesses as a result of the COVID-19 pandemic as well as types of uses and amenities that will be compelling to draw a remote workforce into the office going forward.

Proposed Activities

- Conduct primary research (surveys, interviews, etc.) with employers to evaluate anticipated hiring strategies as well as employee reporting and commuting patterns by industry and size of business that could include but is not limited to:
 - Number of employees commuting overall
 - Number of employees commuting each day of the week
 - Hours and Schedules employees are working in the office versus working remotely
 - Changes to hiring requirements and strategies with regards to residency of employees
 - Expectations of long term changes to number of local-based employees
- Conduct primary research (surveys, interviews, etc.) with employers, building owners, property managers and architects, industrial engineers, interior designers and other relevant stakeholders, to determine changes to space needs by industry and size of business that could include but is not limited to:

- Changes to overall size of space requirements
- Changes to ways that space will be used
- Tenant improvements and re-designs underway or planned
- Conduct primary research (surveys, interviews, etc.) with employers, business consultants, banks and venture capital firms, and other relevant stakeholders, to understand the needs of businesses in order to maintain stability and expand and evaluate the availability and source of necessary resources in San Francisco that could include but is not limited to:
 - Opportunities or threats impacting ongoing stability
 - Ability to pursue growth opportunities and tools as well as barriers or gaps to doing so
 - Ability to make improvements to space and resources as well as barriers or gaps to doing so
 - Ability to pivot business model as require by COVID and barriers or gaps to doing so
- Conduct primary research (surveys, interviews, etc.) with employees, building owners and property managers, and other relevant stakeholders, to determine what activities, amenities, and incentives would enable/entice people to work or visit the downtown office core that could include but is not limited to:
 - Retail needs
 - Service needs
 - Arts and Culture Activities

For purposes of this study, the survey area should focus initially on high-density office areas, comprising neighborhoods East of Van Ness Avenue, including but not limited to: Central Market, Union Square, Financial District, East Cut, Mission Bay, Transbay, South of Market, and Yerba Buena.

This scope is dependent on the award of federal Treasury funding. If an award is not received or is substantially less than expected, this scope and timeline may change. Additional federal grant terms will be disclosed at the time of award, if applicable.

Minimum Qualifications:

- Due to the short timeline, Applicants must be able to become a City Supplier by February 15, 2022, and be in good standing with the California Secretary of State and Franchise Tax Board. Additionally, due to the likely inclusion of federal funds, Applicants must register with the System of Award Management (SAM.gov) no later than February 15, 2022, and must not be debarred or suspended from doing business with a federal entity.
- Applicants must have at least 5 years of experience in performing survey work at a City scale

Preferred Qualifications:

- Expertise and demonstrable success in comparable projects that include robust surveying efforts of San Francisco-based businesses

To respond:

OEWD requests proposals not to exceed three (3) pages detailing the approach that the applicant would take to this scope and naming the team or principals that would substantially contribute to this project. OEWD additionally requests as appendices to the proposal a budget and timeline for the proposed work as well as reference sheet with contact information of at least three projects of similar size and scope.

Subsection B:	State of San Francisco Business and COVID Economic Impact Analysis
Not-to-Exceed Amount:	\$150,000 for 12 months
Timeline:	February 2022-January 2023, with possibility to extend up to 5 years

Under this sub-section, OEWD seeks a qualified economic development strategy firm to perform an analysis of changes to demand and employment trends in key downtown industries, including changes to the share of industries located downtown and to business characteristics and changes to employee commuting behavior as a result of COVID-19 and the impacts that these changes have and are projected to have on both office and ground floor retail. Additionally OEWD is seeking an analysis of downtown San Francisco’s current market characteristics and their competitiveness in attracting and retaining businesses within the new economic context as compared with other significant urban markets. Following this initial analysis, OEWD may elect to expand the scope of this contract to analyze trends citywide.

The selected entity will work in partnership with OEWD and a surveying firm (selected through this RFP) to inform the design and analyze the results of surveying efforts intended to gain insights into the future office space needs of businesses as a result of the COVID-19 pandemic, as well as types of uses and amenities that will be compelling to draw a remote workforce into the office going forward.

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

- Work with OEWD and a surveying firm to design a series of surveys intended to gain insight from downtown stakeholders about needs and adaptations in order to enhance the long-term viability and competitiveness of downtown
- Analyze data to document changes in industry share and changes to sizes of businesses within San Francisco’s downtown from March 2020 to the present that could include but is not limited to:
 - Inventory the size and types of office businesses that have left or reduced their footprints downtown as well as those that remain and that have newly entered downtown since March 2020
 - Identify changes in labor (in terms of overall demand and education/skill requirements) and space requirements from offices located in downtown San Francisco
 - Inventory ground level vacancies and underutilized ground floor space and types of ground floor businesses that have closed and/or left San Francisco since March 2020
- Analyze the changes to hiring and commuting patterns to San Francisco’s downtown as a result of COVID and the economic impact those changes are likely to create, both positive and negative
- Determine the physical, financial, market and organizational factors impacting the City’s ability to attract and retain businesses – both private and non-profit – and identify changes to these factors as a result of COVID
- Assess the demand for office and retail space in San Francisco’s office core and its competitiveness to attract, retain, and grow businesses – both private and non-profit – in relation to peer cities
- Using the outcomes of surveys and other research, develop recommendations about strategies San Francisco could pursue to:
 - fill vacancies in the office market as well as the surrounding office supporting market
 - encourage the return of employees and other visitors to downtown
 - support the development of a pipeline of emerging diverse entrepreneurs

- retain and expand existing office tenants

Expected Deliverables

- Report establishing current state of San Francisco's downtown office core including:
 - trends that have emerged as a result of COVID
 - labor market implications
 - wage implications
 - implications to City's broader economic health
- Report projecting the changes to employee commuting and its economic impact throughout San Francisco that could include but is not limited to:
 - Housing demand
 - Consumerism patterns and implications on retail/goods and services businesses in different areas of San Francisco
 - Transit implications
 - Indoor office usage patterns, space requirements, and features
- Report describing competitiveness of San Francisco's downtown overall and features that offer competitive advantage as well as gaps where the City's competitiveness is threatened
- Recommendations about policies, programs, interventions, and initiatives the City should pursue in order to increase its competitiveness that that could include but is not limited to:
 - Strategies to help support the adaptation, retention, and expansion of existing downtown businesses – specifically those offering high quality opportunities to a range of San Francisco's labor force and/ or realizing a high multiplier effect
 - Strategies to increase foot traffic in the City's downtown core by employees as well as visitors
 - Strategies to support diverse entrepreneurs to locate downtown

This scope and timeline as described above is dependent on the award of federal Treasury funding. If an award is not received or is substantially less than expected, this scope and/or timeline may change.

Additional federal grant terms will be disclosed at the time of award, if applicable.

Minimum Qualifications:

- Due to the short timeline, Applicants must be able to become a City Supplier by February 15, 2022, and be in good standing with the California Secretary of State and Franchise Tax Board. Additionally, due to the likely inclusion of federal funds, Applicants must register with the System of Award Management ([SAM.gov](https://www.sam.gov)) no later than February 15, 2022, and must not be debarred or suspended from doing business with a federal entity.
- Applicants must have at least 5 years of experience in performing economic analysis for local government entities of a similar size/scale as San Francisco

Preferred Qualifications:

- Expertise and demonstrable success in comparable projects that include analyzing a combination of primary and secondary economic data to assess and make recommendations about responding strategically to a rapidly changing economic context

To respond:

OEWD requests proposals not to exceed five (5) pages detailing the approach that the applicant would take to this scope and naming the team or principals that would substantially contribute to this project. OEWD additionally requests a budget and timeline for the proposed work as well as reference sheet with contact information of at least three projects of similar size and scope.

III. Application Process

A. How to Apply

Complete applications shall include all of the items listed in the Proposal Package Checklist, below. Instructions and tips on completing all Proposal Package documents are included following the Checklist and all templates noted can be downloaded from <http://oewd.org/bid-opportunities/RFP-221>

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

- Narrative Proposal**, adhering to the page limits as noted in each subsection in the RFP. If applying to provide services under both areas, narrative proposals may not exceed 8 pages.
- Budget**, containing your firm's proposed reimbursement rate or fee schedule. Please note that OEWD prefers to reimburse based on a blended hourly rate, accounting for all projected costs (including time, materials, travel, equipment, and any other reasonable and necessary costs).
- Project Timeline**, clearly outlining key benchmarks within the contract term, and expected deliverables.
- At least three (3) References** that demonstrate your firm's expertise providing services of a similar scope and scale.

Only Proposal Packages submitted with all required elements will be considered for funding.

Additional Reference Materials, Requirements and Guidelines

The following documents are for reference only.

Appendix A, City Contract Terms (Form P-600), contains the standard requirements that apply to all nonprofit organizations doing business with the City.

Appendix B, Applicant Requirements and Guidelines

Appendix B is a reference document which outlines additional details related to the following topics:

- Eligible Applicants

- Organizational Capacity
- Board of Directors/Leadership/Stability
- General City Administrative Requirements
- Additional Local Requirements
- Collaborations
- Conditions of Proposal

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

B. Proposal Package Submission

When all items are complete, submit the entire Proposal Package by **5:00 p.m. on Friday, February 4, 2022**. Complete proposal packages must be e-mailed to oe wd.procurement@sfgov.org and received by the City server by 5:00 p.m.

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

If you plan to submit work samples (e.g. letters of support, examples of past projects or sample deliverables), include all requested files as attachments with your proposal submission; these attachments will not be accepted after the deadline. **Note that the City server file size limit for attachments is 34MB.**

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

If you have any questions about the proposal requirements, please contact the Contracts and Grants Division at oe wd.procurement@sfgov.org. The team will assist with technical issues until the submission deadline.

IV. Proposal Review Process

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

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

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

Selection Criteria

Applications will be reviewed and evaluated using the criteria described in this section. Point values indicate the relative importance placed on each section and points will be awarded based on the extent to which the application addresses the criteria listed. Applicants should prepare their proposals with these criteria in mind.

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

Scoring Criteria

Approach, Availability, and Experience (70 points)

- Applicant is available to start project work during February 2022.
- Applicant has demonstrated experience with relevant activities (multi-agency stakeholder engagement, evaluation, research) work in a jurisdiction of a similar size as San Francisco.
- Applicant presents a sound approach to achieving the project goals within the timeframe outlined in the RFP
- Applicant's proposal includes details on the expertise of project team members or principals would substantially contribute to this project
- The design of the project reflects current knowledge on effective practices supported by applicants' experience and/or research and literature.
- References can confirm Applicant's capacity to perform services described in the RFP

Project Timeline (15 points)

- The proposal includes a reasonable timeline for implementing the proposed project including major milestones and target dates. It addresses factors that might speed or hinder implementation and explains how these factors would be managed.
- The timeline includes 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.

Project Budget (15 points)

- Applicant provides a detailed budget narrative presenting reasonable costs that relate to activities proposed, and all costs that will be included as part of the blended reimbursement rate.
- Applicant confirms whether rates will change or escalate annually (fiscal or calendar year).
- Applicant demonstrates the ability to leverage resources to support this project (preferred).

Clarifications

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

Selection

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

The tentative award may be conditioned on inclusion of changes/additional terms. Negotiations over the specific terms and language may be required before submission to the Civil Service Commission for approval, if applicable. If the City is unable to negotiate a satisfactory agreement with the winning applicant(s), the City may terminate negotiations with that applicant and proceed to negotiate with other qualified applicants in the order of their ranking

in the evaluation process. This process may be repeated until a satisfactory agreement has been reached. Final award of the contract may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

Applicants who do not receive an award may appeal the decision. Applicants who receive a contract will be contacted to begin the negotiation process.

V. Protest Process

A. Protest of Non-Responsiveness Determination

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

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

B. Protest of Award

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

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

C. Delivery of Protests

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

Protests must be addressed to:

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

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