

City and County of San Francisco

**Request for Proposals
RFP#206**

**Invest In Neighborhoods, Business Development, Economic Development
and
Workforce Development
Grants**



Issued by:
Date issued:
Proposals due:

Office of Economic & Workforce Development
Thursday September 21, 2017
Thursday October 12, 2017

Request for Proposals for Invest In Neighborhoods, Business Development, Economic Development and Workforce Development Grants (RFP#206)

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I. Introduction and Schedule

A. General

The City and County of San Francisco's Office of Economic and Workforce Development (OEWD) supports the City's ongoing economic vitality through key programs focused on neighborhood commercial corridors, workforce development, joint development projects, industry focused business recruitment and retention, small business assistance and international business development. OEWD's goal is to work continually to make San Francisco a better place to work and do business.

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, providing workforce development services through the Hospitality Sector Academy and Job Readiness Services (JRS) programs, providing support to our non-profit partners through the nonprofit sector study 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 beginning in fiscal year 2017-18 with opportunities to renew or extend programming through fiscal year 2021-2022, 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 (or prior) year(s) 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 their 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, length, and scope of the successive grant(s).

B. Schedule The anticipated schedule* for awarding grants is as follows:

<u>Proposal Phase</u>	<u>Date</u>
RFP is issued by the City	Thursday September 21, 2017
Deadline for submission of written questions	Wednesday September 27, 2017 at 5p
Answers to questions posted online	Monday October 2, 2017 by end of day
Proposals due	Thursday October 12, 2017 by 5PM
Committee Review	early November 2017
Grantee selection and award notification	mid November 2017; target November 16
Projects begin	December 2017 or later

*Each date is subject to change. Check: <http://oewd.org/bid-opportunities> for the latest schedule.

II. Program Areas and Scope of Work

The Office of Economic and Workforce Development (OEWD) supports San Francisco's ongoing economic vitality by strengthening its neighborhoods, businesses, commercial corridors and workforce. To this end, OEWD provides services throughout the City through several divisions. For the purposes of RFP 206, proposals are being sought in relation to three particular divisions:

- Invest In Neighborhoods (IIN),
- Business Development, and
- Workforce Development

In relation to IIN, the vision is that neighborhood commercial corridors in San Francisco are economically thriving, safe, resilient, sustainable, and meet the needs of local residents and users. In alignment with this vision, IIN's objectives are to strengthen small businesses, improve physical conditions, increase quality of life, and build community capacity.

In pursuit of these objectives, IIN offers programs that are designed to provide focused, customized assistance that meet the specific needs of San Francisco's neighborhood commercial corridors by leveraging existing programs from across multiple City departments and nonprofit partners. There are many programs offered through IIN for which more information can be found at <http://investsf.org/>.

The specific programs under the Invest in Neighborhoods initiative for which proposals are being solicited are described in sections A through J below.

In addition to the IIN programs, the Office of Economic and Workforce Development's Business Development unit and Workforce Development Division are accepting proposals through the RFP to support a variety of programs and initiatives. Each program area is described in detail in the sections below.

Program Area	Title
	Neighborhood Economic and Community Development Programs
A	Broad Street Physical Improvement and Beautification Projects
B	Chinatown Customer Attraction Projects
C	Chinatown Waverly Street Open Space Activation
D	Enhanced Chinatown Parking Pilot
E	Central Market/Tenderloin Public Safety and Lighting
F	Excelsior/Outer Mission Neighborhood Economic Development Projects
G	Mission Street Business Outreach Specialist
H	Portola Chinese Language Merchant Engagement
I	As-Needed Check-Printing Services
J	Community Benefit District – 18 th Street Capacity Building
	Business Development Programs
K	Nonprofit Sector Study
	Workforce Development Programs
L	Sector Workforce Programs Hospitality – Hotel Occupational Skills Training Chinatown
M	Job Readiness Services (JRS) – Transitional Age Youth (TAY) Western Addition/Fillmore

The scope of activities and services 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/contract, or guarantee any proposer the right to any grant/contract money. The City reserves the right not to award grants/contracts based upon the ability of the proposer to meet the City’s objectives. Any grant/contract awards, including renewals, 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.

OEWD may fund contracts and/or grants under this RFP with a variety of federal, state or local funding as appropriate including, but not limited to, the Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant (CDBG), California Career Pathways Trust (CCPT) funds, American Apprenticeship Grants through the Department of Labor, US Small Business Association (SBA) and City general funds.

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.

Neighborhood Economic and Community Development Programs

Program Area A: Broad Street Physical Improvement and Beautification Projects

Amount: Applicants may propose project budgets up to \$85,000

Anticipated Number of Awards: 1

Scope of Work: OEWD is seeking proposals for grants to support catalytic projects that will contribute to neighborhood vitality, increase economic activity, and leverage and build local leadership and social capital within the Broad Street Invest in Neighborhoods commercial area defined as Randolph Street beginning at 19th Avenue and continuing to Orizaba Avenue, along Orizaba south to Broad Street, and along Broad Street to Plymouth Avenue.

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

- Spurs economic activities, supports existing or new businesses, improves physical conditions, increases quality of life, or builds community capacity within the Broad Street corridor.
- Activities must demonstrate and document that they are generally supported by local residents, merchants and property owners.
- Anticipated completion within 6 to 12 months.
- Leverages private resources, including financial commitments, in kind donations, volunteer time, etc.
- Yields 3-6 projects may be a combination of small and large projects.

Note: If funded, OEWD and the successful proposer will negotiate a final list of projects to be accomplished. The project list must receive written approval by OEWD before confirming to community, partners and or contractors.

A strong proposal shall demonstrate a supportive structure with the capacity of a nonprofit organization to carryout activities that engage with community, have strict timelines for implementation and may require managing contractors to complete physical projects. The proposal shall also include a detailed description for the proposed framework, activities to be carried out, anticipated timeline for activities and reporting periods. The budget should reflect project management and anticipated set aside for project costs, with the majority of costs allocated to project costs (e.g. materials, supplies, contractors etc.).

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

- Physical improvements. e.g., public art installations, improvements to neighborhood landmarks, outdoor furniture and amenities, lighting installations.

- Neighborhood beautification projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement program.
- Minor storefront improvements or small business grants that improve the physical appearance or safety of businesses. e.g., awning replacements, ADA improvements, minor painting, graffiti removal, window film placement, shelving or other improvements that increase public safety.
- Minor storefront improvements for new businesses filling vacancies.

Minimum Qualifications:

- Track record of success working on implementation of physical improvement projects
- Experience partnering with businesses, nonprofits, residents and the City and contractors to implement physical improvements

Supplementary Questions:

- Please provide examples of successful implementation of physical improvements similar to those described in the proposed scope of work and your role.
- Please describe lead project manager qualifications and track record of success.

Program Area B: Chinatown Customer Attraction Projects

Amount: Applicants may propose project budgets up to \$25,000

Anticipated Number of Awards: 1

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support the businesses in the Chinatown commercial corridor.

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

- Develop and implement a district marketing campaign to promote neighborhood-serving business and to increase customer visit and spending
- Produce materials and/or phone apps to promote legacy and signature businesses
- Engage merchants, residents, and stakeholders to improve the business environment like media interaction, nightlife, and public accessibility
- Develop an economic development strategy to increase business diversification, reduce vacancies and attract customer revisits
- Assist City departments, merchant/neighborhood organizations, property and business owners to promote and strengthen neighborhood serving businesses
- Utilize language- and culturally-appropriate social media tools in association with activities in the Scope of Work

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- A minimum of two years of history and/or experience, and success providing customer attraction projects for Chinatown neighborhood businesses
- A minimum of two years history and/or experience of administering city-funded small business marketing/outreach projects

- Established relationships with local merchant associations, family associations and community-based organizations

Program Area C: Chinatown Waverly Street Open Space Activation

Amount: Applicants may propose project budgets up to \$25,000

Anticipated Number of Awards: 1

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support the businesses in the Chinatown commercial corridor.

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

- Establish Waverly Street as a cultural hub that motivates community, cultural and business growth
- Plan and implement cultural activities that attract foot traffic and support small businesses
- Obtain consensuses and support from business and property owners to activate Waverly
- Facilitate community meetings and share information/progress to encourage public involvement and strengthen neighborhood network
- Utilize language- and culturally-appropriate social media tools, newspapers, media outlets and any other appropriate tools to engage and reach out community about Waverly Street

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- A minimum of three years of history and/or experience, and success in planning and implementing activations in the Chinatown neighborhood
- A minimum three years of history and/or experience of administering city-funded economic and/or workforce development programs
- Established relationships with local merchant associations, family associations and community-based organizations

Program Area D: Enhanced Chinatown Parking Pilot

Amount: Applicants may propose project budgets up to \$25,000

Anticipated Number of Awards: 1

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support the businesses in the Chinatown commercial corridor.

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

- Conduct outreach to promote Enhanced Parking Pilot and to enroll participating businesses
- Coordinate bi-annual meetings and satisfactory surveys to enhance business and community engagement towards economic revitalization
- Assist City departments, merchant/neighborhood organizations, property and business owners to utilize parking discounts and marketing tools
- Design a creative marketing booklet to showcase the district’s commercial and cultural uniqueness

- Utilize language- and culturally-appropriate social media tools in association with activities in the Scope of Work

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- A minimum of three years of history and/or experience, and success providing business-related supportive services to Chinatown neighborhood
- A minimum three years of history and/or experience of administering city-funded economic and/or workforce development programs
- Established relationships with local merchant associations, family associations and community-based organizations

Program Area E: Central Market/Tenderloin Public Safety and Lighting

Amount: Applicants may propose project budgets up to \$60,000

Anticipated Number of Awards: up to 3

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support the businesses in the Central Market/Tenderloin commercial corridor.

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

- Work with OEWD and the San Francisco Police Department (SFPD) to identify high crime hot spots
- Work with OEWD and the SFPD to identify and prioritize sites for installation of new public safety cameras and or lighting
- Develop an installation plan and secure appropriate approvals and/or permits for new cameras and lighting
- Develop a budget and proposal for use of grant funds – including a plan to sustain programming with leveraged funding
- Install and maintain cameras and lighting funded through the program

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Strong track record of providing safety services in the Central Market/Tenderloin area
- A good working relationship with SF Police Department
- A plan for seeking non-City matching funds to support the program

Preferred Qualifications:

- A strong track record of working with public and private partners to install public safety cameras and or lighting in the Central Market/Tenderloin Strategy area

Program Area F: Excelsior/Outer Mission Neighborhood Economic Development Projects

Amount: Applicants may propose project budgets up to \$50,000

Anticipated Number of Awards: up to 3

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support the businesses and economic development activities along the Excelsior/Outer Mission Commercial Corridors. OEWD is seeking partners that will contribute to the Excelsior/Outer Mission's ongoing economic vitality by strengthening small businesses, improving physical conditions, increasing the quality of life, and building community capacity.

The scope of work for the selected organization(s) in this program area may include, but is 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, local event series, occurring in a public spaces
- Vacant and underutilized commercial space activation and programming, e.g. pop-ups, art exhibitions, performances
- 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

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco

Preferred Qualifications:

- Knowledge of the Excelsior/Outer Mission Neighborhoods
- Feasible and efficient budget

Program Area G: Mission Street Business Outreach Specialist

Amount: Applicants may propose project budgets up to \$50,000

Anticipated Number of Awards: 1

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to continue and build upon Mission Street commercial corridor work from Duboce to Cesar Chavez, so that it remains an economically vibrant community that is inclusive of diverse income households, businesses and institutions. OEWD recognizes that in order to realize this vision, the work must be community-led with a strong private-public partnership.

Applicants may propose a grant of up to \$50,000 for one part time person to fulfill outreach and marketing activities in this program area over the period of 12 months.

A strong proposal shall demonstrate a supportive structure with the capacity of nonprofit organization to compensate, supervise, support one part time staff position and report on grant deliverables. **Funds may not be split across multiple staff.** It shall also include a detailed description of the proposed supervisory and communication structure that will oversee the overall direction, coordination, implementation, execution, control and completion of specific projects within established deadlines. The budget may reflect compensation for the position as well as operational expenses.

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

- Maintaining one part time corridor manager, expected to work a minimum of 20 hours a week to conduct outreach, provide business support and support marketing activities for the Mission Street corridor.
- Working with OEWD to implement commercial district programs and services.
- Reporting to OEWD on commercial corridor strategies and progress.
- Overseeing implementation of assigned projects.
- Monitoring and reporting on progress of the projects to all stakeholders; tracking project deliverables with appropriate data and tools.
- Present reports defining project progress, problems and solutions.
- Implement and manage project changes and interventions to achieve project outputs.
- Conducting project evaluations and assessment of results.
 - Maintaining relationships with City agencies and partners
 - Coordinating and participating in community engagement related to economic strengthening of the district.
 - Ability to maintain business sustainability, prioritize and deliver services to businesses that will strengthen them and increase their longevity in the corridor

The selected nonprofit shall retain and supervise a Business Outreach Specialist position with the following desired skills:

- Bilingual in English and Spanish
- Exceptional administrative and organizational skills
- Knowledge of basic computer programs: Word, Excel, PowerPoint, Photoshop
- Marketing of services, programs, businesses
- Public speaking
- Demonstrate effectively working with multiple partners and groups with varying interests
- Ability to plan and organize effectively and reach decisions effectively
- Excellent verbal and written communication skills
- Conduct business retention and attraction activities for the corridor;
- Be a resource for all small businesses and community institutions along the corridor connecting them with available services, programs and opportunities to engage in events and activities;
- Conduct corridor outreach and door to door visits to businesses and community institutions within the Mission Street Commercial Corridor;
- Maintain relationships with businesses, property owners, community institutions, City agencies and partners;
- Maintain documentation and develop databases of corridor work for tracking and reporting purposes;
- Track, monitor and document corridor activity, needs and implementation of services;
- Ensure timely submission of progress reports and regular communication with Program Lead and OEWD point person.

Minimum Qualifications:

- A track record of success working in the Mission neighborhood
- Experience partnering with businesses, nonprofits, residents and the City to implement small business support services and outreach

Program Area H: Portola Chinese Language Merchant Engagement

Amount: Applicants may propose project budgets up to \$75,000

Anticipated Number of Awards: Up to 2

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support the businesses in the Chinatown commercial corridor.

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

- Work with OEWD identified partners to engage the Chinese language merchant community in the Portola to increase the healthy functioning of the main commercial corridor, San Bruno Avenue
- Partner with OEWD and its identified partners in the Portola, including developing or helping to develop and administer or help to administer new or existing merchant facing programs to improve streetscape cleanliness, merchant coordination and cooperation, and night time activity
- Conduct regular merchant outreach in Chinese to businesses along San Bruno Avenue
- Actively participate in and support existing merchant groups serving the Portola

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- A strong track record of working with Portola merchants and/or with the Chinese speaking population in the Portola
- A commitment to contracting or employing Chinese language speakers to support the work

Program Area I: As-Needed Check-Printing Services

Amount: Applicants may propose project budgets up to \$25,000

Anticipated Number of Awards: 1

Scope of Work: San Francisco Office of Economic and Workforce Development (OEWD) is seeking proposals from nonprofit and for profit organizations for check-printing services. The Grantee will enable the secure and accurate printing and delivery of checks to participants of OEWD small business assistance programs. Recipients of these checks may include small businesses, small business contractors, or any approved third-party identified for the implementation of action plans at the request of program administrator. Check amounts will range depending on need and scope of individual business action plan. The number of checks will vary depending on the number of businesses interested and eligible to participate in the program; as such, a per-check fee is preferable.

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 suppliers 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.

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

- Print checks as needed and requested by the City.
- Provide checks to OEWD for distribution in a timely manner (within five business days of request.)
- Report list of checks and 1099s issued for the term of the program.

Minimum Qualifications:

- Strong track record of providing check-printing services in a timely manner with attention to detail.

Program Area J: Community Benefit District – 18th Street Capacity Building

Amount: Applicants may propose project budgets up to \$70,000

Anticipated Number of Awards: 1

Scope of Work: OEWD is seeking applications from nonprofit organizations or Community Benefit District (CBD) Management Corporations for 18th Street Cleaning and Marketing.

The purpose of this program area is to provide funding to an organization to improve physical conditions along the 18th Street Corridor between Valencia Street and Noe Street. Additionally, as funds permit, the organization will oversee 18th street marketing of the area via a banner program.

OEWD's primary goal is for this grant to work in conjunction with City capacity building efforts in the area.

The Scope of Work for selected organizations(s) in this program area may include, but is not limited to the following for the 18th Street corridor between Noe Street and Valencia Street in Supervisorial District 8:

- Create a street cleaning plan
- Provide street cleaning services
- Create a banner marketing plan
- Identify locations along the corridor for banner placement
- Secure appropriate permits
- Design a banner with community input
- Install banners in targeted locations

Minimum Qualifications:

- Applicants must be fully established nonprofit entities or established Community Benefit Districts, eligible to do business with the City and County of San Francisco
- Established history of providing Scope in a currently established corridor
- Is a nonprofit that is based in District 8

Preferred Qualifications:

- Provides evidence of instituting similar project types in a merchant corridor

- Is an established CBD
- Provide specifics and evidence of providing similar project types in a merchant corridor

Business Development Programs

Program Area K: Nonprofit Sector Study

Amount: Applicants may propose project budgets up to \$45,000

Anticipated Number of Awards: 1

Scope of Work: the purpose of this solicitation is to select an organization(s) (Cooperator) to develop a San Francisco nonprofit sector study, synthesizing multiple sources of data to develop a comprehensive picture of the fiscal health and economic impact of San Francisco's nonprofit sector. Working with stakeholders including various City agencies, the Cooperator will assess the role that nonprofits play in San Francisco's economic landscape, conduct an economic analysis within San Francisco's nonprofit sector over time including shifts in revenue, assets, jobs and wages, and ascertain its fiscal health in comparison to other regions.

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

Task 1: Meetings and preliminary research

- Facilitating meetings with city agencies and external stakeholders to gather input on initial findings and available data
- Study past nonprofit research documents including but not limited to: USF SF Nonprofit Sector Study, CalNonprofits Causes Count study of the sector state-wide, Oliver Wyman / Sea Change report on Risk Management for Nonprofits, The San Francisco Foundation's Partnering with Nonprofits in Tough Times, Recommendations from the City Working Group on Nonprofit Displacement
- Interview and/or survey nonprofits to assess what resources they are accessing for capacity building and/or business development, with a focus on analysis of what has been successful

Task 2: Economic Analysis

- Comparison to state and regional data, for example:
 - Revenue growth, revenue and assets per capita
 - Employment growth including jobs and wages
 - Sub-sector breakout (by major NTEE code categories) of revenue, assets and number of nonprofits
- Tax and Out-of-County revenue assessments
 - Estimate of tax impact at local, state and federal level
 - Estimate of percentage and amount of revenue that comes from non-local sources
- Grant revenue assessment
 - Estimate of total import and total export of grant dollars

- Employment Assessment¹
 - Comparison of nonprofit employment growth to select San Francisco industries
 - Assessment of nonprofit job and wage growth over past five years and comparison to job and wage growth in all sectors
- Revenue Stream Assessment
 - Sub-sector breakout of revenue streams including: contributions (govt grants, and all other), special events, investment income, sale of assets, program revenue and other income
 - Assessment of reliance on contributions including and excluding hospitals and higher education
 - Assessment of reliance on contributions, program revenue and other income based on budget size
 - Assessment of surplus and deficit operating margins over past 5 years
 - Sub-sector breakout (by major NTEE code categories) of surplus and deficit margins

Task 3: Final Report

- Hold culminating meeting with City agencies in order to present findings and gather input before delivering the final report
- Prepare a final report (one draft and one final) that will provide economic data on San Francisco’s nonprofit sector. This report should also include a summary of the research and findings in Tasks 1 & 2, including a brief overview of existing conditions and economic risks for San Francisco’s nonprofit sector as a whole and selected sub-sectors (to be determined).

Preferred Qualifications

- Experience authoring an economic study of the nonprofit sector within a city, state or region
- Has used IRS 990 data and/or employment data in published nonprofit sector research
- Has previously partnered at least once with a local public agency(ies)

Minimum Qualifications

- Has authored or co-authored a study of the nonprofit sector within a city, state or region within the past eight years
- Research team can demonstrate nonprofit expertise as evidenced by a minimum of three contracts, jobs or fellowships related to nonprofit sector business development, evaluation, management and/or capacity building

Program Area Questions

Applicant should include at least one and no more than two work samples (maximum 10 pages total for this exhibit) including a previous study of the nonprofit sector. If the study is longer than 10 pages, applicant should include a selection of pages that best reflect the organization’s approach and abilities. This exhibit is anticipated to be 20 of 40 program specific evaluation points for this area.

Note: Applicants in this program area should not submit letters of support.

Workforce Development Programs

San Francisco's workforce system is designed to be accessible to diverse job-seekers and employers through OEWD's network of Access Points. Each Access Point plays a specialized role within San Francisco's workforce system, customizing services and facilitating access to target populations, residents of target neighborhoods, job-seekers with barriers to employment, and those seeking to enter or advance in a specific industry sector. Collaboration and coordination of service offerings among the Access Points is critical in developing flexible and responsive programs and services that meet the needs of all San Francisco job seekers. Each Access Point must demonstrate a high level of coordination with other Access Points, as well as OEWD's specialized providers of Job Readiness Services, Young Adult Services, Sector Workforce Programs, Business Services, and other services, as appropriate.

Sector Workforce Programs are designed to improve the responsiveness of San Francisco's workforce system to the demands of significant and growing industries, providing employers with skilled workers and expanding employment opportunity for residents through a dual customer approach. These programs deliver a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. An imperative component of Sector Workforce Programs is Occupational Skills Training, solicited through this RFP.

Holistic and culturally-competent Job Readiness Services (JRS) for the City's residents with multiple barriers to successful job search and employment is also imperative in the implementation of a comprehensive workforce system. JRS providers play a critical bridge role for individuals who, because of the barriers they face, are not yet able to focus on a job search and employment. JRS providers must deliver intensive services to help these jobseekers to identify and create a plan for removing barriers preventing employment, and support the individual in accessing and navigating a citywide service system to resolve these barriers. JRS providers must play an important cross-referral role within San Francisco's workforce system: receiving referrals from Access Points and other partners of job-seekers with multiple barriers to employment, AND referring job-seekers who have successfully addressed barriers through JRS to an appropriate Sector Workforce Programs or other appropriate Access Points for services focused on vocational training and employment.

The Department of Labor, State of California, and several national organizations have studied the positive effects of performance-based contracting models and encouraged adoption of them where possible. OEWD is committed to continuing to explore and refine best practice models and to negotiate performance tied funding as appropriate with grantees funded through this RFP for the Workforce Development program areas. For the initial year of funding, OEWD is interested in piloting performance based contracting with providers receiving funding for Comprehensive Access Point (CAP) and Neighborhood Access Point (NAP) services procured under RFP 121.

OEWD may expand performance based contracting models into other program areas during the lifetime of this RFP, including the Workforce Development areas described below. Specific terms, conditions, and payment triggers will be discussed with grantees as appropriate and codified in the resulting grant agreements.

Program Area L: Sector Workforce Programs Hospitality – Hotel Occupational Skills Training Chinatown

Amount & Awards: Applicants may propose project budgets between \$100,000 and \$130,000 for 12 months to support 30-40 clients in training.

Scope of Work: OEWD seeks through this RFP to fund a Hospitality Hotel Sector Occupational Skills Training (OST) provider to improve the responsiveness of San Francisco's workforce system to the growing local hotel industry, providing employers with skilled workers and expanding employment opportunities for Chinatown residents. These sector-based training programs deliver a full spectrum of services necessary to develop job-seekers' industry-relevant skills, experience and knowledge, and to help them secure unsubsidized employment within the sector through industry recognized contextualized training.

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

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

Provider must coordinate program logistics and training delivery with OEWD and with the Hospitality Sector Coordinator, to ensure that trainings are marketed accurately across the workforce ecosystem and that clients are referred to appropriate training. Hospitality Hotel OST providers are responsible for achieving participant program completion and employment outcomes and should provide case management and support services to ensure program retention and overall participant success.

Hospitality Hotel OST curriculum must be vetted and approved by OEWD, as well as validated through industry employers and linked to appropriate credential(s), certification(s) or degree upon successful completion of training and testing. OST curriculum should be targeted toward specific occupation(s) with the Hospitality Hotel industry.

In the proposal submission, applicants must identify the specific occupation(s) that will be targeted through the OST programming, including an explanation of how and why the applicant selected the occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Hospitality Hotel OST to prepare participants for success in their chosen occupation(s). Strategies targeting occupations that offer competitive wages, health and pension benefits, shared profits, paid sick leave and paternity/maternity leave and union wages will receive preference for funding, as will strategies targeting occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency. Local labor market information, employer attestations for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Applicant must submit a minimum of two letters of support from hotel industry partners, detailing levels of collaboration to successfully train and employ participants in the hotel sector, including but not

limited to the following: review and vet curriculum, facilitate classroom instruction, create and implement employer-customized or incumbent worker training, offer paid internships, and/or a commitment to hire graduates.

Applicants must also identify the specific post-secondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program, and describe how credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Hospitality Hotel Industry Overview: A vibrant and thriving industry, hospitality plays a critical role in the economy and culture of San Francisco. A diverse and qualified hospitality workforce is therefore vital to the City’s overall economic stability. By partnering with local hospitality industry employers, industry associations, unions and workforce education, training and service providers, OEWD has coordinated workforce efforts in this industry through Hospitality Hotel OST programs to address the anticipated growth of hotels in San Francisco by addressing the needs of these employers. Hospitality Hotel OST programs will target occupation(s) through priority sub-sectors, Guest Services and Hotel Facilities Maintenance. Hospitality Hotel OST programs will /Retail Sector Workforce Programs prepare participants for occupations such as the following:

Targeted Industry	Example Occupations
Hospitality – Hotel	Janitorial/Maintenance Worker/Engineering; Housekeepers/Room Attendant; Hotel Desk Clerk

Required Service Activities: Applicants for Hospitality Hotel Occupational Skills Training provider must address how the following services will be offered to participants as part of a comprehensive Sector Workforce Program and as part of San Francisco’s broader workforce system. Through a coordinated approach, all Hospitality Occupational Skills Training providers must deliver or make accessible the full range of services described below:

Participation in Access Point Provider Network

Applicants must be willing to participate in Sector Workforce Program Provider Network events, sector-specific events and other relevant trainings and events organized by OEWD and its partners. Grantees may be asked to provide sector-based expertise and labor market information to the workforce system and to OEWD on a regular basis.

Outreach and Recruitment

In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs and services. Outreach efforts should target job-seekers from Chinatown community with interest in the Hospitality Hotel sector and provide sector-specific information on career pathways and workforce and training services.

Information, Orientation, Assessment and Enrollment

Orientation: Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Hospitality Hotel OST Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. OST provider must provide Hospitality Sector Coordinator with training information to include in the Citywide sector information sessions.

Assessment: Assessment activities assist participants in determining their skill level, interests, aptitude and ability as they begin to define/redefine career goals in a specific sector, and identify barriers to employment that are relevant to each individual participant. Hospitality Hotel OST providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

Enrollment: Enrollment activities must establish documentation of eligible individuals' participation in a Sector Workforce Program. Prior to enrollment the grantee must work with the prospective participant to determine eligibility, complete required forms and conduct required assessments.

Individual Planning and Case Management

Grantees are required to provide individual career planning and case management services to program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant.

Individual Planning: Individual planning should help the participant to identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the jobseeker's selected industry. The plan must include specific information on the training and skill development needed to succeed in the specific industry.

Case Management: The grantee must provide integrated case management services to appropriate program participants. Case Management must incorporate individualized one-on-one engagement (group engagement strategies are also strongly recommended), and monitor participants' progress and assist them with any challenges in the pursuit of program completion, employment and employment retention.

Sector-Specific Job Readiness Training (JRT)

Sector-specific JRT services must be designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job-seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include:

1. **In-Depth Industry Overview:** Participants receive an overview of the industry that includes labor market information, sector occupations, career pathways, and employment eligibility requirements.

2. Career Exploration: Participants conduct career exploration within the sector and understand employer expectations, work culture and norms, and career pathways.
3. Sector Soft Skills: Participants attain soft skills/customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.
4. Life Skills: Participants attain life skills that address goal achievement, development of support systems, and balancing work and home.
5. Job Search Skills: Participants develop a sector-specific portfolio that includes customized resume, cover letter, applications, interview skills, etc.

Sector Occupational Skills Training

Grantee must design and deliver Hotel sector-specific Occupational Skills Training curriculum customized to meet hotel industry requirements and successfully prepare participants for sector occupations by providing necessary credentials, certifications, etc. recognized by the industry. Targeted occupation(s) should be based on current employer demands (i.e. real-time intelligence) and future labor market needs.

Curriculum Development:

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

Curriculum Implementation:

1. Incorporate experiential learning, including internships, externships and credit-based learning into training (preferred).
2. Facilitate courses through a cohort model or through open enrollment, as appropriate for participants.
3. Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and support services.
4. Coordinate and partner formally with community colleges and other post-secondary education providers, including potential transfer of higher education course credit (preferred).

- For training targeting incumbent workers, coordinate and partner formally with employers and/or unions to assist existing entry-level sector employees to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities for Sector Program participants.

Business Services

Hospitality Hotel OST programs must work with OEWD and its Business Services Coordinator to broker and develop relationships with hotel sector employers (including First Source) and develop customized solutions to meet specific business and industry employment requirements, supporting employer competitiveness and involvement in the workforce development system and strengthening the local economy. Sector Programs will be expected to participate in sector specific employer networking events and provide space for workshops and hiring events developed to increase employer engagement in the workforce system.

Job Search and Employment Services

Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect to employment opportunities in the Sector as well as offering assistance in resume development and interviewing for jobs specific to the hospitality hotel industry. Hospitality Hotel OST providers must have the ability to market their customers to local employers, as well as develop and maintain relationships with local employers to connect job seekers served through the Sector Workforce Programs to viable employment opportunities.

Retention Services

Hospitality Hotel OST providers must support the retention of participants in employment. Retention efforts will be targeted towards both new hires of participants and employer partners.

Performance Measures:

Measures	Goal
Outreach and recruitment to unduplicated individuals who live in Chinatown	45-55
Participants enrolled in Hospitality Hotel Occupational Skills Training (OST) and Sector Job Readiness Training (JRT)	30-40
Participants that successfully complete Hospitality Hotel Occupational Skills Training (OST) and Sector Job Readiness Training (JRT)	90% of OST & JRT participants will successfully complete
Placement in unsubsidized employment	80% of OST participants
Retention in placement (3 months after exit)	75% of all participants placed in unsubsidized employment

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

1. Classroom attendance
2. Interpersonal and communication skills attainment
3. Occupational skills attainment
4. Attainment of certification, credential or degree

Reporting

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

- Demonstrated success in providing Hospitality Hotel Occupational Skills Training to Chinatown residents
- Demonstrated ability to leverage other services and resources.
- Ability to formally facilitate Hospitality Hotel Occupational Skills Training and related workforce services in Chinatown

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco.
- Experience in providing Hospitality sector-related workforce services to low-income communities
- Applicant must have an established physical location for service delivery in Chinatown.

Supplemental Questions.

Proposals for Hospitality Hotel Occupational Skills Training should meet each of the following criteria and address, as appropriate, each in the proposal:

- Clear understanding of the relevant industry sector (hospitality-hotel), including previous experience in providing contextualized training for this sector.
- Ability to propose and implement a service model with strong sector training (occupational and job readiness) and direct connections to viable employment opportunities for the new and existing workforce.
- Demonstrated history of successful connection of trainees to training-related employment and development of placement and retention strategies.
- Strong and existing hospitality hotel sector employer relationships and ability to prove employer commitment via support letters.
- Applicants must demonstrate that the proposed training is aligned to industry standards for the occupations identified.
- Ability to execute strong outreach efforts targeted towards the Chinatown community.
- Experience in utilizing sector-specific assessment tools to evaluate the skills and needs of job-seekers.

- Demonstrated experience providing contextualized training that prepare individuals to gain credentials and industry-recognized certifications/degrees/credentials to successfully enter or advance in the Hospitality Hotel workforce. Training should be targeted towards specific occupation(s) in the Hospitality Hotel industry.
- High level of financial/accounting capacity.

Program Area M: Job Readiness Services (JRS) – Transitional Age Youth (TAY) Western Addition/Fillmore

Amount and Awards: Applicants may propose project budgets between \$75,000 and \$125,000 for 12 months to support 90-120 clients receiving Job Readiness Services.

Scope of Work: OEWD seeks to identify through this RFP an organization to provide holistic and culturally- competent Job Readiness Services (JRS) for the City’s Transitional Age Youth (TAY) residents in the Western Addition/Fillmore District with multiple barriers to successful job search and employment. The JRS provider will play a critical bridge role for individuals who, because of the barriers they face, are not yet able to focus on a job search and employment. JRS provider must deliver intensive services to help the TAY population identify and create a plan for removing barriers preventing employment, and support the individual in accessing and navigating a citywide service system to resolve these barriers. Provider must play an important cross-referral role within San Francisco’s workforce system: receiving referrals from Access Points and other youth services partners of job-seekers with multiple barriers to employment, AND referring job-seekers who have successfully addressed barriers through JRS to an appropriate Sector Workforce Program or other appropriate Access Point for services focused on vocational training and employment.

While all Access Points (Youth and Adult) must serve jobseekers with barriers to employment, this JRS provider will play a special role in serving the TAY population in Western Addition/Fillmore whose barriers are so acute or so multiplicative, that successful participation in workforce services necessitates their prior removal. OEWD considers an individual appropriate for JRS services if the individual has the following barriers:

- Lack of right-to-work documentation
- Limited English ability
- Referred by Human Services Agency (HSA) or Public Housing with *two or more* of the following:
 - Limited academic skills, and/or lack of a high school diploma or GED
 - Criminal history
 - Lack of basic computer skills
 - Lack of child care
 - Lack of or limited transportation
 - Lack of a valid driver’s license
- OR any individual with *three or more* of the following:
 - Limited academic skills, and/or lack of a high school diploma or GED
 - Criminal history
 - Lack of basic computer skills
 - Lack of child care
 - Lack of or limited transportation
 - Lack of a valid driver’s license

The JRS provider will provide appropriate services, targeted to and as appropriate for TAY participants in Western Addition/Fillmore with multiple barriers requiring resolution in order to fully benefit from workforce development services. JRS provider will connect participants to Access Points, Sector Training programs, employment opportunities, post-secondary education/training and other services, when and as appropriate. JRS must be provided a location accessible to Fillmore/Western Addition TAY population identified by the applicant.

Required Service Activities: To successfully conduct barrier remediation and prepare the Western Addition/TAY population for training, education or employment, JRS activities must include the following:

Outreach and Recruitment

JRS provider must conduct outreach and recruitment that results in enrollment in JRS services. JRS provider must have or propose a plan to develop formal processes and procedures for accepting referrals from other stakeholders in the workforce development system, especially from other Access Points, HSA, and Public Housing, etc.

Assessment

JRS assessment will focus on identifying each individual's interests, abilities, and barriers to employment and/or training, using unbiased assessment processes and procedures. A full technical assessment should evaluate the individual's reading/writing, math, basic computer/internet, and English-speaking skills. When vocational training is an identified goal, the assessment must include the minimum requirements and qualifications for class enrollment and subsequent successful employment in the identified industry. Assessments may also include drug testing, criminal background checks, physical fitness/ability or others.

Career Counseling

JRS provider must assist participants in identifying an industry sector of choice, and create an Individual Employment Plan (IEP) for training, skill development, and barrier-removal needed to succeed in the targeted industry. IEPs should (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify the barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve his/her employment goals. In addition to barrier removal services the JRS grantee provides, Career Counseling may generate simultaneous or eventual referrals to an OEWD Access Point, sector initiative, secondary or post-secondary education, or short-term occupational skills training.

Case Management and Barrier Removal

JRS provider must offer case management to participants with the goal of providing individualized support to facilitate each participant's successful achievement of their goals. Case managers must work with each participant to develop a barrier-removal action plan and connect the participant to one-on-one, small group, public and outside support services as needed. Grantees are expected to follow up regularly with participants in order to follow up on referrals, monitor progress, and adjust action plans as appropriate.

Basic Computer Skills Training

JRS provider must offer instructor-led basic Computer Skills Training (CST) to all participants who are in need of these technical skills and support to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement. (CST need not be offered to participants with existing computer literacy.)

Access Point Referrals:

The JRS program model must serve as an entry point to the larger workforce and education systems for customers with barriers to employment. Provider must work in coordination with other service providers, including the CAP, NAPs, SAPs, Sector Coordinators, and other training and employment providers to facilitate cross-referrals.

OEWD Access Point Provider Network

Provider must participate in OEWD meetings and trainings to enhance the Access Point Provider Network, facilitate peer exchanges, coordinate services, and strengthen service capacity.

If the applicant proposes a JRS model serving limited-English proficient (LEP) job-seekers, then the following additional services must be provided directly by the JRS grantee or through demonstrated relationships and capacity to refer participants to these services on an as-needed basis:

Limited English Proficiency (LEP) Services (if applicable)

JRS provider whose target population is LEP job seekers must provide access to language-appropriate employment services and workshops either by referral or through direct provision. If the applicant proposes the direct provision of such services, then they must:

- a) Be vocationally oriented and directly relevant to the vocational goals of the individual as much as possible.
- b) Include an assessment of both written and verbal language skills.
- c) Include an assessment of the individual's literacy in their native language.
- d) Emphasize contextually-based learning with substantial time allocated to the practice and utilization of English language skills in a safe learning environment.
- e) Be relevant to the learning needs of the individual/target population.
- f) Be delivered in a culturally competent and culturally sensitive manner.

Performance Measures:

Measure	Goal
Outreach and recruitment to unduplicated individuals who live in Western Addition/Fillmore	100-150
Participants enrolled in Job Readiness Services (JRS)	90-120
Increase in ESL/VESL ability by at least 1 level (for applicants targeting limited-English proficient (LEP) job-seekers)	80% of participants Enrolled

Removal of 1 or more barriers to training and employment	90% of participants Enrolled
Removal of 2 or more barriers to training and employment	75% of participants Enrolled
Removal of 3 or more barriers to training and employment	50% of participants Enrolled
Accepted referrals to Sector Coordinator or other Access Point services	70% of participants Enrolled
Enrollment in vocational training and/or post-secondary education	35% of participants Enrolled
Placement in unsubsidized employment	10% of participants enrolled
Report customer satisfaction	75% of participants Enrolled

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and /or OEWD request.

Preferred Qualifications:

- Demonstrated success in providing employment barrier remediation and job readiness services for TAY residents in the Western Addition/ Fillmore districts.
- Demonstrated ability to leverage other services and resources.
- Established relationships with citywide service providers and resources relevant to JRS services.
- Demonstrated ability to effectively implement JRS and related workforce services at a facility located in Western Addition/Fillmore
- Demonstrated success in providing basic Computer Skills Training to TAY population.

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco.
- Experience in providing JRS related workforce services to low-income communities.
- Applicant must have an established physical location for service delivery in the Western Addition/ Fillmore neighborhoods.

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 oewd.procurement@sfgov.org . Questions should be submitted in writing, no later than 5p, Wednesday September 27, 2017.

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://oewd.org/bid-opportunities> by end of day Monday October 2, 2017. 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.

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

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 minimum qualifications in each program area to clarify eligibility.

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.

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.

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 supplier (previously “vendor”) or be able to meet all City supplier 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 supplier within ten days of notice of award. If an awardee is not able to become an approved supplier within this timeframe, OEWD may rescind an award offer and negotiate with other high ranked approved suppliers so as not to delay important programming. Sub-grantees are not required to be City-approved suppliers; only the lead organization or fiscal sponsor must be City-approved. More information on how to become a City bidder (initial step) and progress to a fully compliant and approved City supplier (required prior to contracting) can be found at <https://sfcitypartner.sfgov.org/>
- 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.

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>

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.

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. Additional or alternative partners, including fiscal agents, may be identified and approved for inclusion in the grant plan by OEWD (or other oversight agency) as part of the initial or subsequent negotiations.

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 Thursday October 12, 2017. Postmarks will not be considered in judging the timeliness of submissions.

Submitting

When you are satisfied with your completed application packet, save all items to one PDF file and email it to:

oe wd.procurement@sfgov.org

Proposal Packages submitted electronically should be formatted into 1 PDF file and include the application and all required, relevant, and requested addenda and forms. See below section "Proposal Package Checklist" for additional details on required items.

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 packet (including all supplemental materials), along with a CD or USB drive with electronic versions of the full application packet, to:

**Office of Economic and Workforce Development (OEWD)
Attn: Kris Damalas
1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103**

See below section "Proposal Package Checklist" for additional details on required items.

Proposals delivered in person may be left with OEWD's front desk receptionist on the 5th Floor of 1 South Van Ness Avenue. Proposals that are hand delivered will be issued a date/time stamped receipt from the receptionist to document the submission's timeliness. Please do not mail or deliver proposals to OEWD's City Hall offices.

Any submittals delivered by mail or in person must be in a sealed envelope clearly marked **RFP#206**. 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>. The following items must be included in the application 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). As noted in the program description above, please do not submit letters of support for the Non Profit Study area.

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

Hardcopies of templates and related forms are available upon request.

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>. 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 form, budget template, and other required templates available at <http://oewd.org/bid-opportunities>



Application: Request for Proposals 206

City and County of San Francisco

Office of Economic and Workforce Development



APPLICATION DETAILS AND INSTRUCTIONS

Brevity

There are character counts for narrative responses as a way to help you write informative, yet concise answers.

Style Guide

To adhere to the character counts for each of the answers, consider using high-level, bullet-point style information about your organization and programs. You are welcome to use any commonly accepted abbreviations when responding to questions, unless instructed otherwise.

Other Helpful Tips

- Be sure your email address is correct so that you will receive submission confirmations and RFP notices.
- You may type directly into the form below or copy and paste answers from another document. Note that pasting from a word processing program into appropriate narrative fields will work, but formatting may need to be adjusted. If you subsequently convert or save this form as PDF prior to submission, formatting such as bullets, numbering, icons, images, etc. may be lost.

Submitting

When you are satisfied with your completed application packet, save all items to one PDF file and email it to:

owd.procurement@sfgov.org

Proposal Packages submitted electronically should be formatted into 1 PDF file and include the application and all required, relevant, and requested addenda and forms. See "Proposal Package Checklist" on page 32 of RFP 206 for additional details on required items.

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 packet (including all supplemental materials), along with a CD or USB drive with electronic versions of the full application packet, to:

Office of Economic and Workforce Development (OEWD)

Attn: Kris Damalas

1 South Van Ness Avenue, 5th Floor

San Francisco, CA 94103

Proposals delivered in person may be left with OEWD's front desk receptionist on the 5th Floor of 1 South Van Ness Avenue. Proposals that are hand delivered will be issued a date/time stamped receipt from the receptionist to document the submission's timeliness. Please do not mail or deliver proposals to OEWD's City Hall offices.

Any submittals delivered by mail or in person must be in a sealed envelope clearly marked **RFP#206**. Proposals that are submitted by fax will not be accepted. Late submissions will not be considered.

Due Date

Applications will be accepted until **5 P.M.PST on Thursday October 12, 2017**.

Questions

If you have any questions when completing this application, please email owd.procurement@sfgov.org by **5:00 PM PST Wednesday September 27, 2017**. A list of substantive questions and answers will be posted to the OEWD website (link below) for review by all interested parties by 6 P.M. Monday October 2, 2017. Questions of a technical nature concerning the application, forms, or website may continue to be addressed until the application due date. See RFP for full terms, conditions, and instructions. All materials related to this RFP are available at <http://owd.org/bid-opportunities/>

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 Supplier Number*	[123456] or <input type="checkbox"/> Not a current City supplier
Type of Entity	<input type="checkbox"/> Nonprofit <input type="checkbox"/> For-profit <input type="checkbox"/> Community Benefit District (CBD)

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 Supplier Number*	123456 or <input type="checkbox"/> Not a current City supplier
Type of Entity	<input type="checkbox"/> Nonprofit <input type="checkbox"/> For-profit <input type="checkbox"/> Community Benefit District (CBD)

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 (7/1/2016-6/30/2017)	
*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 list below, please check the box indicating the program area for this proposal. Proposers may seek funding in more than one area, however, a separate application must be filed for each funding area that the organization wishes to provide services for. Check only one area

<input type="checkbox"/> A. Broad Street Physical Improvement and Beautification Projects	<input type="checkbox"/> B. Chinatown Customer Attraction Projects
<input type="checkbox"/> C. Chinatown Waverly Street Open Space Activation	<input type="checkbox"/> D. Enhanced Chinatown Parking Pilot
<input type="checkbox"/> E. Central Market/Tenderloin Public Safety and Lighting	<input type="checkbox"/> F. Excelsior/Outer Mission Neighborhood Economic Development Projects
<input type="checkbox"/> G. Mission Street Business Outreach Specialist	<input type="checkbox"/> H. Portola Chinese Language Merchant Engagement
<input type="checkbox"/> I. As-Needed Check-Printing Services	<input type="checkbox"/> J. Community Benefit District – 18 th Street Capacity Building
<input type="checkbox"/> K. Nonprofit Sector Study	<input type="checkbox"/> L. Sector Workforce Programs Hospitality – Hotel Occupational Skills Training Chinatown
<input type="checkbox"/> M. Job Readiness Services (JRS) – Transitional Age Youth (TAY) Western Addition/Fillmore	



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>

[Financial Management and Budget - limit 4000 characters]

APPLICATION PACKET CHECKLIST

All required appendix templates are available for download at: <http://oewd.org/bid-opportunities> . 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.

Complete application packets (including all supplemental materials) are due no later than 5:00pm PST on Thursday, October 12, 2017. Please check the boxes under "Submission Method" to confirm whether you are sending the attachment via email or in hardcopy. Email submissions (all application materials saved into one PDF file) must be sent to: oewd.procurement@sfgov.org . Please make sure to reference your agency name and "RFP 206" 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 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 206 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
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 most, 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". Please do not provide letters of support if you are applying to Area K, Nonprofit Sector Study	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy <input type="checkbox"/> N/A
Work Sample (Area K, Nonprofit Sector Study ONLY) Provide at least one and no more than two work samples (maximum 10 pages total for this exhibit) including a previous study of the nonprofit sector. If the study is longer than 10 pages, applicant should include a selection of pages that best reflect the organization's approach and abilities. <i>This exhibit is anticipated to be 20 of 40 program specific evaluation points for this area.</i>	<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. There are two review pathways, as follows:
 - a. For program areas A through J (Invest in Neighborhoods Programs), there are two tiers of review.
 - i. Tier 1 Review - the primary review committee will review and score all responsive proposals on a 100 point evaluation criteria as described in this RFP and on the application document.
 - ii. Tier 2 Review – an additional review committee will review and score all proposals on a 50 point scale of how well each meets the neighborhood's need, project feasibility, and fulfillment of key department priorities. Proposals will then be ranked and awarded on the total points received from both reviews.
 - b. For program areas K, L, and M, the review committee will review and score all responsive proposals. Proposals will be ranked based on the review committee's scores.
4. After the Review Committee(s) has/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.
5. The tentative awardees whose proposal(s) are determined to meet the needs of the City will be recommended to negotiate a grant.
6. All applicants will be notified of the results of the evaluation.
7. 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.

8. 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.
9. Final award of the grant may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

B. 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.

Applicant Qualifications and Neighborhood Connection (15 points)

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

Program Goals and Objectives (35 points)

- 1. The proposed project will contribute to achieving Invest In Neighborhood goals and objectives
- 2. The proposed project demonstrates clear community support
- 3. The proposal demonstrates an understanding of community stakeholders and community organizations, and possible considerations for project implementation
- 4. The design of the project reflects deep knowledge and understanding of the neighborhood and/or City
- 5. The proposed project is innovative and creative in implementing a solution to meet neighborhood needs

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 oewd.procurement@sfgov.org. Substantive responses to any such inquiries will be posted on OEWD's website: <http://oewd.org/bid-opportunities>.

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 updates and change notices, which will be posted on OEWD's website. The proposer shall be responsible for ensuring that its proposal reflects any and all guidance 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 incorporated all current guidance.

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 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.

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;
6. Determine that no project will be pursued; or
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	Eligible Applicant Notes
Neighborhood Economic and Community Development Programs			
A	1	\$85,000	open
B	1	\$25,000	Nonprofits only
C	1	\$25,000	Nonprofits only
D	1	\$25,000	Nonprofits only
E	1-3	\$60,000 per grant	Nonprofits only
F	1-3	\$50,000 per grant	Nonprofits only
G	1	\$50,000	Nonprofits only
H	1-2	\$75,000 per grant	Nonprofits only
I	1	\$25,000 (plus actual cost of subsidies/payments)	open
J	1	\$70,000	Nonprofit or CBD
Business Development Programs			

K	1	\$45,000	open
Workforce Development Programs			
L	1	\$100,000 - \$130,000	Nonprofits only
M	1	\$75,000 - \$125,000	Nonprofits only

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 or by OEWD, 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. on 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 fax will not be considered. Scanned signed appeal letters may be submitted via email to oe wd.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 submitting organization.

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. If the City determines a meeting is not necessary to address the appeal presented, the agency can anticipate a response letter from the City within 10 calendar days of submission of the letter of appeal.

Protests must be delivered to:

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

Or via email at: oe wd.procurement@sfgov.org

All appeal determinations made by the Director of OEWD are final.

Additional forms and information:

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> 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>. No other budget formats will be accepted.

Appendix C: Proposal Application

The application is available for download at: <http://oewd.org/bid-opportunities>

Appendix D: Staffing and Board Composition Chart

A template Staffing and Board Composition Chart is available for download at: <http://oewd.org/bid-opportunities>

Appendix E: Submission Authorization Form

A Word version of this form is available for download at: <http://oewd.org/bid-opportunities>