

City and County of San Francisco

**Request for Proposals
RFP#208**

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



Issued by:	Office of Economic & Workforce Development
Date issued:	Thursday, January 25, 2018
Proposals due:	Monday, February 26, 2018

Request for Proposals for Invest In Neighborhoods, Business Development, Economic Development and Workforce Development Grants (RFP#208)

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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 Information and Communications Technology (ICT/"TechSF") programs, and providing consulting services to target sectors through a variety of business development initiatives. 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 or fiscal year 2018-19, 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, January 25, 2018
Deadline for submission of written questions	Monday, February 5, 2018 by 12PM
Answers to questions posted online	Wednesday, February 7, 2018 by end of day
Proposals due	Monday, February 26, 2018 by 5PM
Committee Review	early March 2018
Grantee selection and award notification	mid-March 2018; target March 26, 2018
Projects begin	April 2018 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 208, 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 U 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 DEVELOPMENT AND COMMUNITY DEVELOPMENT PROGRAMS	
A	Neighborhood Marketing – Citywide
B	Neighborhood Economic Development and Improvement Projects, Invest In Neighborhoods Commercial Districts
C	District 1 Neighborhood Events
D	District 4 Neighborhood Events
E	District 8 Neighborhood Festivals
F	Neighborhood Parklet Opportunity Grant
G	SF Shines – Window Display
H	Bayview Third Street New Business Activation
I	Castro Cares
J	Central Market Construction Mitigation Program
K	Central Market Economic Development
L	Central Market Public Safety Strategies
M	Chinatown Neighborhood Beautification
N	Community Benefit District/Business Improvement District Feasibility
O	Community Benefit District/Business Improvement District Formation
P	Community Benefit District/Business Improvement District Organizational Support
Q	Jane Warner Plaza Marketing and Activation
R	Stockton Street Public Safety and Lighting Pilot Program
S	Tenderloin Neighborhood Events
T	Tenderloin Safety Group Residential Engagement
U	Portola Chinese Language Merchant Engagement
BUSINESS DEVELOPMENT PROGRAMS	
V	Inside Manufacturing
W	International Business Development Programs
X	Lombard Street Ambassador Program
Y	Music Industry Study
Z	Economic Development Consulting – Modular Housing Production Study
WORKFORCE DEVELOPMENT PROGRAMS	
AA	Hospitality Sector – San Francisco Airport Hotel Occupational Skills Training
BB	Hospitality Sector – Restaurant Occupational Skills Training for Transgender Jobseekers in the Tenderloin and South of Market Area (SOMA)

CC	Information and Communications Technology (ICT) Sector – TechSF Apprenticeship Expanded Outreach and Recruitment Pilot
DD	Information and Communications Technology (ICT) Sector – Innovation and Scale for Apprenticeship Placement and Retention
EE	Information and Communications Technology (ICT) Sector – TechSF Apprenticeship Core Skills Curriculum Development and Training
FF	Information and Communications Technology (ICT) Sector – ICT Occupational Skills Training (OST)

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 bidder the right to any grant/contract money. The City reserves the right not to award grants/contracts based upon the ability of the bidder 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 for most program areas 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: Neighborhood Marketing - Citywide

Anticipated Number of Awards: up to 2

Amount: Applicants may propose project budgets up to \$100,000

Scope of Work: OEWD is seeking proposals from nonprofit and for-profit organizations to partner with OEWD to administer public engagement and marketing services. The Neighborhood Marketing Program will help stabilize small businesses, increase customer traffic, and elevate the profile of neighborhood commercial districts. Marketing support will be provided by crafting marketing and commercial corridor promotions; developing campaigns and branding efforts; providing additional services, as needed; and working closely with neighborhood merchant associations and related economic development entities.

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

- Developing marketing and branding campaigns related to construction mitigation
- Providing branding, logo, and collateral creation services
- Implementing community building campaigns, social media promotions, event support and other related activities
- Increasing outreach and engagement with neighborhood business groups and small businesses to develop marketing and branding campaigns
- Helping to increase viability and the profile of the neighborhood to increase foot traffic and patrons to the commercial corridor
- Executing and implementing commercial district and small business marketing and related efforts
- Leading neighborhood branding and promotions

Minimum Qualifications:

- Applicants must be fully established nonprofit or for profit entities eligible to do business with the City and County of San Francisco
- Experience in:
 - Neighborhood Marketing
 - Stakeholder engagement, brand creation, survey and brand development
 - Communications and public relations

Supplementary Questions and Requirements:

- Which neighborhood(s) will the proposed project target?
- What experience does your organization have in the areas below? In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
 - Neighborhood Marketing
 - Stakeholder engagement, brand creation, survey and brand development
 - Communications and public relations

Program Area B: Neighborhood Economic Development and Improvement Projects, Invest In Neighborhoods Commercial Districts

Anticipated Number of Awards: 1 or more

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

Scope of Work: OEWD is seeking proposals from nonprofit organizations to support catalytic projects in the Invest In Neighborhoods Commercial Districts that will contribute to neighborhood vitality, increase economic activity, improve quality of life, and leverage and build local leadership and social capital.

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, or other activities, occurring in a public plaza or other public space.
- Neighborhood beautification projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement program.
- Branding or marketing campaigns. e.g., shop local campaign, banners.
- Events. e.g., neighborhood street fair or festival, art walk, local event series.
- Economic development planning. e.g., merchant and community surveys, retail strategy development.
- Minor Storefront Improvements support. e.g., awning replacements, minor painting, graffiti removal, window film placement.

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Applications must identify the neighborhood(s) the proposed project will target.
- Note: The following Minimum Qualification is only a requirement under limited circumstances and may not be required depending on the type of project and Scope of Work that is negotiated after applicant has been notified that their proposal was successful:
 - If this Minimum Qualification is applicable based on the post-award, final, negotiated Scope of Work, any contractors that the awardee of this RFP uses must be registered in the State Department of Industrial Relations Public Works Contractor database. Contractors responsible for covered construction or maintenance projects must comply with all relevant local, state and federal prevailing wage laws at the point of bidding to be eligible for a contract award. Please visit <http://sfgov.org/olse/prevaling-wage> and <https://www.dir.ca.gov/Public-Works/Contractor-Registration.html> for more information.

Preferred Qualifications:

Proposals submitted in response to this program area should:

- Target specific Invest In Neighborhoods Commercial District(s), available at: <http://investsf.org/neighborhoods/>
- Support existing neighborhood commercial district strategies
- Spur economic activities, support existing businesses, improve physical conditions, improve quality of life, or build community capacity within the Commercial District
- Supported by local residents, merchants and property owners
- Anticipate completion within 6 to 12 months
- Leverage private resources, including financial commitments, in kind donations, volunteer time, etc.
- Provide detailed information on any previous experience the organization has in building community support and implementing neighborhood improvement projects

Supplementary Questions and Requirements:

- Which Invest In Neighborhoods Commercial District will the proposed project target? (Reference investsf.org for more information.)
- Does the proposed project support existing Neighborhood Commercial District strategies? If so, provide details on the existing strategy that is being supported.
- How will the proposed project spur economic activities, support existing businesses, improve physical conditions, improve quality of life, or build community capacity within the Commercial District?
- Is the proposed project supported by local residents, merchants and property owners?
- Within how many months is the proposed project anticipated to be complete?

- What previous experience does your organization have in building community support and implementing neighborhood improvement projects? In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- Applicants must include the dollar amount and/or dollar equivalent of the leveraged resource(s) within Appendix B under the column titled *Leverage/Match to be Provided*.

Program Area C: District 1 Neighborhood Events

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$15,000

Scope of Work: Proposals are being sought by OEWD from nonprofit organizations to coordinate neighborhood events in District 1 (D1) commercial corridors, in particular Balboa and Clement Streets. Events will contribute to neighborhood vitality by strengthening small businesses, improving physical conditions, increasing quality of life, and building community capacity.

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

- Developing and promoting neighborhood events that target the Balboa and/or Clement Street commercial corridors in District 1
- Coordinating and implementing neighborhood events
- Engaging non-English speaking stakeholders through outreach and promotions to encourage their participation

Minimum Qualifications:

- Applicants must:
 - Be fully established nonprofit entities eligible to do business with the City and County of San Francisco
 - Have experience designing, coordinating, and implementing successful neighborhood events
 - Be based in District 1 – The **Program Lead** identified in **Appendix C: Proposal Application for RFP, Part I** in the section titled **Contact & General Information: Program Lead** must be physically located in District 1. If the **Program Lead** will have a *Fiscal Sponsor* applying to this RFP as the **Lead Applicant**, the **Lead Applicant** does not need to be physically located in District 1.

Preferred Qualifications:

- Strong familiarity with the District, including: existing populations that use the public spaces, City agency jurisdictions, fronting properties and institutions, and community stakeholders

Supplementary Questions and Requirements:

- In which Supervisorial District of San Francisco is the **Program Lead** located?
- What experience designing, coordinating, and implementing neighborhood events does your organization have? In addition to any other details, include a list of events with the title of the event; nature of the event; neighborhood served; the names of the organizations, resident and/or merchant

groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).

- Provide detailed information on what familiarity your organization has with the District, including existing populations that use the public spaces, City agency jurisdictions, fronting properties and institutions, and community stakeholders.

Program Area D: District 4 Neighborhood Events

Anticipated Number of Awards: 1 or more

Amount: Applicants may propose project budgets up to \$90,000

Scope of Work: Proposals are being sought by OEWD from nonprofit organizations to coordinate neighborhood events in District 4 (D4) commercial corridors. Events will contribute to neighborhood vitality by strengthening small businesses, improving physical conditions, increasing quality of life, and building community capacity.

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

- Developing and promoting neighborhood events that target commercial corridors in District 4
- Coordinating and implementing neighborhood events
- Engaging non-English speaking stakeholders through outreach and promotions to encourage their participation

Minimum Qualifications:

- Applicants must:
 - Be fully established nonprofit entities eligible to do business with the City and County of San Francisco
 - Be based in District 4 – The **Lead Applicant** identified in **Appendix C: Proposal Application for RFP, Part I** must be physically located in District 4
 - Have experience designing, coordinating, and implementing successful neighborhood events

Preferred Qualifications:

- Strong familiarity with the District, including existing populations that use the public spaces, City agency jurisdictions, fronting properties and institutions, and community stakeholders

Supplementary Questions and Requirements:

- In which Supervisorial District of San Francisco is the **Lead Applicant** based?
- What experience designing, coordinating, and implementing neighborhood events does your organization have? In addition to any other details, include a list of events with the title of the event; nature of the event; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- Provide detailed information on what familiarity your organization has with the District, including existing populations that use the public spaces, City agency jurisdictions, fronting properties and institutions, and community stakeholders.

Program Area E: District 8 Neighborhood Festivals

Anticipated Number of Awards: 1 or more

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

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support public space activation by providing festivals in District 8 (D8) commercial corridors.

The purpose of this program area is to provide funding for existing neighborhood festivals in District 8 to strengthen their impact. The grants can assist festivals with strategic planning, marketing, honorariums, volunteer management, improved fundraising, permitting, supplies, and documentation of events.

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

- Managing volunteers
- Developing long term plans
- Obtaining permits and meeting permit requirements
- Providing marketing and promotions services

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Neighborhood festival must be an established neighborhood festival in Supervisorial District 8
- Neighborhood festival must include proof with the RFP application that annual attendance is at least 100 distinct individuals

Supplementary Questions and Requirements:

- Is the proposed neighborhood festival an established neighborhood festival in Supervisorial District 8?
- What is the proposed festival(s)?
- How many years has the proposed festival(s) been operating?
- What is the average attendance of the neighborhood festival(s)? Please provide proof, e.g., attendance records, pictures, news articles, etc.
- What is the history and purpose of this neighborhood festival(s)?
- What is the long-term plan for the festival(s) operating costs?

Applicants must include the following with the application submission:

- **A letter of support from the current District 8 Supervisor in the application submission to this RFP**
- **Proof of average festival attendance, e.g., attendance records, pictures, news articles, etc.**

Program Area F: Neighborhood Parklet Opportunity Grant

Anticipated Number of Awards: up to 2

Amount: Applicants may propose project budgets up to \$20,000

Scope of Work: This Program is a partnership between OEWD and the Planning Department. OEWD and Planning are seeking proposals from organizations to enhance and support public space improvements and

neighborhood beautification. The goal of this program is to install parklets in viable locations within targeted neighborhoods. Further, the proposed projects will support the values of the commercial district, contribute to the vibrancy of the neighborhood, and satisfy a need for a gathering space. The Neighborhood Parklet Opportunity Grant is an initiative of the Groundplay Program at the San Francisco Planning Department. As a main Groundplay fiscal sponsor, San Francisco Parks Alliance will fiscally sponsor the selected projects and administer the grant allocations, payments and reimbursements to the selected applicants in the this Program Area.

Proposed projects must target commercial corridors in the following neighborhoods:

- Bayview
- Broad and Randolph
- Chinatown
- Excelsior
- Lower Fillmore
- Ocean Avenue
- Outer Sunset
- Richmond

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

- Developing and finalizing the parklet design
- Acquiring appropriate design and/or construction approvals from relevant City agencies, utility companies, etc.
- Securing applicable permits
- Constructing the parklet

Pre-proposal Requirements:

Please note, proposed parklet sites must be pre-approved by the City and County of San Francisco's Planning Department prior to submission of an application in response to this RFP. The approval process takes up to two weeks and applicants are strongly encouraged to begin the process immediately in the event there are unforeseen delays in the City's approval process.

Interested applicants must contact the Planning Department to obtain pre-approval for the proposed location to ensure site feasibility. Contact information is as follows:

John M. Francis

John.Francis@sfgov.org

415-575-9147

Standard information/materials required by the Planning Department's application for pre-approval of a parklet include:

- Address of Proposed Parklet & Closest Cross Street
- Block & Lot# (<http://propertymap.sfplanning.org/>)
- Fronting Property Owner(s') Contact
 - Name
 - Phone
 - Email
 - Address
 - Postal Code

- Number of Parking Spaces (up to 3)
- MTA Type of Parking Stall(s) (i.e. parallel, perpendicular, angled)
- MTA Color Curb Zone(s) (if applicable)
- Attach Existing Conditions Photos
- Consent from building/property owner(s)
- Consent from adjacent business owners (both sides, if applicable)

Further information/materials may be required post-award and may include:

- Business Certificate or Driver's License Number
- Designer Contact (if known)
 - Name
 - Title
 - Organization
 - Phone
 - Email
- MTA Parking Meter Number(s) (if applicable)
- Initial site plan (Note: this need not be professionally produced, but should indicate the basic footprint of the parklet on the street relative to the sidewalk, sponsoring business, and major street scape elements such as trees, utilities, bike parking, etc.)
- Illustrative design concepts
- Evidence of community support/outreach
- Project narrative; how would the parklet fit in the context of the larger corridor/ neighborhood? What benefits would the parklet bring? (max. 800 words)
- Acknowledgement that the applicant has read the [San Francisco Parklet Manual](#), available online at:
 - http://groundplaysf.org/wp-content/uploads/SF_P2P_Parklet_Manual_2.2_FULL1.pdf

Minimum Qualifications:

- Applicants must be fully established nonprofit or for-profit entities eligible to do business with the City and County of San Francisco
- Proposed parklet location has been pre-approved by the City Planning Department
- Matching funds are included in the proposal—a minimum of 35% of the grant amount request; and/or a fundraising strategy for matching funds (if not paid directly by sponsor) is included in the proposal.
- If applicable, contractors must be registered in the State Department of Industrial Relations Public Works Contractor database. Contractors responsible for covered construction or maintenance projects must comply with all relevant local, state and federal prevailing wage laws at the point of bidding to be eligible for a contract award. Please visit <http://sfgov.org/olse/prevailing-wage> and <https://www.dir.ca.gov/Public-Works/Contractor-Registration.html> for more information.

Preferred Qualifications:

- Participating in other City and/or OEWD business programs.

Supplementary Questions and Requirements:

- Is your organization currently participating or benefiting from other City and/or OEWD supported programs such as, but not limited to SF Shines, Healthy Retail SF, Business Technical Assistance Programs, and Loan or Capital Programs?
 - If so, list all programs along with the associated City agency name(s), amount of funding or type of benefit, and any other program/benefit details.

Applicants must include the following with the application submission:

- **Documentation that provides evidence of the Planning Department's approval of the parklet location.**
- **A list of commitments for matching funds in the amount of minimally 35% of the grant amount request; and/or a fundraising strategy that will result in matching funds realized prior to construction beginning.**

Program Area G: SF Shines – Window Display

Anticipated Number of Awards: 2

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

Scope of Work: OEWD is seeking proposals from organizations to partner with OEWD to enhance and support the SF Shines program. The project may include activities that activate storefronts, improve storefront transparency, enhance pedestrian experience, and promote neighborhood-serving small businesses. The project may take place along one of the following Invest In Neighborhood corridors: Bayview, Central Market/Tenderloin, Chinatown, Excelsior, Lower Fillmore, or Mission.

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

- Provide storefront window displays to small businesses
- Create a process by which small businesses can apply to participate in the window display program
- Create a call for designers
- Select qualified designers and match them with appropriate small businesses
- Manage business and designer relations
- Plan a public event to promote the project
- Document the project with photographs
- Create a plan for the post- project life of the display

Minimum Qualifications:

- Applicants must be fully established nonprofit or for-profit entities eligible to do business with the City and County of San Francisco
- Previous experience working with designers, and/or small business owners in one or more of the following six Invest In Neighborhoods corridors: Bayview, Central Market/Tenderloin, Chinatown, Excelsior, Lower Fillmore, or Mission.

Preferred Qualifications:

- Connections to local designers who are able and willing to participate in the project.
- Language capacity in Spanish, Cantonese, and Mandarin.

Supplementary Questions and Requirements:

- What experience working with designers, and/or small business owners does your organization have? In addition to any other details, include a list of projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- What experience does your organization have working in the target areas? In addition to any other details, include a list of projects with the title of the project; nature of the project; neighborhood

served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).

- With which local designers does your organization have connections? In addition to any other details, include the names of the designers and whether they are able and willing to participate in projects.
- In which languages is your organization capable of providing services, outreach and marketing materials, social media posts, etc.?

Program Area H: Bayview Third Street New Business Activation

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$30,000

Scope of Work: OEWD is seeking proposals from organizations to partner with OEWD to enhance and support economic development through promotion of new neighborhood retailers and support of local Bayview small businesses.

The project will provide implementation, marketing and promotion of new neighborhood retailers to align community and economic development goals in the Bayview. The grantee will work with new neighborhood retailers to attract Bayview community residents and outside visitors.

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

- Organizing various events such as merchants walks, soft openings, grand openings, and business mixers
- Coordinating and implementing a Bayview hiring fair
- Developing an event or events that can be featured during Small Business Week
- Securing space at various locations along the Third Street commercial corridor to host the aforementioned events by negotiating:
 - Rental space fees for one-time or popup- type events, or a series of events
 - Free rental space
 - The use of public space; or
 - A combination thereof
- Increasing merchant participation in events in addition to developing more events
- Producing marketing materials for merchants to promote their businesses

Minimum Qualifications:

- Applicants must be fully established nonprofit or for-profit entities eligible to do business with the City and County of San Francisco
- Experience in:
 - Administering city-funded economic and/or workforce development programming
 - Designing, coordinating, and implementing neighborhood events
 - Providing business-related supportive services to the Bayview neighborhood (94124)
 - Marketing small businesses
 - Establishing and maintaining effective partnerships with business owners, property owners, community organizations and city agencies

Preferred Qualifications:

- Experience in:
 - Recruiting, training and supervising volunteers and others
 - Overseeing programs and staffing
 - Creating or organizing committees that fairly represent all stakeholders
 - Conducting marketing campaigns that include utilizing major social media platforms
 - Providing business-related supportive services to the Bayview neighborhood
 - Making presentations to clients and/or the public
- Established relationships with local merchant associations, family associations and community-based organizations

Supplementary Questions and Requirements:

- Is your organization located in Bayview-Hunters Point (94124)? What is the address you are proposing to provide services from?
- What experience does your organization have in the areas below? In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
 - Administering city-funded economic and/or workforce development programming
 - Providing business-related supportive services to the Bayview neighborhood
 - Experience recruiting, training and supervising volunteers and others
 - Experience with overseeing programs and staffing
 - Marketing
- What experience does your organization have in designing, coordinating, and implementing public events? In addition to any other details, include a list of events with the title of the event; nature of the event; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- What established relationships with city departments, resident and/or merchant groups, other stakeholders and community partners, small businesses, nonprofit organizations, etc. does your organization have? Please, provide names of those with whom you have established relationships.

Program Area I: Castro Cares

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$175,000

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support community planning, and community safety and crime prevention in the Castro/Upper Market Commercial Corridor.

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

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

- Creating a project plan for Castro Cares
- Managing volunteers
- Developing incentive tools
- Supporting public safety strategies
- Tracking and reporting metrics
- Providing outreach and related services to homeless individuals

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Project must target the Castro/Upper Market neighborhoods.

Preferred Qualifications:

- Previous experience running a similar program.

Supplementary Questions and Requirements:

- What experience does your organization have developing and implementing similar projects? In addition to any other details, include a list of projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s); challenges you faced to reach successful implementation; and how you solved those challenges to prevent them from coming up in the future.
- Using existing data from Castro Cares to analyze the program, what program elements do you think are currently successful and which could be improved? How would you suggest improving the program? Data can be found at <http://www.castrocares.org/>.

Program Area J: Central Market Construction Mitigation Program

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$125,000

Scope of Work: OEWD is seeking proposals from organizations to partner in developing and implementing a program to apply public art and/or design to enliven the pedestrian experience and attract visitors to Central Market during a two year period slated for extensive construction. Strategies proposed should consider the potential for use of features of construction sites including barricades and walkways, which will require securing permission from developers of these sites. Alternatively, strategies should also consider the possible use of other features of the public realm in the immediate vicinity of construction sites on Central Market, or approaches that are active or temporary in nature. The ultimate goal is to support the continued vitality of Central Market as a pedestrian and public thoroughfare.

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

- Identifying and securing sites for the development of proposed public art or design project/s
- Identifying and selecting partnering artists or designers, and developing and implementing a feasible project with a clear timeline and budget that meets the project goals

Minimum Qualifications:

- Applicants must be fully established nonprofit or for-profit entities eligible to do business with the City and County of San Francisco
- Experience in developing large-scale public art or other projects in the public realm
- Note: The following Minimum Qualification is only a requirement under limited circumstances and may not be required depending on the type of project and Scope of Work that is negotiated after applicant has been notified that their proposal was successful:
 - If this Minimum Qualification is applicable based on the post-award, final, negotiated Scope of Work, any contractors that the awardee of this RFP uses must be registered in the State Department of Industrial Relations Public Works Contractor database. Contractors responsible for covered construction or maintenance projects must comply with all relevant local, state and federal prevailing wage laws at the point of bidding to be eligible for a contract award. Please visit <http://sfgov.org/olse/prevailing-wage> and <https://www.dir.ca.gov/Public-Works/Contractor-Registration.html> for more information.

Preferred Qualifications:

- Applicants should have:
 - Experience and success developing large-scale public art or other projects in the public realm specifically in San Francisco
 - Knowledge and/or experience of Central Market and the Tenderloin
 - Experience working with developers
 - Demonstrated interest in developing a project that responds to the Central Market/Tenderloin neighborhood

Supplementary Questions and Requirements:

- What experience does your organization have in developing large-scale public art or other projects in the public realm and not specific to San Francisco? In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- What experience does your organization have in the areas below? In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
 - Experience developing large-scale public art or other projects in the public realm specifically in San Francisco
 - Knowledge of and/or experience with Central Market and the Tenderloin
 - Experience working with developers
- How will your organization ensure the work produced incorporates the character and culture of the surrounding Central Market /Tenderloin neighborhood?

Program Area K: Central Market Economic Development

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$95,000

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support existing strategies within the Central Market commercial district that spur economic activity,

support existing businesses and attract new businesses to the area with a focus on the Mission Street corridor between 5th and 11th Streets.

Proposed projects shall support a strategy to stimulate economic activity within the Central Market Invest In Neighborhoods area that aligns with existing community strategies. Activities can range from activation of spaces with events that attract people to the area to working with existing businesses and connecting them with available city resources. It may also include engaging new businesses and attracting them to establish themselves in the area. Funds should be used both toward staffing and contribution of activities.

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

- Activating public spaces with events or activities to attract people to the area
- Supporting an organizational structure that engages businesses within the area or outside for the purpose of business attraction
- Working with existing businesses to connect them to city resources
- Conducting business outreach
- Implementing projects or programs which support an enhanced neighborhood experience, highlight unique neighborhood character, contribute to a safe environment, and add welcoming elements.

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Experience working in the target area
- Knowledge of existing economic and neighborhood strategies in the area

Preferred Qualifications:

- Experience putting on public events and working with businesses
- Ability to implement proposed projects
- Support from partners within the area to ensure projects are supported and connected to the existing community strategies

Supplementary Questions and Requirements:

- What general experience does your organization have working in the target area? In addition to any other details, include a list of projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- What experience designing, coordinating, and implementing public events does your organization have? In addition to any other details, include a list of events with the title of the event; nature of the event; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).

Applicants must include the following with the application submission:

- **At least one and up to four letter(s) of support from partners within the target area.**

Program Area L: Central Market Public Safety Strategies

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$160,000

Scope of Work: Proposals are being sought by OEWD from nonprofit organizations to partner with OEWD to develop and support public safety strategies for the Central Market area south of Market along Mission and Howard Streets between 8th and 11th Streets, including arterial streets as appropriate.

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

- Working with OEWD and the San Francisco Police Department (SFPD) to identify and prioritize areas within the Central Market area of South of Market along Mission and Howard Streets between 8th and 11th Streets, including arterial streets as appropriate
- Developing a staffing plan and hours of operation for 10B staffing, Patrol Special Officers and their Assistants (visit <http://sanfranciscopolice.org/patrol-specials> for more information)
- Engaging police, stakeholders, and/or others in the target area in relation to plan development
- Developing a plan with safety strategies which may include:
 - A design which shows how these strategies will supplement police and existing neighborhood safety strategies
 - A schedule and coverage plan associated with recommended strategies
- Obtaining OEWD approval for the plan

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Knowledge of existing economic, neighborhood, and public safety strategies in the area
- Must demonstrate support of partners within the area to ensure projects are supported and connected to the existing community strategies.

Preferred Qualifications:

- Experience developing and implementing similar projects

Supplementary Questions and Requirements:

Provide details of your organization's knowledge of existing economic, neighborhood, and public safety strategies in the area.

- What experience does your organization have working in the target and adjoining area? In addition to any other details, include a list of projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- What other experience does your organization have developing and implementing similar projects? In addition to any other details, include a list of projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- What does your organization propose for the overall coverage and coordination of community safety staff and contractors, including those to be paid for by this grant? In addition to any other details, provide specific detail as to days/hours and blocks covered.

Applicants must include the following with the application submission:

- **Applicants must include up to four letter(s) of support from partners within the target area.**

Program Area M: Chinatown Neighborhood Beautification

Anticipated Number of Awards: up to 2

Amount: Applicants may propose project budgets up to \$15,000

Scope of Work: Proposals are being sought by OEWD from nonprofit organizations to identify neighborhood beautification strategies that will improve the resident and visitor experience, attract new and returning customers, and generally improve the neighborhood vitality in the Chinatown commercial corridor.

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

- Identifying beautification strategies that center around the commercial corridor's unique character
- Including local merchants and residents in identifying beautification strategies
- Compiling a report that outlines beautification strategies and other recommendations
- Utilizing linguistically- and culturally-appropriate outreach and social media tools in association with developing the beautification strategies

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Experience, developing corridor improvement/beautification strategies
- Experience administering city-funded economic and/or workforce development programs
- Established relationships with local merchant associations, family associations and community-based organizations

Supplementary Questions and Requirements:

- What experience does your organization have developing corridor improvement/beautification strategies? In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- What experience does your organization have administering City-funded economic and/or workforce development programs? In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).
- Provide a list of local merchant associations, family associations and community-based organizations with which your organization has established relationships.

Program Area N: Community Benefit District/Business Improvement District Feasibility

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$20,000. This is a matching grant program to assist in defraying costs, therefore leveraged funding is required.

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to provide funding to existing, organized steering committees that will be undergoing research and analysis to determine the feasibility of a Community Benefit District/Business Improvement District (CBD/BID) renewal or formation. The grants can assist steering committees by funding the coordination and staffing of steering committee meetings, creation of property and business databases, execution of property owner surveys and analysis of findings, and development of a draft service plan and budget.

OEWD's primary goal is to complete a feasibility analysis which ensures that communities pursuing CBD/BID renewal or formation have sufficient property owner support and organizational capacity to lead a complicated campaign process.

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

- Coordinating and staffing steering committee meetings
- Developing an initial boundary map
- Creating property owner, business owner, and stakeholder databases
- Executing property owner surveys and analyzing findings
- Providing general project management utilizing qualified staff/consultants

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Applicants must have support from the current District Supervisor indicating s/he supports a feasibility analysis for either CBD/BID renewal or formation
- Applicants must have the capacity to complete the proposed project by June 30, 2019
- Budget for the proposed project must include leveraged, private resources (e.g., financial commitments, in-kind donations, volunteer time, etc.) in the project budget requested.

Preferred Qualifications:

- It is preferred that applicants propose projects which support steering committees that are comprised of at least 50% representation from property owners and at least 20% representation from business owners who do not own property.

Supplementary Questions and Requirements:

- If proposing a feasibility assessment as a step toward forming a new CBD/BID,
 - A. Why do you feel that your organization is ready to pursue a CBD/BID feasibility assessment?
 - B. Has this neighborhood pursued a CBD/BID previously?
 - C. If so, what weaknesses prevented the CBD from forming and how will you address them?
- Applicants must include the dollar amount and/or dollar equivalent of the leveraged resource(s) within **Appendix B** under the column titled *Leverage/Match to be Provided*.

Applicants must include the following with the application submission:

- **A list of steering committee members including each member's name, whether they are a property owner, renter, non-property owning merchant, etc. and provide the percentage of property owners and business owning non-property owners**
- **A letter of support from the current District Supervisor which indicates whether the Supervisor supports a feasibility analysis for either CBD/BID renewal or formation**

Program Area O: Community Benefit District/Business Improvement District Formation

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$20,000. This is a matching grant program to assist in defraying costs, therefore leveraged funding is required.

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support Community Benefit District/Business Improvement District (CBD/BID) formation.

The purpose of this program area is to provide funding to existing, organized steering committees that have passed all minimum thresholds for CBD feasibility analysis. The grants can assist steering committees by funding the coordination and staffing of ongoing steering committee meetings, technical consultants to develop key documents, development of initial assessment methodology, execution of property owner petition process, outreach materials during ballot process, and ongoing project management and meetings with key City Staff.

OEWD's primary goal is to ensure that communities who pursue CBD formations are equipped and capitalized to lead a complicated campaign process.

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

- Coordinating and staffing steering committee meetings
- Hiring technical consultants to develop key documents (e.g., Assessment Methodology, Management Plan, Engineer's Report, Boundary Map, Assessment Diagram, etc.)
- Coordinating community meetings
- Executing the property owner petition process
- Developing and distributing outreach materials

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Applicants must have support from the current district supervisor for a feasibility campaign focused on formation of a new CBD
- Budget for the proposed project must include leveraged, private resources (e.g., financial commitments, in-kind donations, volunteer time, etc.) in the project budget requested.

Supplementary Questions and Requirements:

Applicants must include the following with the application submission:

- Applicants must include the dollar amount and/or dollar equivalent of the leveraged resource(s) within **Appendix B** under the column titled *Leverage/Match to be Provided*.
- **A letter of support from the current District Supervisor for formation**

Program Area P: Community Benefit District/Business Improvement District Organizational Support

Anticipated Number of Awards: 1 or more

Amount: Applicants may propose project budgets up to \$15,000. This is a matching grant program to assist in defraying costs, therefore leveraged funding is required.

Scope of Work: OEWD is seeking proposals from existing Community Benefit Districts/Business Improvement Districts (CBD/BID) to partner with OEWD to enhance and support their current programming.

The purpose of this program area is to provide funding to existing CBDs/BIDs to strengthen the organizational effectiveness of their management corporation. The grants can assist groups with strategic planning, retail strategy, business attraction, retailing, volunteer management, and improved fundraising.

OEWD's primary goal is to advance the management corporation's ability to carry out strategic goals and make the management corporations more sustainable.

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

- Leading a strategic planning process and/or implementing strategic plans
- Providing economic development planning (i.e., merchant survey, retail strategy, and/or implementation of economic development plans)
- Providing retail attraction/broker services
- Activating public spaces in commercial districts (e.g., art walks, local event series, festivals or street fairs, performances, physical exercise activities, public marketplace, or other activities occurring in a public plaza or other public space)

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Must be a current CBD or BID in San Francisco
- Budget for the proposed project must include leveraged, private resources (e.g., financial commitments, in-kind donations, volunteer time, etc.) in the project budget requested.

Supplementary Questions and Requirements:

- Applicants must include the dollar amount and/or dollar equivalent of the leveraged resource(s) within Appendix B under the column titled *Leverage/Match to be Provided*.

Program Area Q: Jane Warner Plaza Marketing and Activation

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$125,000

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD to improve and activate Jane Warner Plaza in the Castro/Upper Market commercial corridor.

The goal of the Jane Warner Plaza Marketing and Activation project is to establish the plaza as a destination and noteworthy gateway into the Castro neighborhood. Established in 2009, this plaza sits at the entry to the Castro, making it the neighborhood's first impression for tourists from across the globe. Added to this prominence, the plaza is the last stop for the historic F-Line streetcar, which runs from Fisherman's Wharf to the Castro, bringing hundreds of tourists each day to explore the neighborhood.

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

- Developing a plan to establish the plaza as a noteworthy destination
- Creating a plan to attract visitors
- Purchasing furniture that reflects the best practices in outdoor plaza design

- Increasing community safety by hiring additional part-time plaza ambassador(s) to help direct tourists and monitor the space
- Developing event programming to activate the plaza with a mix of live entertainment and nonprofit events for 40-52 weeks per year including weekdays and weekends during a variety of times including morning and evening rush hours and lunchtime
- Marketing and promoting the event programming developed
- Coordinating and implementing the event programming developed

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Applicant must demonstrate support from local property owners, merchants, residents, and community groups
- Note: The following Minimum Qualification is only a requirement under limited circumstances and may not be required depending on the type of project and Scope of Work that is negotiated after applicant has been notified that their proposal was successful:
 - If this Minimum Qualification is applicable based on the post-award, final, negotiated Scope of Work, any contractors that the awardee of this RFP uses must be registered in the State Department of Industrial Relations Public Works Contractor database. Contractors responsible for covered construction or maintenance projects must comply with all relevant local, state and federal prevailing wage laws at the point of bidding to be eligible for a contract award. Please visit <http://sfgov.org/olse/prevaling-wage> and <https://www.dir.ca.gov/Public-Works/Contractor-Registration.html> for more information.

Preferred Qualifications:

- An applicant who can demonstrate in the RFP application that they can ensure project completion within 12 months
- Experience working with various departments in the City and County of San Francisco and securing applicable permits
- Previous experience managing activities similar to those within this program area's Scope of Work within the Castro/Upper Market commercial corridor.
- An applicant who is supported by local property owners, merchants, residents, and community groups

Supplementary Questions and Requirements:

- Project proposal must clearly demonstrate that all project activities are focused on Jane Warner Plaza
- How will your organization ensure project completion within 12 months? What potential obstacles do you see that could affect the project timelines and what specific steps would you take to mitigate delays?
- What experience does your organization have working with various departments in the City and County of San Francisco and securing applicable permits? Include a list of projects with the neighborhood served, the department and/or individuals you worked with, applicable permits secured, the year(s) that the project spanned, and the funding source for the project.
- What experience does your organization have in managing activities similar to those within this program area's Scope of Work within the Castro/Upper Market commercial corridor? Include a list of projects with the department and/or individuals you worked with, the year(s) that the project spanned, and the funding source for the project.
- **Applicants must include at least one and up to four letter(s) of support from local property owners, merchants, residents, and/or community groups**

Program Area R: Stockton Street Public Safety and Lighting Pilot Program

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets up to \$200,000

Scope of Work: Proposals are being sought by OEWD from nonprofit organizations to identify strategies to increase community safety and crime prevention that will improve the resident and visitor experience, attract new and return customers, and generally improve the neighborhood vitality in the Chinatown commercial corridor.

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

- Conducting public safety assessments
- Developing a safety pilot plan to increase public safety and support a safe environment for businesses and for community well-being
- Engaging property and business owners, stakeholders and safety experts in order to inform the plan
- Supporting public safety initiatives
- Working with OEWD and the San Francisco Police Department (SFPD) to identify high crime hotspots
- Working with OEWD and the SFPD to identify and prioritize sites for installation of new public safety cameras and or lighting
- Developing an installation plan and securing appropriate approvals and/or permits for new cameras and lighting
- Developing a plan to sustain programming with leveraged funding
- Installing and maintaining cameras and lighting funded through the program
- Producing materials to inform and educate neighborhood about this program
- Engaging property and business owners, residents, and stakeholders to develop strategies and timelines for program implementation and monitoring

Minimum Qualifications:

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Experience providing support for public safety strategies
- Note: The following Minimum Qualification is only a requirement under limited circumstances and may not be required depending on the type of project and Scope of Work that is negotiated after applicant has been notified that their proposal was successful:
 - If this Minimum Qualification is applicable based on the post-award, final, negotiated Scope of Work, any contractors that the awardee of this RFP uses must be registered in the State Department of Industrial Relations Public Works Contractor database. Contractors responsible for covered construction or maintenance projects must comply with all relevant local, state and federal prevailing wage laws at the point of bidding to be eligible for a contract award. Please visit <http://sfgov.org/olse/prevaling-wage> and <https://www.dir.ca.gov/Public-Works/Contractor-Registration.html> for more information.

Supplementary Questions and Requirements:

- What experience does your organization have providing support for public safety strategies? In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).

Program Area S: Tenderloin Neighborhood Events

Anticipated Number of Awards: 1

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

Scope of Work: Proposals are being sought by OEWD from nonprofit organizations to coordinate neighborhood events in Little Saigon in the Invest In Neighborhoods' Tenderloin commercial corridor. Events will contribute to neighborhood vitality by strengthening small businesses, improving physical conditions, increasing quality of life, and building community capacity.

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

- Developing and promoting neighborhood events that target Little Saigon in the Tenderloin
- Coordinating and implementing neighborhood events
- Engaging non-English speaking stakeholders through outreach and promotions to encourage their participation

Minimum Qualifications:

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

Preferred Qualifications:

- Experience designing, coordinating, and implementing neighborhood events

Supplementary Questions and Requirements:

- What experience designing, coordinating, and implementing neighborhood events does your organization have? In addition to any other details, include a list of events with the title of the event; nature of the event; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s).

Program Area T: Tenderloin Safety Group Residential Engagement

Anticipated Number of Awards: 1

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

Scope of Work: OEWD is seeking proposals from nonprofit organizations to partner with OEWD in developing and implementing a program to increase resident engagement in safety group activities in the Tenderloin. The Tenderloin Safety Group Residential Engagement program will begin by focusing on identifying and organizing engagement from key residential buildings on Tenderloin blocks with existing safety groups.

The goal of this project is to promote increased engagement from Tenderloin residents, property owners, and property managers in the activities of the neighborhood's safety groups, which are currently primarily attended by staff from organizations with offices or businesses on the blocks covered by existing safety groups.

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

- Working with the City to identify all residential buildings on select blocks where safety groups are currently operating, including the property owner and property management.
- Engaging and supporting one or more resident leaders in identified buildings in actively participating in safety group activities on their block.
- Reporting on the successes and challenges of resident engagement in safety group activities, and proposing solutions to challenges.
- Helping monitor/track safety conditions and resident perception of safety on select blocks where the program is active.

Minimum Qualifications:

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

Preferred Qualifications:

- Experience organizing residents of the Tenderloin.
- Demonstrated commitment to improving living conditions and enhancing quality of life for Tenderloin residents
- Experience and success in organizing residents with goals of improving living conditions and safety, specifically
- Experience and success in fostering an effective neighborhood partnership between community-based organizations, residents and property owners/managers, and the City of San Francisco
- Experience and success in coordinating resident led campaigns to focus on improving quality of life, especially public safety
- Ability to provide or develop a model for resident leadership
- Experience facilitating resident meetings, identifying and developing leaders, and training organizers

Supplementary Questions and Requirements:

- What experience does your organization have in the areas below? In addition to any other relevant details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned
 - Experience and success in organizing residents with goals of improving living conditions and safety, specifically
 - Experience and success in fostering an effective neighborhood partnership between community-based organizations, residents and property owners/managers, and the City of San Francisco
 - Experience and success in coordinating resident led campaigns to focus on improving quality of life, especially public safety
 - Experience facilitating resident meetings, identifying and developing leaders, and training organizers
- What model(s) do you propose for developing resident leadership?
- What relevant experience does your organization have organizing residents of the Tenderloin, specifically?

Program Area U: Portola Chinese Language Merchant Engagement

Anticipated Number of Awards: Up to 2

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

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

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

- Working with OEWD identified partners to engage the Chinese language merchant community in the Portola to increase the healthy functioning of the main commercial corridor of San Bruno Avenue
- Partnering with OEWD and its identified partners in the Portola, including developing and/or helping to develop and administer new or existing merchant facing programs to improve streetscape cleanliness, merchant coordination and cooperation, and night time activity
- Conducting regular merchant outreach in Chinese to businesses along San Bruno Avenue
- Actively participating in and supporting the 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 commitment to partnering and working with merchants and/or with the Chinese speaking population in the Portola
- A commitment to contracting or employing Chinese language speakers to support the work

Supplementary Questions and Requirements:

- What experience does your organization have working with Portola merchants and/or with the Chinese speaking population in the Portola?
- How does your organization propose to recruit Chinese language speakers for contracting and employment opportunities that support your proposed scope of work?

BUSINESS DEVELOPMENT PROGRAMS

Program Area V: Inside Manufacturing

Anticipated number of awards: 1

Amount: Applicants may propose project budgets up to \$60,000 for 12 months

Scope of Work: OEWD seeks an organization to continue the Inside Manufacturing program. This program is aimed at introducing San Francisco Unified School District (SFUSD) students to local manufacturers and careers related to manufacturing. Three participating SFUSD schools have been identified. Student participants will gain a better understanding of what local manufacturing entails, including, but not limited to careers in manufacturing, supply chain, and the manufacturing process.

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

- **Curating student experiences:** Organize and execute student experiences such as field trips, guest speakers, tactile projects, and the like.
- **Manufacturing curriculum:** continue to work with teachers on the implementation of the manufacturing curriculum/module in all 3 schools and further develop curriculum based on feedback.
- **Student internships:** Implement a pipeline of opportunities for student interns to move from Inside Manufacturing classrooms and into paid summer internships at local manufacturers. Prioritize work with youth partner organizations to identify potential summer interns and job opportunities.
- **Culmination project/report/demo day:** Construct some sort of “final” project for students to show their learnings at the end of the project period.
- **Tracking:** Maintain and submit records of the number of activities provided, from which school and with which businesses as well as the number of students served through each experience (both unique and duplicate) as well as a pre/post survey evaluation from all participating students and educators.
- **Report:** Track, measure and regularly report on outcomes. The final report shall include an evaluation of the program and its outcomes for both students and local manufacturers as well as a specific section evaluating paid summer internship outreach to students, placement successes, and an evaluation of roadblocks with potential solutions for both students and potential host businesses.

Preferred Qualifications:

- A minimum of one year of experience managing the type of program/project proposed
- The organization has existed for a minimum of one year at time of application
- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with experience in the type of program/project proposed
- Existing relationships and experience working with SFUSD

Supplementary Questions and Requirements:

None

Program Area W: International Business Development Programs

Anticipated Number of Awards: 1-3

Amount: Applicants may submit a proposal to support a single geographic area of those identified below (China, Latin America or Asia), a combination of two of the three areas, or all three. Applicants may not submit project budgets that exceed \$140,000 for a single geographic area, or \$400,000 for all three. Budgets should cover a term of 12 months.

Scope of Work: This Program Area is for the City of San Francisco’s three international business development programs:

- ChinaSF
- LatinSF
- SFAsia

The Office of Economic and Workforce Development (“OEWD”) launched its first international business program, ChinaSF, in 2008 to facilitate business activity between San Francisco and China. In 2014, OEWD launched LatinSF and SFAsia to build off the success of ChinaSF in Latin America and Asia respectively. The purpose of all three programs is to drive economic development and job creation in San Francisco. The programs achieve this through the recruitment of foreign companies to locate, invest or expand in San Francisco and working with San Francisco-based companies to expand their businesses into China, Latin

America or Asia by marketing their services and/or products, in addition to promoting tourism, local exports and investment.

OEWD seeks an organization, or combination of organizations, to continue supporting international business attraction and retention of businesses based in the China, Latin America and Asia regions by conducting business outreach, education, business development support, and real estate location assistance to foreign companies operating in, or wanting to relocate to, the City of San Francisco. It is anticipated that the selected organization(s) will work closely with OEWD on activities that may include but are not limited to the following:

- Outreach: Build relationships, identify leads in target sectors and convert these leads into decisions by foreign companies to locate or expand operations in San Francisco. Promote San Francisco and the City's key value proposition to targeted businesses. Conduct direct, proactive, iterative business outreach to targeted companies that may be considering expansion into San Francisco, have opened in San Francisco or who may be interested in investing in San Francisco. Work with San Francisco based companies to provide resources and information to assist in expanding their companies to the targeted international geographies
- Real Estate Assistance: Provide real estate assistance by helping companies understand the local real estate market; support companies searching for space in the City and connect companies to real estate professionals. Provide OEWD with real estate data such as development pipeline information, tenants in the market, and aggregate demand.
- Information Clearinghouse: Serve as an information clearinghouse on resources for companies. Coordinate efforts to connect companies to identified local service providers (i.e. legal, finance, marketing, potential partners, etc.).
- Connect to Assistance Programs: Educate and connect organizations to relevant City, State, Federal and other assistance programs including tax incentives, financing programs, and workforce development services.
- Information Resources: Provide information through print, web and social content that supports business outreach, assistance, attraction and retention. This could include case studies, fact sheets, presentations, and multi-media.
- Sector-Wide Efforts: Support sector-wide efforts that benefit companies across target sectors and regions. Activities could include supporting networking activities (i.e. focus groups, etc.); addressing sector-wide challenges (i.e. need for early stage incubator space, etc.); and pursuing other catalytic opportunities (i.e. grants, export efforts, etc.).
- Partnerships: Coordinate and collaborate with San Francisco and Bay Area based trade and investment organizations representing the targeted countries and regions in order to build cooperative economic development programs and projects.
- Refer to the City: Refer business issues to OEWD or relevant City departments.
- Reporting: Track, measure and regularly report on outcomes.

Preferred Qualifications:

- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with experience in the type of program/project proposed
- Established relationships with local consulates and trade organizations representing targeted geographies – include a list of the consulates and trade organizations in the proposal
- Feasible and efficient budget

Supplementary Questions and Requirements:

- **Applicant must submit a list of consulates and trade organizations with which they have existing relationships with representing targeted geographies with the application packet.**

Program Area X: Lombard Street Ambassador Program

Anticipated number of awards: 1

Amount: Applicants may propose project budgets up to \$230,000 for 15 months

Scope of Work: During the high tourist season Lombard Street between Hyde and Leavenworth Street becomes flush with visitors who want to visit what has become an iconic public landmark attraction. The objective of the Community Ambassador Program is to create a more civil and safe environment for the residents and the visitors in this unique area.

The Office of Economic and Workforce Development (“OEWD”) is seeking a Community Benefit District to oversee a Community Ambassador Program to manage the Lombard Street public visitor attraction located along the crooked street portion of Lombard between Hyde and Leavenworth Streets in San Francisco.

The selected Community Benefit District will work closely with OEWD on the following activities:

- Coordinating with the San Francisco Municipal Transportation (SFMTA) and the San Francisco Police Department (SFPD) to develop appropriate pedestrian and vehicle safety rule talking points and information materials for the public related to transportation, traffic and public safety/crime.
- Coordinating with SFMTA and SFPD on their enforcement of violations of pedestrian and vehicle transportation and public safety rules.
- Coordinating with area residents to develop expectations, talking points and information materials related to quality of life issues.
- Attend program team meetings with SFPD, SFMTA, Supervisor Farrell’s Office and Community Stakeholders to evaluate and modify as needed the Lombard Street Community Ambassador Program over time.
- Educating and providing direction to visitors about pedestrian and vehicle traffic safety rules and about allowable paths of travel and parking rules.
- Educating visitors about auto theft, crime and other relevant public safety issues.
- Educating visitors about area resident expectations regarding quality of life issues.
- Providing directions and other friendly hospitality assistance and referrals to visitors.
- Reporting: Track, measure and regularly report on outcomes.

Minimum Qualifications:

Applicant must be an established Community Benefit District listed at <http://investsf.org/cbds/>

Supplementary Questions and Requirements:

None

Program Area Y: Music Industry Study

Anticipated Number of Awards: 1

Amount: Applicants may propose a project budget up to \$40,000

Scope of Work: The Office of Economic and Workforce Development (“OEWD”) is seeking proposals to enhance and support San Francisco’s music sector, which includes, among other businesses, the City’s live music venues, recording studios, rehearsal spaces, music technology companies, instrument retailers, artist managers, booking agents, attorneys and other support services. The San Francisco music sector is a key contributor to the \$6 billion local nightlife industry and \$1.1 billion local outdoor festival industry, and is a vital piece of the City’s fabric as an arts and culture hub for residents and tourists alike.

At the same time, while a number of other “music cities,” including Austin, Seattle, and Toronto, have conducted studies analyzing their music sectors’ needs and opportunities, no such study has been completed for San Francisco. The organization selected in this program area will be tasked with the creation of a report that examines the current state of the San Francisco music industry and offers recommendations to support the industry’s future growth.

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

Task 1: Preliminary Research and Scoping

- 1.1 Facilitate meeting with OEWD to gather input on initial findings, available data, and desired deliverables
- 1.2 Study relevant economic impact studies including, but not limited to:
 - 2012 San Francisco nightlife industry study: <http://nightlifesf.org/wp-content/uploads/2016/09/2953-Economic-Impact-of-San-Franciscos-Nightlife-Businesses.pdf>
 - 2015 San Francisco outdoor events study: <http://nightlifesf.org/wp-content/uploads/2015/04/The-Economic-Impact-of-Outdoor-Events-with-appendices.pdf>
 - 2016 San Francisco nightlife industry study update: <http://nightlifesf.org/wp-content/uploads/2016/09/2016-Nightlife-Update.pdf>
 - 2017 Otis creative economy report: https://www.otis.edu/sites/default/files/2017-CA-Region-Creative-Economy-Report-WEB-FINAL_0.pdf
 - Americans for the Arts’ Arts & Economic Prosperity study: http://www.sfartscommission.org/sites/default/files/pdf/CA_CityandCountyOfSanFrancisco_AEP5_CustomizedReport.pdf
 - Americans for the Arts’ Creative Industries study: <http://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/creative-industries>
- 1.3 Study other cities’ music/entertainment/creative sector analyses to identify best practices in methodology, structure and content, with a focus on what has been successful in assisting government and nonprofit stakeholders in understanding the sector and its pressing needs

Task 2: Industry Analysis and Needs Assessment

- 2.1 Review available data and literature to analyze the San Francisco music industry. This analysis should include:

- A framework for defining the components of the San Francisco music industry
 - Available data on the estimated size of the San Francisco music industry and its economic impact
 - Initial findings on industry's strengths and weaknesses
 - Initial observations regarding the San Francisco music industry's role within the broader Bay Area music economy
- 2.2 Develop and execute a strategy (e.g., interviews, focus groups, industry survey) to gather information from industry stakeholders regarding needs, challenges, and opportunities facing the San Francisco music industry

Task 3: Identify Potential Strategies and Prepare Final Report

- 3.1 Using best practices from other jurisdictions and strategies identified through the needs assessment, define strategies to address needs and challenges and support the growth of the San Francisco music industry. This discussion should include an assessment of the role that an advisory board or trade association could play in addressing pressing issues and supporting industry growth.
- 3.2 Prepare a final report (one draft and one final) that will serve as an action plan to support the growth of the San Francisco music sector. This report should include a summary of the research and findings in previous tasks, as well as a discussion of areas of inquiry meriting further research and analysis.

Preferred Qualifications:

- Has authored or co-authored a study or strategy for a creative industry sector – defined broadly to include arts, culture, nightlife, hospitality, manufacturing, and music – within a city, state or region

Minimum Qualifications:

- Experience working with public sector and private sector partners to develop a study or strategy within a city, state or region
- Demonstrates expertise in data collection and analysis, including use of surveys and/or focus groups, in the development of a study or strategy

Supplementary Questions and Requirements:

Applicant should submit one previous study or strategy as a work sample.

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

Program Area Z: Economic Development Consulting – Modular Housing Production Study

Anticipated Number of Awards: 1

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

Scope of Work: The Office of Economic and Workforce Development (OEWD) along with the Mayor's Office of Housing and Community Development (MOHCD) are exploring the development of modular housing production facility in San Francisco.

OEWD is seeking proposals from firms or individuals (the "Consultant") with substantial experience in the design, construction and operation of modular housing production facilities.

The project will have two phases:

Phase 1 will consist of the Consultant's facilitation and leadership of a series of meetings with San Francisco city staff and labor sector partners regarding the construction and long-term operation of a modular housing production facility in San Francisco ("Facility"). The meetings should explore and explain the broad components essential to a Facility's creation, including, for example: capital investment requirements; construction specifications; site logistics; transport requirements for raw materials and finished components; staffing (design engineers as well as construction labor); automation and software development; etc.

In Phase 2 of the project, the Consultant will develop a business plan for the modular housing production facility's development, which will reflect and incorporate the results of the Phase 1 process.

Minimum Qualifications: Demonstrated experience in the design, creation and operation of a modular housing production facility.

Preferred Qualifications: Demonstrated, substantial experience in the design, creation and operation of at least two modular housing production facilities, including successful consulting work for public or private sector developers of modular housing production facilities.

Supplementary Questions and Requirements:
None

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. A critical component of Sector Workforce Programs is Occupational Skills Training, solicited through this RFP.

OEWD is seeking proposals under two Hospitality Sector Workforce Program areas in this procurement:

- 1) San Francisco Airport Hotel Occupational Skills Training (SFO Hotel OST) and
- 2) Restaurant Occupational Skills Training for Transgender Jobseekers in the Tenderloin and SOMA area.

OEWD is also seeking proposals under four Information and Communications Technology (ICT) areas to support the TechSF sector academy in this procurement:

- 1) TechSF Apprenticeship Expanded Outreach and Recruitment Pilot
- 2) Innovation and Scale for Apprenticeship Placement and Retention
- 3) TechSF Apprenticeship Core Skills Curriculum Development and Training
- 4) ICT Occupational Skills Training (OST)

Hospitality Sector Workforce Programs – Scope of Work General Overview

Each Hospitality focused Occupational Skills Training program area has particular requirements, but they share the following in common.

The selected Hospitality OST providers will deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities. Hospitality SFO Hotel OST providers 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 SFO Hotel Occupational Skills Training in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- Employer-Customized OST

The 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 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 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 SFO Hotel or Restaurant 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 all applicant qualifications that affirm the applicant can effectively deliver Hospitality 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 or restaurant industry partners detailing levels of collaboration to successfully train and employ participants in the Hospitality (either SFO Hotel or Restaurant) 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).

Required Service Activities: Applicants for Hospitality OST 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 OST 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.

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 SFO Hotel or Restaurant 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 providers must provide the 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 SFO Hotel or Restaurant 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 or group engagement 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 sector-specific Occupational Skills Training curriculum customized to meet hospitality industry (SFO Hotel or Restaurant) 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).
5. 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 OST programs must work with OEWD and its Business Services Coordinator to broker and develop relationships with hotel or restaurant 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 SFO Hotel industry. Hospitality 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 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:

In addition to the program-specific performance measures defined below for the Hospitality SFO Hotel and Restaurant OST 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.

The following sections provide additional information specific to each program area category, Hospitality SFO Hotel OST, and Hospitality Restaurant OST.

Program Area AA: Sector Workforce Programs: Hospitality – San Francisco Airport Hotel Occupational Skills Training (OST)

Amount: Applicants may propose project budgets between \$75,000 and \$100,000 for 12 months to support 15-25 clients in training.

Anticipated Number of Awards: Up to 2

Scope of Work: OEWD seeks through this RFP to fund up to two (2) Hospitality San Francisco Airport (SFO) Hotel Sector Occupational Skills Training (OST) providers to improve the responsiveness of San Francisco's workforce system to the anticipated opening of a hotel at the Airport, providing employers with skilled workers and expanding employment opportunities. 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 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 SFO Hotel OST programs to address the anticipated growth of hotels in San Francisco by addressing the needs of these employers. Hospitality SFO Hotel OST programs will target occupation(s) through priority sub-sectors, Guest Services and Hotel Facilities Maintenance. Hospitality SFO Hotel OST programs will prepare participants for occupations such as the following:

Targeted Industry	Example Occupations
Hospitality – SFO Hotel	Janitorial/Maintenance /Engineering/Facilities; Housekeeper/Room Attendant/Public Area Attendant; Hotel Desk Clerk/Guest Services Coordinator/Concierge; Night Auditor; Bellperson/Porter; Valet Attendant

Outreach and Recruitment: Outreach efforts should target San Francisco resident job-seekers with interest in the Hospitality Hotel sector and provide sector-specific information on career pathways and workforce and training services.

Performance Measures:

Measures	Goal
Outreach and recruitment to unduplicated individuals	30-40
Participants enrolled in Hospitality Hotel Occupational Skills Training (OST) and Sector Job Readiness Training (JRT)	15-25
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

Preferred Qualifications:

- Demonstrated success in providing Hospitality Occupational Skills Training with a focus on employment in the hotel industry.
- Demonstrated ability to leverage other services and resources to have a comprehensive program model
- Ability to formally facilitate Hospitality SFO Hotel Occupational Skills Training through a detailed sector specific curriculum and related workforce services to effectively place participants into hotel employment opportunities.

Minimum Qualifications:

- Experience in providing Hospitality sector-related workforce services to low-income communities
- Demonstrated experience and success in placing participants into long-term employment opportunities.
- Applicant must have an established physical location within the City of San Francisco for service delivery

Supplementary Questions and Requirements

Proposals for Hospitality SFO Hotel Occupational Skills Training should meet and address each of the following criteria, as appropriate, 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 (minimum 2).**
- Applicants must demonstrate that the proposed training is aligned to industry standards for the occupations identified.
- Ability to execute strong outreach efforts targeted towards San Francisco communities.
- 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 SFO Hotel workforce. Training should be targeted towards specific occupation(s) in the Hospitality SFO Hotel industry.
- High level of financial/accounting capacity.

Program Area BB: Sector Workforce Programs: Hospitality – Restaurant Occupational Skills Training for Transgender Jobseekers in the Tenderloin and SOMA

Anticipated Number of Awards: 1

Amount: Applicants may propose project budgets between \$130,000 - \$160,000 for 12 months to support 30-40 clients in training.

Scope of Work: OEWD seeks through this RFP to fund a Hospitality Restaurant Sector Occupational Skills Training (OST) provider to improve the responsiveness of San Francisco’s workforce system to the growing local food services industry, providing employers with skilled workers and expanding employment opportunities for transgender jobseekers, with an emphasis on transgender women of color, residing in the Tenderloin and SOMA area. 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 Restaurant 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 Restaurant OST programs to address the continued growth of restaurants and food service establishments in San Francisco by addressing the needs of these employers. Hospitality Restaurant OST programs will target occupation(s) for Front-of-House and Back-of-House employment opportunities, providing transgender jobseekers with a well-rounded understanding and skills required to work in the food services industry. Hospitality Restaurant OST programs will prepare participants for the following Front-of-House and Back-of-House occupations:

Targeted Industry	Example Occupations
Hospitality – Restaurants	Food Prep; Prep Cook; Line Cook; Food Runner; Server; Reservationist; Host/Hostess; Counter Attendant/Cashier; Barista

Outreach and Recruitment: Outreach efforts must target the transgender community and emphasize outreach to transgender women of color residing in the Tenderloin/SOMA areas and provide sector-specific information on career pathways and workforce and training services.

Performance Measures:

Measures	Goal
Outreach and recruitment to unduplicated transgender individuals, with an emphasis on transgender women of color residing in the Tenderloin/SOMA area	45-55
Participants enrolled in Hospitality Restaurant Occupational Skills Training (OST) and Sector Job Readiness Training (JRT)	30-40
Participants that successfully complete Hospitality Restaurant 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

Preferred Qualifications:

- Demonstrated success in providing Hospitality Restaurant Occupational Skills Training to the transgender community, especially transgender women of color
- Demonstrated ability to leverage other services and resources to have a comprehensive program model
- Experience in providing peer-based transgender workforce services to the transgender community
- Ability to formally facilitate Hospitality Restaurant Occupational Skills Training and related workforce services in the Tenderloin/SOMA Area to effectively train participants for restaurant employment opportunities

Minimum Qualifications:

- Demonstrated ability and experience in recruiting and retaining transgender individuals in workforce programming.
- Demonstrated experience and success in placing transgender participants into long-term employment opportunities.
- Applicant must have an established physical location within the City of San Francisco and prioritize services to transgender residents of the Tenderloin/SOMA areas.

Supplementary Questions and Requirements

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

- Clear understanding of the relevant industry sector (hospitality-restaurant), including previous experience in providing 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.
- Experience in providing peer-based transgender workforce services to the transgender community.
- Demonstrated history of successful connection of trainees to training-related employment and development of placement and retention strategies.
- **Strong and existing hospitality restaurant sector employer relationships and ability to prove employer commitment via support letters (minimum 2).**

- Applicants must demonstrate that the proposed training is aligned to industry standards for the occupations identified.
- Ability to execute strong outreach efforts targeted towards Transgender residents in the Tenderloin/SOMA areas, especially transgender women of color.
- 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 Restaurant workforce. Training should be targeted towards specific occupation(s) in the Hospitality Restaurant industry.
- High level of financial/accounting capacity.

Information and Communications Technology (ICT) Sector Workforce Programs – Scope of Work General Overview

OEWD seeks to fund innovative information and communications technology (ICT) apprenticeship training and job placement services for new and incumbent workers as well as pre-apprenticeship and other ICT training that supports jobseekers towards apprenticeship and other placement opportunities. OEWD is especially interested in programs that serve targeted populations currently underrepresented in ICT which include, but are not limited to, women, minorities, young men and women of color, disconnected youth, limited English proficient workers, persons with disabilities, veterans, including transitioning service members, and other populations from low-income backgrounds and communities with barriers to employment including those with child care responsibilities.

Proposals must be aligned with OEWD's TechSF Sector strategy, a citywide economic and workforce initiative that provides education, training and job placement assistance to both jobseekers and employers, and in doing so, helps everyone involved benefit from the major expansion of growth of local technology companies, startups and new jobs in the sector. All applicants must demonstrate alignment with and commitment to San Francisco's local workforce development strategic priorities, including existing OEWD operations and workforce and education programming in the ICT sector.

Successful applicants will demonstrate experience, knowledge and innovative programming in the ICT workforce services sector. Proposed training programs or innovative strategies, services and technical assistance must be applicable to industry workforce needs, be based on evidenced-based strategies and relevant labor market information, and demonstrably result in training-related job placement, service enhancement or improved program outcomes.

For ICT training, preference will be given to organizations that can demonstrate the ability to collaborate with industry by providing occupational skills training to new and incumbent worker **apprentices** applying their skills on-the-job; and/or organizations that can collaborate with other training entities to prepare and assist jobseeker **pre-apprentices** by providing occupational skills training that is articulated to more advanced training and education in the local Information and Communications Technology (ICT) sector.

Specific objectives of the Innovation, Services, and Training for Apprenticeship Placement and Retention strategy include:

- 1) Enhance and diversify the Bay Area ICT workforce through targeted recruitment and engagement of populations currently under-represented in the technology sector. Facilitate targeted outreach that bolsters the TechSF pipeline of pre-apprenticeship and apprenticeship candidates for the ICT sector.
- 2) Provide innovative services that help coordinate, enhance and scale labor exchange operations (i.e. jobseeker talent recruitment and referral services) by utilizing a dual-customer approach for both business partners and jobseekers. Services may include job development assistance, online tools, and

other innovative strategies that result in increased access to apprenticeship and other job placement opportunities.

- 3) Support TechSF participants with the development and/or implementation of Core Skills modules that utilize elements of the 21st Century Learning Framework (<http://www.p21.org/our-work/p21-framework>) and/or offer modules that encourage lifelong learning principles designed to ensure that TechSF Registered Apprenticeship candidates have the hard skills and soft skills required for placement across multiple disciplines, and the ability to adapt to ever-changing workforce demands.
- 4) OEWD is interested in funding additional organizations (either single organizations or collaborative partnerships) to provide Occupational Skills Training (OST). **Preference will be given to proposals that specifically offer pre-apprenticeship and apprenticeship occupational skills training.** All proposals to provide training must demonstrate that the proposed OST curriculum/curricula conform(s) to industry standards for the proposed occupational tracks. Training Services must be designed to coordinate and leverage the services and resources of the Sector Access Point structure, including the TechSF Sector Coordinator. Proposals should also demonstrate a direct connection between proposed curriculum and regional employer needs.

Program Area CC: TechSF Apprenticeship Expanded Outreach and Recruitment Pilot:

Anticipated Number of Awards: up to 2

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

Scope of Work: The purpose of this pilot is to enhance and diversify the Bay Area ICT workforce through targeted recruitment and engagement of populations currently under-represented in the technology sector through new and innovative outreach models that increase awareness, access and likelihood of diverse communities to participate and excel in TechSF training and job placement services. Outreach should be specifically tailored to bolster the TechSF pipeline of local pre-apprenticeship and apprenticeship candidates who may be currently under-represented in the ICT sector. Efforts should also strive to work deep within communities and provide a clearly understood and culturally competent connection for disconnected populations throughout San Francisco to access TechSF and other opportunities through the local workforce system.

Proposals for the Expanded Outreach and Recruitment Pilot must demonstrate a comprehensive understanding of the local and online ICT training provider network, the various occupational training verticals, the local certificates available and the opportunities to collaborate with TechSF programming that would be supportive of but not exclusive to Registered Apprenticeship placements. Proposals for the pilot must also include documentation of the industry-recognized credentials, certifications or degrees that participants need and the commensurate skills that will prepare participants for entry and advancement in the ICT sector.

Applicants in this category must clearly identify the disparity in diversity among the occupational tracks or clusters targeted by the proposal and how the proposed outreach and recruitment will address such disparities in both design and program implementation. Applicants for TechSF Expanded Outreach and Recruitment Pilot must describe how the services outlined in the proposal are connected to post-secondary education and/or career pathways, including opportunities through TechSF, that result in the pursuit of upward mobility and lifelong learning.

Additionally, applicants must demonstrate how services and client outreach are connected to the broader workforce development system. Applicants must include memoranda of understanding (MOUs) and/or letters of support detailing how the provider will collaborate with other workforce system partners.

Performance Measures:

Measures, milestones, or expected deliverables	Goal
Outreach to unduplicated individuals, with an emphasis on women, Veterans, People of Color and other populations under-represented in technology occupations	250 - 750
Individuals formally assessed and referred to TechSF Occupational Skills Training (OST), Apprenticeship or other TechSF services	150 - 300
Individuals that successfully enter TechSF Occupational Skills Training (OST), Apprenticeship or other TechSF services	100 - 150

Preferred Qualifications:

- Ability to deliver innovative and responsive models to enhance the TechSF apprenticeship initiative.
- Established referral networks with citywide service providers and resources.

Supplementary Questions and Requirements:

- How will you customize proposed model to meet real-time industry requirements.
- Describe your history of successful connection of trainees to training-related employment, advanced training and/or post-secondary education.
- How will you leverage the existing workforce system infrastructure in order to maximize the value of the proposed innovation program?
- **Applicants must submit letters of support or MOUs with their application to demonstrate any established partnerships or connections that are essential to the proposed work, as described in the above section, where applicable.**

Program Area DD: Innovation and Scale for Apprenticeship Placement and Retention

Anticipated Number of Awards: up to 2

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

Scope of Work: Proposals for this area will provide innovative services that help coordinate, enhance and scale labor exchange operations (i.e. jobseeker talent recruitment and referral services) by utilizing a dual-customer approach for both business partners and jobseekers. Services may include job development assistance, online tools, and other innovative strategies that result in increased access to apprenticeship and other job placement opportunities.

Job Development Assistance Services criteria:

- a) Provide an innovative and robust plan for industry engagement that effectively connects diverse and under-represented populations to employment in technology occupations across multiple industries, and demonstrate how previous plans have resulted in positive outcomes for both jobseekers and businesses. Additionally, outline innovative and industry-proven strategies for employer engagement; and tactics for increasing business retention and delivering a return on investment for business customers.
- b) Establishment of a diverse candidate pool and a highly successful track record of onboarding and placing students from local training providers and educational institutions into technology

occupations. Applicants must submit letters of support from employer partners that demonstrate existing relationships with local industry.

- c) Established and continually expanding employer network, including evidence of past results successfully engaging industry to hire diverse and under-represented communities in the technology sector.
- d) Ability to organize employers for ongoing TechSF Registered Apprenticeship market analysis needs, and facilitate private/public/nonprofit working groups that address talent pipeline challenges and employer hiring practices.

Online Labor Exchange tool(s):

- a) Optimization of job seeker online profiles – access to participant resumes, personas, testimonies for both TechSF Employment Specialists and TechSF Registered Apprenticeship partners. Optimization features might include:
 - a. An online portal that is accessible by job seekers, employers and case managers.
 - b. An online portal that is used or can be adapted to provide case management and participant tracking elements.
 - c. An online portal that has verifiable engagement from local ICT employers whereby, TechSF apprenticeship candidates on-boarded to the platform will have increased chances for interview opportunities.
 - d. An online portal that establishes customizable profiles for program participants.
- b) OEWD is open to innovative proposal ideas around existing technology solutions that help the TechSF Apprenticeship program scale through increased employer engagement and service delivery subscriptions. Innovative proposals must include:
 - a. Evidence that supports the proposed model and service strategies.
 - b. Proposal for a robust feedback and adjustment loop to assess effectiveness and make adjustments to the services offered.

Retention Services and other innovative engagement strategies:

- a) Provide retention services for jobseekers enrolled in registered apprenticeship programs, including services for both the business and apprentice to maintain persistence and success. Successful candidates will provide solutions to improve diversity of hiring and apprentice advancement within companies, including strategies that enhance cultural diversity, inclusive work environments and other evidence and data-driven strategies to increase persistence of under-represented populations in technology occupations.
- b) Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the provider must document retention of all participants to determine whether a program participant is still on the job and/or is in need of additional support to achieve positive program participation and employment outcomes, and work with employers to determine if participation in TechSF apprenticeship enhanced diversity and inclusion efforts.

Performance Measures:

Measures, milestones, or expected deliverables	Goal
Develop job leads and openings with local and regional employers in order to connect TechSF jobseekers, Apprentices and other individuals seeking experience in technology occupations	50-100 Business leads
Connect individual jobseekers, Apprentices, business partners and other TechSF stakeholders to job openings developed through business leads in order to successfully place individuals into apprenticeship	75-100 apprenticeship placements
Provide ongoing retention services for jobseekers enrolled in registered apprenticeship programs, including services for both the business and apprentice to maintain persistence and success	Maintain 90% retention rate after 1 year for apprentices placed

Preferred Qualifications:

- Ability to deliver innovative and responsive models to enhance the TechSF apprenticeship initiative.
- Established referral networks with citywide service providers and resources.

Supplementary Questions and Requirements:

- How will you customize proposed model to meet real-time industry requirements.
- Describe your history of successful connection of trainees to training-related employment, advanced training and/or post-secondary education.
- How will you leverage the existing workforce system infrastructure in order to maximize the value of the proposed innovation program?
- **Applicants must submit letters of support or MOUs with their application to demonstrate any established partnerships or connections particularly by employers that are essential to the proposed work, as described in the above section, where applicable.**

Program Area EE: TechSF Apprenticeship Core Skills Curriculum Development and Training:

Anticipated Number of Awards: up to 1

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

Scope of Work: San Francisco's workforce system is made up of a diverse set of providers who serve individuals with a variety of skills and interests and simultaneously provide services for employers with dynamic and ever-changing hiring needs. Currently, providers must develop service strategies, curricula, and job readiness activities on an individual program basis. For this module, OEWD will consider proposals to develop and implement standardized curricula that can be utilized by multiple providers in the TechSF initiative, in order to ensure maximum efficacy and consistent quality of programs for TechSF Apprenticeship candidates. OEWD is particularly interested in proposals that integrate elements of the 21st Century Learning framework and/or cultivates a culture that adheres to the importance of lifelong learning and can be delivered in multiple ways, including online/self-paced formats and in-person supported options.

Examples of TechSF Apprenticeship Core Skills training proposals that would fall into this category include:

- Development and/or implementation of short-term soft skills training or apprenticeship preparedness, contextualized or embedded soft skills or other core training, and supplemental Job Readiness Training.
- On-ramp technology sector preparedness or training that navigates under-represented populations towards more advanced training or education necessary to successfully participate in TechSF Apprenticeship.
- Other coordinated programming that blends existing curriculum from online portals, Massive Open Online Course (MOOCs), or other similar modalities with soft or occupational skills training.

Programming should offer opportunities for current system providers to tailor and supplement existing occupational skills training and service offerings to incorporate Core Skills Training in meaningful ways.

Performance Measures:

Measures, milestones, or expected deliverables	Goal
Outreach to unduplicated individuals, with an emphasis on women, Veterans, People of Color and other populations under-represented in technology occupations	150 - 200
Individuals enrolled into short-term soft skills training, apprenticeship preparedness or other on-ramp technology sector preparedness services	75-150
Individuals formally assessed and referred to TechSF Occupational Skills Training (OST), Apprenticeship or other TechSF services	75- 150
Individuals that successfully enter TechSF Occupational Skills Training (OST), Apprenticeship or other TechSF services	75 - 150

For proposals that solely provide curriculum development or do not provide direct service, you must describe how the curricula and other programmatic offerings developed will be shared and utilized by TechSF service providers to meet the performance measures, as outlined above.

Preferred Qualifications:

- Ability to deliver innovative and responsive models to enhance the TechSF apprenticeship initiative.
- Established referral networks with citywide service providers and resources.

Supplementary Questions and Requirements:

- How will you customize proposed model to meet real-time industry requirements.
- Describe your history of successful connection of trainees to training-related employment, advanced training and/or post-secondary education.
- How will you leverage the existing workforce system infrastructure in order to maximize the value of the proposed innovation program?
- **Applicants must submit letters of support or MOUs with their application to demonstrate any established partnerships or connections that are essential to the proposed work, as described in the above section, where applicable.**

Program Area FF: ICT Occupational Skills Training (OST)

Anticipated Number of Awards: up to 2

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

Scope of Work:

OEWD is seeking additional Occupational Skills Training (OST) providers to offer new and innovative training programs. **Preference will be given to proposals that offer pre-apprenticeship and apprenticeship occupational skills training.** Providers may be either single organizations or collaborative partnerships and must offer Occupational Skills Training (OST) with both job readiness and assessment program elements.

All proposals to provide training must demonstrate that the proposed OST curriculum/curricula conform(s) to industry standards for the proposed occupational tracks. Training Services must be designed to coordinate and leverage the services and resources of the OEWD Sector Access Point structure, including the TechSF Sector Coordinator (Bay Area Video Coalition). Proposals should also demonstrate a direct connection between proposed curriculum and regional employer needs by providing relevant data and labor market information. Successful proposals will articulate how organizations collaborate with industry by providing occupational skills training to new and incumbent worker **apprentices** applying their skills on-the-job; and/or organizations that can collaborate with other training entities to prepare and assist jobseeker **pre-apprentices** by providing occupational skills training that is articulated to more advanced training and education in the local Information and Communications Technology (ICT) sector.

Required Service Activities: Applicants for ICT OST 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 ICT OST 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.

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 ICT OST Program. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. OST providers must provide the ICT 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. ICT 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 or group engagement 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:

- **In-Depth Industry Overview:** Participants receive an overview of the industry that includes labor market information, sector occupations, career pathways, and employment eligibility requirements.
- **Career Exploration:** Participants conduct career exploration within the sector and understand employer expectations, work culture and norms, and career pathways.
- **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.
- **Life Skills:** Participants attain life skills that address goal achievement, development of support systems, and balancing work and home.
- **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 sector-specific Occupational Skills Training curriculum customized to meet 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:

- 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.

- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- 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.
- 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.
- For providers whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.
- 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:

- Incorporate experiential learning, including internships, externships and credit-based learning into training (preferred).
- Facilitate courses through a cohort model or through open enrollment, as appropriate for participants.
- 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.
- 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

ICT OST programs must work with OEWD and its Business Services Coordinator to broker and develop relationships with ICT 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.

Performance Measures:

Measures, milestones, or expected deliverables	Goal
Outreach and recruitment to unduplicated individuals, with an emphasis on women, Veterans, People of Color and other populations under-represented in technology occupations	75-150
Participants enrolled into TechSF Occupational Skills Training (OST)	30-75

Measures, milestones, or expected deliverables	Goal
Participants that successfully complete TechSF Occupational Skills Training (OST)	30-50
Placement in Apprenticeship or other unsubsidized employment	25-50
Retention in placement (3 months after exit)	25-50

Preferred Qualifications:

- Ability to deliver innovative and responsive models to enhance the TechSF apprenticeship initiative.
- Established referral networks with citywide service providers and resources.

Supplementary Questions and Requirements:

- How will you customize proposed model to meet real-time industry requirements.
- Describe your history of successful connection of trainees to training-related employment, advanced training and/or post-secondary education.
- How will you leverage the existing workforce system infrastructure in order to maximize the value of the proposed innovation program?
- Applicants are encouraged to provide labor market information in the application to demonstrate established connections between training programs proposed and regional demand for employment.
- Applicants proposing Occupational Skills Training for Apprenticeship model must demonstrate how the proposed curriculum can be applied contextually to on-the-job learning offered by employer(s) as part of a pre-apprenticeship or apprenticeship experience.
- **Applicants must submit letters of support or MOUs with their application to demonstrate any established partnerships or connections that are essential to the proposed work, as described in the above section, where applicable.**

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 owwd.procurement@sfgov.org . Questions should be submitted in writing, no later than 12pm, Monday, February 5, 2018.

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://owwd.org/bid-opportunities> by end of day Wednesday February 7, 2018. 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 nonprofit 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 supplier 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. Detailed instructions on becoming a compliant City supplier can be found at oewd.org/bid-opportunities (under Document Downloads – "How to Become a Supplier") and abbreviated instructions for becoming an

eligible Bidder – the first step in the Supplier process – can be found in Section V of the RFP, immediately following the application template (“How to Become a Bidder”). If an awardee is not able to become an approved supplier within ten days of notice of award, 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 detailed 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.
 - (vi) Were not involved in the drafting of this solicitation. Any proposals that were written, prepared or conceived in whole or in part by any person that participated in the drafting of the RFP will be deemed non-responsive and shall be rejected.

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 nonprofit 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 Monday, February 26, 2018. 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:
owd.procurement@sfgov.org

Proposal Packages submitted electronically should be formatted into one 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 appendices and supplementary materials as required under the program section have been submitted as part of the complete response packet 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 appendices and

supplementary 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: Contracts and Procurement Unit
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#208**. 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
- Any required supplementary documents (work samples, letters of support, etc) as required by the specific program areas. Required supplementary documents that have not been received by the deadline will not be considered. Please note: All required supplementary questions must be addressed within the “**Approach, Activities and Outcomes**” section (Part II of the application).

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 supplementary 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 208

City and County of San Francisco

Office of Economic and Workforce Development



APPLICATION DETAILS AND INSTRUCTIONS

Brevity and Style Guide

There are character counts for narrative responses as a way to help you write informative, yet concise answers. 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 58 of RFP 208 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 supplementary 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 supplementary materials), along with a CD or USB drive with electronic versions of the full application packet, to:

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Attn: Contracts and Procurement Unit
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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#208**. 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 Monday, February 26, 2018**.

Questions

If you have any questions when completing this application, please email owd.procurement@sfgov.org by **12:00 PM PST Monday, February 5 2018**. 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. Wednesday February 7, 2018. Questions of a technical nature concerning the application, forms, or website may continue to be addressed until the application due date by emailing owd.procurement@sfgov.org or calling 415-701-4848 and asking for a member of the Contracts Team. 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

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.

All fields marked by an asterisk (*) are mandatory; enter 0 or N/A if not applicable.

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*	
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 Status <i>Unless otherwise approved by OEWD, all applicants must be able to become a City Supplier within 10 days of notice of an award in order to begin contract negotiation. For more details, please visit https://sfcitypartner.sfgov.org/</i>	Current Approved Supplier#: [123456] OR Current Approved Bidder#: [123456] OR <input type="checkbox"/> Not a current San Francisco Bidder or Supplier
Type of Entity <i>Note: Some program sections are limited to specific applicant types. Please refer to your specific program section for information on eligible entities.</i>	<input type="checkbox"/> Nonprofit <input type="checkbox"/> For-profit <input type="checkbox"/> Community Benefit District (CBD) <input type="checkbox"/> Educational Institution <input type="checkbox"/> Individual/Sole Proprietor <input type="checkbox"/> Other:

CONTACT & GENERAL INFORMATION: PROGRAM LEAD	
This section only applies if the Lead Applicant is acting solely as the Fiscal Agent.	
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 Status	Current Approved Supplier#: [123456] OR Current Approved Bidder#: [123456] OR <input type="checkbox"/> Not a current San Francisco Bidder or Supplier
Type of Entity Note: Some program sections are limited to specific applicant types. Please refer to your specific program section for information on eligible entities.	<input type="checkbox"/> Nonprofit <input type="checkbox"/> For-profit <input type="checkbox"/> Community Benefit District (CBD) <input type="checkbox"/> Educational Institution <input type="checkbox"/> Individual/Sole Proprietor <input type="checkbox"/> Other: [Please Describe]

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 (please provide the budget for the last completed fiscal or calendar year)

*Note: Please remember to include detailed budget(s) as supplementary 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. Neighborhood Marketing – Citywide	<input type="checkbox"/> Q. Jane Warner Plaza Marketing and Activation
<input type="checkbox"/> B. Neighborhood Economic Development and Improvement Projects, Invest In Neighborhoods Commercial Districts	<input type="checkbox"/> R. Stockton Street Public Safety and Lighting Pilot Program
<input type="checkbox"/> C. District 1 Neighborhood Events	<input type="checkbox"/> S. Tenderloin Neighborhood Events
<input type="checkbox"/> D. District 4 Neighborhood Events	<input type="checkbox"/> T. Tenderloin Safety Group Residential Engagement
<input type="checkbox"/> E. District 8 Neighborhood Festivals	<input type="checkbox"/> U. Portola Chinese Language Merchant Engagement
<input type="checkbox"/> F. Neighborhood <u>Parklet</u> Opportunity Grant	<input type="checkbox"/> V. Inside Manufacturing
<input type="checkbox"/> G. SF Shines – Window Display	<input type="checkbox"/> W. International Business Development Programs
<input type="checkbox"/> H. Bayview Third Street New Business Activation	<input type="checkbox"/> X. Lombard Street Ambassador Program
<input type="checkbox"/> I. Castro Cares	<input type="checkbox"/> Y. Music Industry Study
<input type="checkbox"/> J. Central Market Construction Mitigation Program	<input type="checkbox"/> Z. Economic Development Consulting – Modular Housing Production Study
<input type="checkbox"/> K. Central Market Economic Development	<input type="checkbox"/> AA. Hospitality Sector – San Francisco Airport Hotel Occupational Skills Training
<input type="checkbox"/> L. Central Market Public Safety Strategies	<input type="checkbox"/> BB. Hospitality Sector – Restaurant Occupational Skills Training for Transgender Jobseekers in the Tenderloin and South of Market Area (SOMA)
<input type="checkbox"/> M. Chinatown Neighborhood Beautification	<input type="checkbox"/> CC. <u>TechSF</u> Apprenticeship Expanded Outreach and Recruitment Pilot
<input type="checkbox"/> N. Community Benefit District/Business Improvement District Feasibility	<input type="checkbox"/> DD. Innovation and Scale for Apprenticeship Placement and Retention
<input type="checkbox"/> O. Community Benefit District/Business Improvement District Formation	<input type="checkbox"/> EE. <u>TechSF</u> Apprenticeship Core Skills Curriculum Development and Training
<input type="checkbox"/> P. Community Benefit District/Business Improvement District Organizational Support	<input type="checkbox"/> FF. ICT Occupational Skills Training (OST)



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. ***For Program Areas with Supplementary Questions please address them in this section, unless otherwise noted.***

Specific recommendations:

- 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 20,000 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 impact based on the Scope of Work outlined within the program area.

[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 supplementary document for any reason, submit a statement in its place explaining why the information is not available.

Complete application packets (including all supplementary materials) are due no later than 5:00pm PST on Monday, February 26, 2018. 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 208" in the subject line. Alternative submissions may be accepted. See the Proposal Submission Requirements in the RFP for details.

Supplementary 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 208 Please be sure to fill out all required fields in this application. All required Supplementary Questions must be answered within Part II: Approach, Activities and Outcomes unless otherwise noted.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Appendix D: Staffing and Board Composition Chart Submit staffing/board information for the Lead Applicant and Program Lead, if applicable.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Appendix E: Submission Authorization from Executive Director/Chief Executive Officer This form must be signed by the Lead Applicant Executive Director or Chief Executive Officer and the Program Lead Executive Director or Chief Executive Officer, if applicable.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
Appendix F: Supplier Registration Instructions This document walks applicants through the process of becoming an approved City Supplier, a prerequisite to entering into contract. Please review and ensure that you/your agency will be able to become a Supplier within ten (10) days of notice of award.	<i>Not required: for review only.</i>
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 You must include letters of support as part of your complete application packet if indicated in the program area as a requirement. Letters of support that have not been received by the RFP submission deadline will not be considered. 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 Y, Music Industry Study	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy <input type="checkbox"/> N/A

<p>Pre-approval from the San Francisco Planning Department (Area F, Neighborhood <u>Parklet</u> Opportunity Grant ONLY)</p> <p>Please reference the directions in Area F for more details on how to secure pre-approval. As noted in the RFP, approval can take up to two weeks to secure so early application is encouraged. Proof of approval that has not been received by the RFP submission deadline will not be considered.</p>	<p><input type="checkbox"/> Email <input type="checkbox"/> Hardcopy <input type="checkbox"/> N/A</p>
<p>Work Sample (Area Y, Music Industry Study ONLY)</p> <p>Provide one work sample or strategy (maximum 10 pages total for this exhibit) including a previous study of a creative industry sector, as defined in Area Y. If the study is longer than 10 pages, applicant should include a selection of pages that best reflect the organization's approach and abilities. Work samples that have not been received by the RFP submission deadline will not be considered. <i>This exhibit is anticipated to be 15 of 40 program specific evaluation points for this area.</i></p>	<p><input type="checkbox"/> Email <input type="checkbox"/> Hardcopy <input type="checkbox"/> N/A</p>

How to Become a Bidder

While not a requirement, applicants are encouraged to obtain a City and County of San Francisco Bidder ID number by the time of application. This is the first step in becoming eligible for a contract award. To become a Bidder:

Step	Action
1.	Navigate to the Supplier Portal: https://sfsupplierportal.sfgov.org/psp/supplier/SUPPLIER/ERP/c/AUC_BIDDER_REGISTRATION.AUC_BIDDER_REGISTR.GBL?Action=U&SUP_OB_TEMPLATE_ID=BIDDER .
2.	For the question, "What type of bidding activities you are interested in?" the correct response is "Selling goods/Services" or "Both." The DUNS number is not required for the Legacy Business Program. It is only required for federal government contracts or grants.
3.	Upload your W-9 when prompted.
4.	For "Requested User ID," write in whatever you would like your user ID to be.
5.	The step about "Categorization" is optional. You can update your categories when you have access to the Supplier Portal by navigating to My Profile Information>My Categorizations. Categories may be used by departments when creating sourcing events to identify which Bidders/Suppliers are associated with the items they wish to purchase.
6.	When completed, submit the information.
7.	After submitting the form, you will receive emails indicating your Bidder ID number, your user name, and password to access the Supplier Portal.

Applicants with an existing City and County of San Francisco Supplier ID number have already successfully completed this process. If your organization has a Supplier ID number, please list it on the application.

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 U (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 V through FF, 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 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.
- i. Any required supplementary questions have been addressed, if applicable.

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 supplier from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

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 supplier 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 nonprofit 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 bidder 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	Title	Anticipated Number of Awards	Anticipated Total Funding	Eligible Applicant Notes	Supplementary Attachments Required*
NEIGHBORHOOD ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAMS					
A	Neighborhood Marketing – Citywide	Up to 2	\$100,000 per grant	Open	No
B	Neighborhood Economic Development and Improvement Projects, Invest In Neighborhoods Commercial Districts	1 or more	\$25,000 per grant	Nonprofit only	No
C	District 1 Neighborhood Events	1	\$15,000	Nonprofit only	No

Program Area	Title	Anticipated Number of Awards	Anticipated Total Funding	Eligible Applicant Notes	Supplementary Attachments Required*
D	District 4 Neighborhood Events	1 or more	\$90,000	Nonprofit only	No
E	District 8 Neighborhood Festivals	1 or more	\$25,000 per grant	Nonprofit only	Yes
F	Neighborhood Parklet Opportunity Grant	Up to 2	\$20,000 per grant	Open	Yes
G	SF Shines – Window Display	2	\$25,000 per grant	Open	No
H	Bayview Third Street New Business Activation	1	\$30,000	Open	No
I	Castro Cares	1	\$175,000	Nonprofit only	No
J	Central Market Construction Mitigation Program	1	\$125,000	Open	No
K	Central Market Economic Development	1	\$95,000	Nonprofit only	Yes
L	Central Market Public Safety Strategies	1	\$160,000	Nonprofit only	Yes
M	Chinatown Neighborhood Beautification	Up to 2	\$15,000	Nonprofit only	No
N	Community Benefit District/Business Improvement District Feasibility	1	\$20,000	Nonprofit only	Yes
O	Community Benefit District/Business Improvement District Formation	1	\$20,000	Nonprofit only	Yes
P	Community Benefit District/Business Improvement District Organizational Support	1 or more	\$15,000 per grant	Nonprofit only	No
Q	Jane Warner Plaza Marketing and Activation	1	\$125,000	Nonprofit only	Yes
R	Stockton Street Public Safety and Lighting Pilot Program	1	\$200,000	Nonprofit only	No
S	Tenderloin Neighborhood Events	1	\$50,000	Nonprofit only	No
T	Tenderloin Safety Group Residential Engagement	1	\$50,000	Nonprofit only	No
U	Portola Chinese Language Merchant Engagement	Up to 2	\$75,000	Nonprofit only	No
BUSINESS DEVELOPMENT PROGRAMS					
V	Inside Manufacturing	1	\$60,000	Open	No

Program Area	Title	Anticipated Number of Awards	Anticipated Total Funding	Eligible Applicant Notes	Supplementary Attachments Required*
W	International Business Development Programs	1-3	\$400,000 (up to \$140,000 per program)	Open	Yes
X	Lombard Street Ambassador Program	1	\$230,000	Established CBDs only	No
Y	Music Industry Study	1	\$40,000	Open	Yes
Z	Economic Development Consulting – Modular Housing Production Feasibility	1	\$70,000	Open	No
WORKFORCE DEVELOPMENT PROGRAMS					
AA	Hospitality Sector – San Francisco Airport Hotel Occupational Skills Training	1-2	\$75,000-\$100,000	Open	Yes
BB	Hospitality Sector – Restaurant Occupational Skills Training for Transgender Jobseekers in the Tenderloin and South of Market Area (SOMA)	1	\$130,000-\$150,000	Open	Yes
CC	TechSF Apprenticeship Expanded Outreach and Recruitment Pilot	Up to 2	\$50,000	Open	Yes
DD	Innovation and Scale for Apprenticeship Placement and Retention	Up to 2	\$50,000	Open	Yes
EE	TechSF Apprenticeship Core Skills Curriculum Development and Training	Up to 1	\$50,000	Open	Yes
FF	ICT Occupational Skills Training (OST)	Up to 2	\$75,000	Open	Yes

***Note:** Areas marked “Yes” require additional letters of support, memoranda of understanding, work samples or similar documents to be submitted as attachments, in addition to the standard application packet. Most program areas also require responses to supplementary questions. Please refer to the applicable program area for details on specific supplementary questions that must be answered within the application form.

IX. Grant Requirements

A. Standard Grant Provisions

The successful bidder 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 (“Sample Agreement for Grant (Form G-100)”). 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. Public Works Projects – Prevailing Wage

If the proposed project includes work that may be deemed a “public work or improvement” due to the nature of the work and the use or contribution of public funds, the applicable contractor may need to register with the California Department of Industrial Relations before a contract can be awarded.

Applicants (and their contractors) should review San Francisco Administrative Code section 6.22 and California prevailing wage laws to determine their compliance obligations before applying for funding. Individual program areas that are anticipated to trigger prevailing wage requirements will include notes within the Minimum Qualifications. Additional clarity will be provided as individual projects are negotiated with successful bidders. General information regarding this requirement is available on the web at <http://sfgov.org/olse/prevailing-wage> and <https://www.dir.ca.gov/Public-Works/Contractor-Registration.html>

F. 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 owd.procurement@sfgov.org. Letters transmitted electronically must be sent in PDF format and be signed by an individual authorized to negotiate or sign agreements on behalf of the 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 Procurement Unit
Office of Economic and Workforce Development, Workforce Development Division
One South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

Or via email at: owd.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://owd.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://owd.org/bid-opportunities>

No other budget formats will be accepted.

Appendix C: Proposal Application

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

Appendix D: Staffing and Board Composition Chart

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

Appendix E: Submission Authorization Form

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

Appendix F: How to Become a Supplier

This document outlines the process to become a compliant Supplier with the City and County of San Francisco. A PDF version of this document is available for download at:
<http://owd.org/bid-opportunities>