

**City and County of San Francisco**

**Request for Proposals  
RFP#209**

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



**Bidders Conference**

A Bidders Conference to assist interested applicants in determining the eligibility of proposed projects and completing the required elements of the proposal packet will be held:

**DATE:** Thursday, September 13, 2018  
**TIME:** 1:30 PM – 3:00 PM  
**LOCATION:** 1 South Van Ness Avenue, Atrium (2<sup>nd</sup> Floor)  
San Francisco, CA

Issued by: Office of Economic & Workforce Development  
Date issued: Tuesday, September 4, 2018  
**Proposals due: Friday, September 28, 2018**

*Request for Proposals for Invest In Neighborhoods, Business Development, Economic Development and Workforce Development Grants (RFP#209)*

# Request for Proposals #209

Date of Issue: Tuesday, September 4, 2018

**Deadline for Responses:  
Friday, September 28, 2018 by 5:00 PM.**

**1 complete response package may be submitted via email to  
[oe wd.procurement@sfgov.org](mailto:oe wd.procurement@sfgov.org)**

**(Preferred Method)**

**OR**

**1 copy** of the completed response package including all supplementary materials may be hand-delivered by the deadline or received by OEWD by mail by the deadline at the following address:

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

**HAND DELIVERY RECOMMENDED IF SUBMITTING HARD COPY**

## **Bidders Conference**

A Bidders Conference to assist interested applicants in determining the eligibility of proposed projects and completing the required elements of the proposal packet will be held:

**DATE:** Thursday, September 13, 2018  
**TIME:** 1:30 PM – 3:00 PM  
**LOCATION:** 1 South Van Ness Avenue, Atrium (2<sup>nd</sup> Floor)  
San Francisco, CA

## TABLE OF CONTENTS

(Hover mouse over Section Name, press “Ctrl”, then click on Section Name to navigate to that Section)

Section	Section Name	Page #
I.	<a href="#">Introduction and Schedule</a> .....	4
II.	<a href="#">Program Areas and Scope of Work</a> .....	6
III.	<a href="#">Application Process and Guidelines</a> .....	57
IV.	<a href="#">Proposal Submission Requirements</a> .....	62
V.	<a href="#">Project Proposal Content</a> .....	64
VI.	<a href="#">Evaluation and Selection Criteria</a> .....	75
VII.	<a href="#">Terms and Conditions for Receipt of Proposals</a> .....	78
VIII.	<a href="#">Grant Award</a> .....	81
IX.	<a href="#">Grant Requirements</a> .....	82
X.	<a href="#">Protest Procedures</a> .....	84

### Appendices:

- A. Sample Agreement for Grant (Form G-100)
- B. Budget Template
- C. Application Request for Proposals 209
- D. Staffing and Board Composition Chart Template
- E. Submission Authorization Form

## **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 and cultural vitality through key programs focused on neighborhood commercial corridors, small business assistance, industry focused business recruitment and retention, international business development, joint development projects, and workforce development. OEWD's goal is to work continually, across industries and programs, together with diverse community stakeholders, to make San Francisco a better place to live, work, visit and do business. OEWD seeks to support the economic and community vitality of the City and to create equitable pathways for good paying jobs so that all San Franciscans may fulfill their deepest aspirations and benefit from the economic prosperity of our City. The funding in this Request for Proposals (RFP) touches nearly every aspect of San Francisco's diverse economy, with a focus on advancing equity and shared prosperity for all residents.

Programs in the Neighborhood Economic and Community Development Program section of this RFP seek to strengthen neighborhood commercial districts by expanding and sustaining services that ensure the vitality of San Francisco's commercial areas. This RFP provides Community Benefit District formation and organizational development opportunities, ensures that the City's Cultural Districts develop and thrive and expands opportunities to activate and program our public spaces. This RFP also supports neighborhood focused plan development and increases support for community engagement across neighborhoods. The workforce-related programs in this RFP seek to expand services under three existing Workforce Development service areas: Young Adult Access Points (YAAP), Specialized Access Points (SAP), and Construction Sector Occupational Skills Training. Additionally, OEWD is funding two sector workforce program pilots through this RFP that focus on barrier removal and enhanced training in growing industries – one to assist individuals with obtaining their Driver's Licenses and one to provide workforce services that lead to employment within the Advance Manufacturing sector. This RFP also furthers our support of vulnerable communities increasing access to healthy food for seniors and underserved neighborhoods. OEWD has also allocated resources to support the many different program areas detailed in section II below. To meet equity objectives, increase transparency and accessibility, OEWD will be holding a bidders conference. See below for details.

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 2018-19 with opportunities to renew or extend programming through fiscal year 2022-2023, 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:

<b>Proposal Phase</b>	<b>Date</b>
<b>RFP is issued by the City</b>	<b>Tuesday, September 4, 2018</b>
<b>Bidders Conference</b>	<b>Thursday, September 13, 1:30 – 3:00 pm Location: 1 South Van Ness Avenue, Atrium (2<sup>nd</sup> Floor)</b>
<b>Deadline for submission of written questions</b>	<b>Friday, September 14, 2018 at 5 pm</b>
<b>Answers to questions posted online</b>	<b>Monday September 17, 2018 by end of day</b>
<b>Proposals due</b>	<b>Friday, September 28, 2018 by 5pm</b>
<b>Committee Review</b>	<b>October 2018</b>
<b>Grantee selection and award notification</b>	<b>end of October 2018; target October 30, 2018</b>
<b>Projects begin</b>	<b>December 2018 or later</b>

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

## 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 209, 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, and sustainable; and meet the needs of local residents and visitors. 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 assistance that meets the specific needs of targeted neighborhood commercial corridors. The IIN unit continues to build and improve upon a framework centered on diversity, equity, and inclusion as it focuses its investments in neighborhoods which have experienced historic divestment. This is accomplished by leveraging partnerships across multiple City departments and nonprofit organizations.

There are many programs offered through IIN for which more information can be found at <http://oewd.org/neighborhoods>. The specific programs under the IIN initiative for which proposals are being solicited are described in the [Neighborhood Economic and Community Development Programs](#) section of this RFP.

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 [Business Development Programs](#) and [Workforce Development Programs](#) sections.

(Hover mouse over Program Area or Title, press “Ctrl” key, then click on Hyperlink to navigate to that Section of the RFP Document)

Program Area	Title	Anticipated # of Awards	Anticipated Total Funding	Eligible Applicant Notes	Page #
	<a href="#"><b><u>Neighborhood Economic and Community Development Programs</u></b></a>				9
A	<a href="#">Big Belly Pilot Project</a>	Up to 7 at \$15k each	\$ 105,000	Nonprofit	10
B	<a href="#">Community Benefit District/Business Improvement District Feasibility and Formation/Renewal</a>	Up to 4	\$ 50,000	Current CBD/BID and interested neighborhoods with a commercial corridor	11
C	<a href="#">Community Benefit District/Business Improvement District Organizational Support</a>	Up to 1	\$ 15,000	Established CBD/BID	12
D	<a href="#">Excelsior Storefront Improvement and Beautification</a>	Up to 1	\$ 100,000	Open	13
E	<a href="#">Calle 24 Latino Cultural District Director</a>	Up to 1	\$ 100,000	Nonprofit	15
F	<a href="#">Mission Street and Cultural District Marketing Services</a>	Up to 1	\$ 80,000	Nonprofit	16
G	<a href="#">Calle 24 Latino Cultural District Small Business &amp; Marketing Support</a>	Up to 1	\$ 100,000	Nonprofit	17
H	<a href="#">Chinatown Economic Development and Action Plan</a>	Up to 1	\$ 50,000	Nonprofit	19
I	<a href="#">Small Business Resiliency Fund</a>	Up to 2	\$ 300,000	Nonprofit	21
J	<a href="#">Tenderloin Public Programming Projects</a>	Up to 3	\$ 50,000	Nonprofit	22
K	<a href="#">Bayview Corridor Management &amp; Façade Improvements</a>	Up to 1	\$ 300,000	Nonprofit	23
L	<a href="#">Bayview-Hunters Point Cultural District Community Engagement</a>	Up to 1	\$ 50,000	Nonprofit	24
M	<a href="#">Healthy Retail SF Community Engagement</a>	Up to 2 at up to \$25k each	\$ 50,000	Nonprofit	25
N	<a href="#">Citywide Public Space Management Entity</a>	Up to 1	\$ 400,000	Nonprofit	27
O	<a href="#">District 1 Merchant Capacity Building</a>	1 or more	\$ 30,000	Nonprofit	30
P	<a href="#">Small Business Needs Assessment</a>	Up to 1	\$ 75,000	Open	31
	<a href="#"><b><u>Business Development Programs</u></b></a>				34
Q	<a href="#">Food Security</a>	Up to 1	\$1,000,000	NonProfit	35

Program Area	Title	Anticipated # of Awards	Anticipated Total Funding	Eligible Applicant Notes	Page #
	<b><u>Workforce Development Programs</u></b>				<b>36</b>
R	<a href="#"><u>Young Adult Access Point – Young Adult Re-entry Workforce Services for job seekers in the Mission and/or Excelsior districts</u></a>	1	\$ 75,000 - \$125,000	Open	<b>37</b>
S	<a href="#"><u>Adult Specialized Access Point –Trans and LGBTQ+ Workforce Services Citywide with an additional emphasis on job seekers in the Tenderloin and SOMA Neighborhoods</u></a>	1	\$ 130,000 - \$ 160,000	Open	<b>43</b>
T	<a href="#"><u>Construction Sector Occupational Skills Training (OST) – CityBuild Academy and CityBuild-Gleneagles Training Provider</u></a>	1 or more	\$ 325,000	Nonprofit	<b>48</b>
U	<a href="#"><u>Driver’s Education Program Pilot</u></a>	1	\$ 150,000	Open	<b>50</b>
V	<a href="#"><u>Advance Manufacturing Sector Bridge Program Pilot</u></a>	1	\$ 300,000	Open	<b>52</b>

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

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

The initial round of funding is expected to come from local City general funds. OEWD, or other appropriate City Agencies, will disclose any additional regulations or requirements during the negotiation process for grants/contracts that are awarded utilizing this procurement and funded by other local, state or federal programs.

Grant and contract may be used interchangeably in this RFP as may the terms grantee and contractor. The specific type of agreement and relationship between successful bidder(s) and the City will be determined post-award as part of the negotiation process based on applicable requirements and regulations.



# Neighborhood Economic and Community Development Programs

## Neighborhood Economic and Community Development Programs

### **Program Area A: Big Belly Pilot Project**

**Anticipated Number of Awards:** up to 7

**Amount:** Total funding available under this program area is \$105,000. Applicants may propose program/project budgets up to \$15,000 each.

**Eligible Neighborhood(s):** All Neighborhoods Citywide

**Scope of Work:** OEWD is seeking proposals from nonprofit organizations to partner with OEWD to pilot the Big Belly trash receptacle system across the City. The purpose of this pilot project is to provide funding to existing neighborhood-based nonprofits or Community Benefit Districts (CBD)/Business Improvement Districts (BID) to lease up to five Big Belly receptacles and manage the pilot project for at least one year.

The City's primary goal of this pilot project is to gauge the effectiveness of these units at decreasing the amount of litter and receptacle leakage compared to current designs.

OEWD is offering this funding as a matching grant to assist organizations in defraying costs, therefore leveraged funding is required.

### **Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Applicant must be an existing CBD/BID or must have support from the Director of the City's Fix-It Team
  - If the Applicant is not an existing CBD/BID, a support letter from the Director of the City's Fix-It Team must be included with this application package – reference "Supplementary Questions and Requirements," below
- Applicant's budget for the proposed project must include leveraged, private resources (e.g., financial commitments, in-kind donations, volunteer time, etc.)
- 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/PublicWorks/Contractor-Registration.html> for more information.

### **Preferred Qualifications:**

- None.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Indicate CBD/BID name or provide a Support letter.
  - If the Applicant is an existing CBD/BID, list the CBD/BID name.
  - If the Applicant is NOT an existing CBD/BID, provide a support letter from the Director of the City's Fix-It Team with this application package.
- Indicate how the organization plans to operate this program if selected, specifically dealing with the Big Belly distributor and in respect to oversight.
- Identify any leverage that could be provided to help pay for management of the pilot project.

**Program Area B: Community Benefit District/Business Improvement District Feasibility and Formation/Renewal**

**Anticipated Number of Awards:** up to 4

**Amount:** Total funding available under this program area is \$50,000. Applicants may propose program/project budgets up to \$50,000.

**Eligible Neighborhood(s):** Current Community Benefit Districts/Business Improvement Districts and interested neighborhoods with a commercial corridor

**Scope of Work:** OEWD is seeking proposals from nonprofit organizations and current Community Benefit Districts (CBDs)/Business Improvement Districts (BIDs) to partner with OEWD to provide funding to determine the feasibility and assist in the formation of a CBD within the City of San Francisco. Additionally, CBDs that will sunset before June 30, 2022 will be eligible to apply for renewal feasibility and formation assistance.

The grants can assist steering committees and current CBD governing boards by funding the coordination and staffing of steering committee meetings, creation of property and business databases, execution of property owner survey and analysis of findings, development of a draft service plan and budget, 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 formation or renewal have enough property owner support and organizational capacity to lead a complicated campaign process.

OEWD is offering this funding as a matching grant to assist organizations in defraying costs, therefore leveraged funding is required.

The Scope of Work for the selected nonprofit organization or CBD 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
- Developing a draft service plan and budget
- Providing general project management utilizing qualified staff/consultants

- 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 current district supervisor as follows:
  - If your organization is proposing work related to the renewal of an existing CBD, support from the district supervisor is required and must be demonstrated by including a letter of support from the current district supervisor in the application submission to this RFP
  - If your organization is proposing a feasibility assessment toward the pursuit of a new CBD feasibility and formation, support from the district supervisor is required and must be demonstrated by including a letter of support from the current district supervisor in the application submission to this RFP
- For a renewing CBD, applicants must have the capacity to complete the proposed project by their respective sunset date. All new feasibility and formation work must be completed by June 30, 2022.
- Applicant’s budget for the proposed project must include leveraged, private resources (e.g., financial commitments, in-kind donations, volunteer time, etc.).

**Preferred Qualifications:**

- If your organization is proposing a feasibility assessment toward the pursuit of a new CBD feasibility and formation, proposed project must support steering committees that have at least 50% representation from property owners and at least 20% representation from business owners who do not own property.
- If your organization is proposing work related to the renewal of an existing CBD, Applicant should be an established CBD in San Francisco and will sunset before June 30, 2022.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- If proposing a feasibility assessment as a step toward forming a new CBD/BID (and not renewal for an existing CBD):
  - Why do you feel that your organization is ready to pursue a CBD/BID feasibility assessment?
  - Has this neighborhood pursued a CBD/BID previously?
    - If so, what weaknesses prevented the CBD from forming and how will you address them?
- Please provide a breakdown of your steering committee by providing a list of names and indicate their designation (i.e., property owner, renter, non-property owning merchant, etc.) to the area.

**Program Area C: Community Benefit District/Business Improvement District Organizational Support**

**Anticipated Number of Awards:** up to 1

**Amount:** Total funding available under this program area is \$15,000. Applicants may propose program/project budgets up to \$15,000

**Eligible Neighborhood(s):** Current Community Benefit Districts/Business Improvement Districts

**Scope of Work:** OEWD is seeking proposals from existing Community Benefit Districts (CBDs)/Business Improvement Districts (BIDs) to partner with OEWD to enhance and support existing Community Benefit Districts (CBDs). The purpose of this program area is to provide funding to existing CBDs 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.

OEWD is offering this funding as a matching grant to assist organizations in defraying costs, therefore leveraged funding is required.

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)
- Providing organizational structural support to assist in the implementation of a management plan or related initiative

**Minimum Qualifications:**

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

**Preferred Qualifications:**

- None.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Indicate how the CBD plans to maintain the proposal after the grant is exhausted and without City support.
- Explain why organizational support is necessary and how it will allow the CBD to better implement its management plan.

**Program Area D: Excelsior Storefront Improvement and Beautification**

**Anticipated Number of Grant Awards:** up to 1

**Amount:** Total funding available under this program area is \$100,000. Applicants may propose program/project budgets up to \$100,000

**Eligible Neighborhood(s):** Excelsior

**Scope of Work:** Open to both nonprofit and for-profit organizations

- Project Management of storefront and sidewalk improvement projects for design, permitting, construction administration, and close out of projects.
- Partner and work closely with City team, and neighborhood stakeholders and partners to implement projects.
- Outreach to small business owners about available resources.
- Facilitate meetings between business owners, designers, and contractors.
- Ensure project compliance with City codes and prevailing wage standards.
- Manage contractors to complete stages of the projects.
- Review completed work and reject nonconforming elements.
- Ensure timely completion of projects.
- Manage mini-grant reimbursement process.
- Connect businesses to related funding opportunities.

**Minimum Qualifications:**

- Applicants must be fully established nonprofit or for profit entities eligible to do business with the City and County of San Francisco
- List any prior experience in order to be a qualified applicant.
  - At least one year of experience with management of similar programs.
  - Experience working with small business owners, designers, contractors, and City permitting agencies.
  - Experience managing grant programs of similar scale to that which you are proposing.
- 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/PublicWorks/Contractor-Registration.html> for more information.

**Preferred Qualifications:**

- List any prior experience in order to be a qualified applicant.
  - Experience working in the Excelsior/Outer Mission neighborhoods

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Please share examples of similar projects worked on and completed. Outline the process to complete the project, steps take to address challenges and how successes were celebrated. Include before and after photos of the projects.

## **Program Area E: Calle 24 Latino Cultural District Director**

**Anticipated Number of Awards:** up to 1

**Amount:** Total funding available under this program area is \$100,000. Applicants may propose budgets up to \$100,000

**Eligible Neighborhood(s):** Mission

**Scope of Work:** OEWD is seeking proposals for a nonprofit organization to partner with OEWD to support the management of Calle 24 Latino Cultural District staff, activities and organizational structure.

The vision for the future of the Calle 24 Commercial Corridor is that it will be an economically vibrant community that is inclusive of diverse income households, businesses and institutions that preserve the cultural and historic integrity of the neighborhood commercial district.

OEWD recognizes that in order to realize this vision the work must be community-led with a strong private-public partnership. OEWD is seeking proposals from nonprofit organizations to partner with OEWD to hire a director for the Calle 24 Latino Cultural District.

A strong proposal shall demonstrate:

- Knowledge of Calle 24 Cultural District Council structure
- Calle 24 Latino Cultural District priorities and activities including the economic development strategy for the area
- Demonstrate a supportive structure that will guide and support the director

It shall also include a detailed description of the competitive recruitment and hiring process, proposed supervisory and communication structure that will oversee the overall direction, coordination, implementation, execution, control and completion of specific projects within established deadlines and ensure consistency with the Invest In Neighborhoods commercial corridor strategy, commitments and goals.

The budget may reflect compensation for the position as well as operational activities.

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

- Assist in developing a sustainable organizational structure
- Oversee management of office, staff and/or contractors
- Oversee grants and ensure timely reporting and manage funds including invoicing and payments
- Manage communication between parties: grantor, Calle 24 Latino Cultural District Council, staff, contractors, community partners
- Maintain communication and report to Calle 24 Latino Cultural District Council, OEWD and other grant partners
- Communicate organizational activities, milestones, accomplishments and areas of concern or need for strengthening
- Ensure activities are aligned with Calle 24 Latino Cultural District priorities
- Apply for grants to support organizational goals and activities

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- List prior experience in order to be a qualified applicant.
  - A track record of success working in the Mission neighborhood
  - Experience partnering with businesses, nonprofits, residents and the City to implement cultural and/or economic development strategies.

**Preferred Qualifications:**

- None.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Please describe how your general organizational structure will support the supervision and training of staff under this grant.
- Describe how you will conduct your search, recruitment and hiring for a cultural district director
- Describe accomplishments and successes working within the Calle 24 Latino Cultural District.
- Describe your experience partnering with businesses, nonprofits, residents and the City to implement cultural and/or economic development strategies.

**Program Area F: Mission Street and Cultural District Marketing Services**

**Anticipated Number of Awards:** up to 1

**Amount:** Total funding available under this program area is \$80,000. Applicants may propose budgets up to \$80,000 for the staffing as well as program activities.

**Eligible Neighborhood(s):** Mission

**Scope of Work:** OEWD is seeking proposals for a nonprofit organization to partner with OEWD to market activities which support small businesses within the Mission District with a focus on Mission Street.

The Mission Action Plan 2020 Economic Development goal is to stem the loss of and promote community businesses that serve low to moderate income households. OEWD recognizes that in order to realize this goal, the work must be community-led with a strong private-public partnership. OEWD is seeking proposals for a nonprofit organization to partner with OEWD to implement a marketing strategy to support small businesses and cultural activities within the area.

A strong proposal shall demonstrate:

- Knowledge of Mission Action Plan 2020
- Knowledge and successful implementation of economic development activities in the Mission
- Demonstrate a supportive structure that will guide and support consultant/s to conduct the work

The budget may reflect compensation for consultants and staff, as well as programmatic activities.

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



- Develop a 12 month marketing plan for the area that includes business activation activities, social media promotion, Mission Street corridor events
- Work with community partners, businesses and cultural institutions that produce activities that can support marketing of the Mission District
- Oversee contracts and consultants to ensure timely reporting and manage funds including invoicing and payments
- Maintain communication and report to OEWD and partners
- Communicate organizational activities, milestones, accomplishments and areas of concern or need for strengthening
- Ensure activities are aligned with Calle 24 Latino Cultural District and Mission Action Plan Economic Development priorities

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- List prior experience in order to be a qualified applicant.
  - A track record of success working in the Mission neighborhood
  - Experience partnering with businesses, nonprofits, residents and the City to implement cultural and/or economic development strategies.

**Preferred Qualifications:**

- None.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Describe proposed indicators or format which will be used to monitor consultant work and progress
- Describe potential activities for marketing campaign
- Describe accomplishments and successes in supporting marketing activities and small businesses within the Mission District
- Describe your experience partnering with businesses, nonprofits, residents and the City to implement cultural and/or economic development strategies within the Mission District.

**Program Area G: Calle 24 Latino Cultural District Small Business & Marketing Support**

**Anticipated Number of Awards:** up to 1

**Amount:** Total funding available under this program area is \$100,000. Applicants may propose budgets up to \$100,000

**Eligible Neighborhood(s):** Mission

**Scope of Work:** OEWD is seeking proposals for a nonprofit organization to partner with OEWD to support marketing and small business activities along the Calle 24 commercial corridor from Bartlett to Potrero Avenue and within the Calle 24 Latino Cultural District.

The vision for the future of the Calle 24 Commercial Corridor is that it will be an economically vibrant community that is inclusive of diverse income households, businesses and institutions that preserve the cultural and historic integrity of the neighborhood commercial district.

OEWD recognizes that in order to realize this vision the work must be community-led with a strong private-public partnership. OEWD is seeking proposals for a nonprofit organization to partner with OEWD to hire two part time staff or contractor positions to support small business and marketing activities within the Calle 24 commercial corridor from Bartlett to Potrero and within the Calle 24 Latino Cultural District.

A strong proposal shall demonstrate:

- Knowledge of Calle 24 corridor marketing and small business needs, as well as economic development priorities
- Demonstrate a supportive management structure with the capacity to support part time staff positions or contractors, compensate, supervise, and report on grant deliverables.

It shall also include a detailed description of the proposed supervisory and communication structure that will oversee the overall direction, coordination, implementation, execution, control and completion of specific projects within established deadlines and ensure consistency with the OEWD commercial corridor strategy, commitments and goals.

The budget may reflect compensation for the position as well as operational and potential project budget for commercial corridor activities.

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

Maintaining two part time staff or contractor positions for a business liaison and marketing specialist, with each being expected to work up to about 20-30 hours per week to implement economic development and marketing strategies.

Responsibilities for each position will include, but is not limited to the following activities:

**Business Liaison**

- Business sustainability, prioritize and deliver services to businesses that will strengthen them and increase their longevity in the corridor
- Conduct door to door business owner outreach
- Build relationships with business owners and understand needs
- Build relationships with property owners
- Connect City services to businesses based on needs
- Promote City programs and services to business owners and connect businesses with City programs and services as appropriate
- Provide businesses with referrals and follow up
- Track, monitor and document corridor activity, needs and implementation of services
- Follow up on businesses progress regarding services and referrals
- Develop and implement a district marketing campaign to promote neighborhood businesses and encourage customers to visit the business district.
- Assist in attracting neighborhood serving businesses that promote and strengthen the history and character of the neighborhood

- Support business sustainability, prioritize and deliver services to businesses that will strengthen them and increase their longevity in the corridor

**Marketing Specialist**

- Develop and implement a district marketing campaign to promote neighborhood-serving businesses and to increase customer visits and spending
- Management of social media platforms, information, posts, ad creative development
- Work with community organizations that conduct cultural programming to promote area events and activities
- Oversee webpage development, organization and content
- Manage calendar of activities for the Calle 24 Latino Cultural District
- Participate in and attend Latino Cultural District Council meetings and Arts and Culture committee meetings
- Act as a point of contact, communication and resource for corridor events and activities  
Coordinate with business liaison to engage businesses in marketing activities and events

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- List prior experience in order to be a qualified applicant.
  - A track record of success working in the Mission neighborhood
  - Experience partnering with businesses, nonprofits, residents and the City to implement small business support services and outreach.

**Preferred Qualifications:**

- None.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Please describe how your general organizational structure will support the supervision and training of staff under this grant.
- Describe how you plan to ensure that project tasks, goals and reporting requirements are met.
- Please describe knowledge of corridor small business needs and economic development priorities.
- Describe proposed approach and activities supporting businesses along the corridor
- Please describe anticipated partners to be engaged along the corridor for business outreach and marketing activities.
- Describe goals or desired accomplishments under the grant that would support the small business needs and economic development goals of the corridor.
- Please describe the proposed approach for marketing of the Calle 24 Latino Cultural District.
- Describe your experience partnering with businesses, nonprofits, residents and City to implement small business support services and outreach.
- Describe accomplishments and successes working within the Calle 24 Latino Cultural District.

**Program Area H: Chinatown Economic Development and Action Plan**

**Anticipated Number of Awards:** Up to 1

**Amount:** Total funding available under this program area is \$50,000. Applicants may propose program/project budgets up to \$50,000

**Eligible Neighborhood(s):** Chinatown

**Scope of Work:** Proposals are being sought by OEWD from nonprofit organizations to partner with OEWD to enhance and renew existing strategies and action plans within the Greater Chinatown commercial district that spur economic activity, support existing businesses, attract new businesses, and generally improve the neighborhood vitality in Chinatown.

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

- Providing guidelines for economic development and action plans that center around Chinatown's unique character, needs and challenges
- Including local stakeholders and residents, merchant and family associations, business and property owners, and community-based organizations in establishing the Chinatown Economic Development and Action Plan
- Conducting outreach, surveys and research to compile a draft report with proposed actions and associated timelines
- Utilizing linguistically- and culturally-appropriate tools and resources in association with developing strategies and implementing action plans

**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 and neighborhood strategies in the area
- Experience administering city-funded economic and/or workforce development programs
- Established relationships with local stakeholders and residents, merchant and family associations, business and property owners

**Preferred Qualifications:**

- Qualified staff with knowledge of community development and organizing

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- What experience does your organization have establishing economic development 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 and number of year(s) that the project spanned, and the funding source(s).

- Provide a list of local stakeholders, merchant and family associations, business and property owners with which your organization has established relationships.

**Program Area I: Small Business Resiliency Fund**

**Anticipated Number of Awards:** up to 2

**Amount:** Total funding available under this program area is \$300,000. Applicants may propose program/project budgets up to \$300,000.

**Eligible Neighborhood(s):** All Neighborhoods City-wide

**Scope of Work:** OEWD values the contribution of small businesses to the vibrancy of the City and economic well-being of our neighborhoods. OEWD is seeking proposals from nonprofit organizations to partner with OEWD in the administration of small business grant funds that supports independently-owned and operated small businesses. The goal of the fund is to provide immediate financial assistance and resources to business owners in the wake of a fire disaster or to businesses that have been identified by OEWD for stabilization support. Grants may cover eligible, unmet rehabilitation, repair, replacement and mitigation needs or projects that will increase sales, increase foot traffic, and retain and create jobs. The program will make a conscious effort to reach business owners from historically disenfranchised communities.

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

- Coordinate the disbursement of grant funds to participating small business owners
- Keep detailed records of applications and disbursements
- Provide the appropriate tax documentation to the business owners
- Work collaboratively with OEWD to assist business owners in navigating other municipal resources that are available for business stabilization

Proposed budgets from Applicants may allocate a maximum of \$40,000 for administering the Small Business Resiliency Fund with the remaining allocation being utilized for direct grants to qualified small businesses.

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- At least three years of experience conducting similar programs
- 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/PublicWorks/Contractor-Registration.html> for more information.

**Preferred Qualifications:**

- A history of performing services in partnership with the City and County of San Francisco as part of an ongoing economic or workforce development strategy.
- A strong proposal shall demonstrate proper resources and a competitive fee structure to perform the services.

**Program Area J: Tenderloin Public Programming Projects**

**Anticipated Number of Awards:** up to 3

**Amount:** Total funding available under this program area is \$50,000. Applicants may propose program/project budgets up to \$50,000.

**Eligible Neighborhood(s):** Tenderloin

**Scope of Work:** OEWD is seeking proposals from nonprofit organizations to partner with OEWD to develop public programming projects that engage and celebrate the Tenderloin as a center of culture.

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

- Produce work that involves / honors the Tenderloin neighborhood's low-income community, and reflects the neighborhood's history as a center of culture. This may include creating physical records of the neighborhood's cultural history, as well as producing live performances or other public programming in the neighborhood that is open and accessible to the neighborhood's low-income community, including outdoors in public spaces like United Nations Plaza
- Promote the history and character of the neighborhood as a center of culture by offering educational or artistic activities
- Educate a diverse audience about the significance of the neighborhood and its cultural centers / gathering places
- Activate and engage diverse users of the Central Market / Tenderloin neighborhood, including youth and the unhoused or marginally housed / those transitioning out of homelessness

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Applicants must be headquartered in the Central Market / Tenderloin
- Applicants must demonstrate a strong track record of providing public programming in the Tenderloin and/or San Francisco
- Applicants must develop a budget for the proposed project that includes leveraged, private funding

**Preferred Qualifications:**

- Demonstrate extensive experience in developing and delivering public programming in the Central Market / Tenderloin
- No prior OEWD grant-funded programming in the prior 24-36 months

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Provide details regarding previous experience in developing and delivering public programming in the Central Market/Tenderloin
- Has your organization previously received grant funds from OEWD for programming? If so, what were the grant begin and end dates for the most recent OEWD grant award?

**Program Area K: Bayview Corridor Management & Façade Improvements**

**Anticipated Number of Awards:** Up to 1

**Amount:** Total funding available under this program area is \$300,000. Applicants may propose program/project budgets up to \$300,000

**Eligible Neighborhood(s):** Bayview

**Scope of Work:** OEWD is seeking proposals from nonprofit organizations to partner with OEWD to support the Bayview business community. Applicants for this program area must be capable of working with a diverse mix of businesses and cultural facilities to meet the daily and entertainment needs of the Bayview neighborhood through unique, quality products and economic revitalization support to the Third Street commercial corridor from Evans Street to Jamestown Avenue.

**Corridor Management**

- Hire business outreach specialist who will support economic development efforts of the Third Street commercial corridor (from Evans Ave to Jamestown Ave); and help Implement Third Street Action Plan.
- Develop and implement merchant engagement strategies.
- Manage business attraction and retention activities for the corridor.
- Conduct monthly corridor outreach and door-to-door visits to businesses and community institutions within the Third Street corridor; and provide monthly summaries of corridor activity including: outreach progress, services, outcomes, challenges and needs.
- Maintain relationships with businesses, property owners, community institutions, City agencies and partners.
- Develop and implement a community-driven business attraction and retention strategy for Third Street.
- Cultivate a diverse Bayview Business Steering committee to support with community engagement related to economic revitalization of Third Street.
- Track, monitor and document corridor activity, needs and implementation of services; ensure timely submission of progress reports; and maintain regular communication with OEWD point person.

**Minor Façade Improvements**

- Project Management of storefront and sidewalk improvement projects for design, permitting, construction administration, and close out of projects.
- Monthly outreach to small business owners about available façade improvement resources.
- Facilitate meetings between business owners, designers, and contractors.
- Manage subcontractors to complete segments of the projects and move the team through completion.

- Partner and work closely with City team, and Bayview stakeholders and partners to implement projects.
- Ensure project compliance with City codes and prevailing wage standards.
- Ensure timely completion of projects.
- Review completed work and reject non-conforming elements.
- Manage mini-grant reimbursement process.
- Connect businesses to related funding opportunities

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- At least one year of experience with management of similar programs and projects.
- Experience working with small business owners, designers, contractors, and City permitting agencies.
- Feasible and efficient grant management & budgeting
- 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/PublicWorks/Contractor-Registration.html> for more information.

**Preferred Qualifications:**

- Experience providing resources for all Third Street small businesses along the corridor connecting them with available services, funding, programs and opportunities to engage in events and improvement activities.
- Experience managing grant programs of similar scale.
- Proven track record implementing Third Street economic development, conducting merchant engagement, business attraction, and working together with the neighborhood steering committee.

**Supplementary Questions and Requirements:**

- Please share examples of similar projects worked on and completed. Outline the process to complete the project, steps take to address challenges and how successes were celebrated.

**Program Area L: Bayview-Hunters Point Cultural District Community Engagement**

**Anticipated Number of Awards:** up to 1

**Amount:** Total funding available under this program area is \$50,000. Applicants may propose program/project budgets up to \$50,000

**Eligible Neighborhood(s):** Bayview



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

- Partner with an existing community-based working group formed around the pursuit of a cultural district
- Hire a consultant to support cultural districts creation of community engagement process.
- Develop the creation of a vision, mission and strategy for the African-American Arts & Cultural District and articulate community's vision to preserve cultural heritage within Bayview- Hunters Point
- Develop Cultural district strategies to inform city investments and guide the community in seeking additional resources and partnerships
- Prioritized community needs, services, aspirations based on community's cultural vision and articulate results in the form of a Cultural District Plan
- Create a system for full community engagement process
- Development of communication tool to engage with funders, supporters and partners
- Compile community input, conduct interviews, compile neighborhood background produce report with strategies
- Implement the African-American Arts & Cultural District community strategies based on the working group and other community recommendations

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Have evidence of support from a cultural district community-based working group
- Established partnership with Cultural District steering committee/working group to lead and advise on the process for a cultural strategy
- Steering committee/working group members must be a diverse group of Bayview-Hunters Point stakeholders which provide representation for cultural assets, programs and organizations within the proposed cultural district area.

**Preferred Qualifications:**

- Have experience in cross departmental coordination between OEWD, Planning, MOHCD as well as other departments.
- Experience administering city grants.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- How do you plan on streamlining the community engagement process and strategy development?
- Is there an established Cultural District steering committee/working group which can lead the development of cultural strategies and implement those cultural strategies? If so, provide a list of the members on your steering committee/working group along with their affiliations and what segment of the neighborhood they represent (e.g. business owner, resident, nonprofit, African American population, Asian population, etc.).
- Provide a letter of support from a cultural district community-based working group with the RFP 209 application submission

**Program Area M: Healthy Retail SF Community Engagement**

**Anticipated Number of Awards:** Up to 2

**Amount:** Total funding available under this program area is \$50,000. Applicants may propose program/project budgets up to \$25,000 each.

**Eligible Neighborhood(s):** Bayview, Central Market/Tenderloin

**Scope of Work:** OEWD is seeking proposals for a nonprofit organization to collaborate with both the OEWD and the San Francisco Department of Public Health. This collaboration provides store redesigns to ensure corner stores have the opportunity and support needed to provide and promote healthier grocery options to residents such as fresh produce, low salt and sugar alternatives, etc.

- Work as part of a team which includes staff members from OEWD and the San Francisco Department of Public Health (SFDPH), along with community members, consultants, and Healthy Retail SF staff
- Lead community engagement efforts and create partnerships with community residents, local grocers and corner store owners, other merchants, and/or community-based organizations to create lasting, positive change.
- Attend all relevant outreach sessions, planning meetings, and trainings
- Complete community engagement interventions chosen by the businesses participating in the Healthy Retail SF program, which may include: conducting customer surveys, completing store assessments, creating and distributing marketing materials, improving social media presence, and organizing/participating in community events.
- Utilize community feedback and recommendations to inform store redesign processes
- Coordinate quarterly workgroup meetings with neighborhood-wide partners to develop coordinated community strategy for healthy retail aligned with OEWD's and SFDPH's implementation of the Healthy Food Retailer Ordinance
- Document progress through ongoing reports cards and provide input into yearly the Store Individual Development Plan (IDP) and monitoring of any additional requirements specifically identified in the IDP
- Implement effective community engagement model, including essential steps and tools, to support healthy food retail redesigns including:
  - Training community food advocates
  - Neighborhood assessments of retail environment
  - Customer surveys
  - Distributing materials and supplies
  - Informational campaign (i.e. media, community event, fliers etc.) to promote store redesign in the community, and drive demand for produce and healthy products in the newly designed store
- Plan and host grand re-opening or other events for newly redesigned stores

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- At least one year of experience with management of similar programs and projects.
- 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/PublicWorks/Contractor-Registration.html> for more information.

**Preferred Qualifications:**

- Experience analyzing survey results and compiling reports and outlining the needs that the community expresses.
- Experience ordering the appropriate products based on assessments
- Experience advocating, promoting and driving demand for healthier food in San Francisco's most underserved neighborhoods
- Proven track record implementing community engagement interventions and working together with underserved neighborhoods.
- Experience planning and hosting stakeholder engagement, business promotion, grant opening or re-opening and other business attraction and support events

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Why are you interested in working with Healthy Retail SF?
- Have you worked on a corner store redesign before? If so,
  - What is one thing that you would do differently, or what is one aspect of the store redesign that you would like to see improved?
  - What did you do to market the stores? What ways worked best?
  - If not, please share examples of similar projects worked on and completed. Outline the process to complete the project, steps take to address challenges and how successes were celebrated.
- What community engagement interventions (conducting customer surveys, creating marketing materials like fliers or door hangers, outreaching to community members, or organizing events, etc.) do you feel most skilled at, and why?
- What experience does your organization have in planning and hosting events?

**Program Area N: Citywide Public Space Management Entity**

**Anticipated Number of Awards:** Up to 1

**Amount:** Total funding available under this program area is \$400,000. Applicants may propose project budgets up to \$400,000

**Scope of Work:** OEWD is seeking proposals from nonprofit organizations to incubate a new Citywide Public Space Management Entity that will act as an intermediary, partnering with government agencies and community stakeholders to improve and manage a variety of public spaces across the City. The purpose of this new entity, whose need is documented in the recent OEWD report, San Francisco Public Space Management Study

(<http://oewd.org/sites/default/files/Invest%20In%20Neighborhoods/FINAL%20-%20Conservancy%20Report%20compressed.pdf>), is to create capacity and institutional expertise to provide a more equitable distribution of services to public spaces in neighborhoods across the City.

A strong proposal will develop a plan for an entity that may provide the following types of services for or with local groups concerned about specific places:

- Cleaning and safety services including litter abatement, maintenance and ambassadors, with particular focus on workforce development partnerships to provide these services.
- Activation services including programming, events, and promotions.
- Public space improvement project planning, fundraising, and implementation, and evaluation.
- Administrative services (i.e. fiscal sponsorship, grant management, executive and administrative staffing, insurance, subcontracting, fundraising).
- Coordinate with or provide guidance to community partners regarding the implementation of a space management plan

The Scope of Work for the selected organization in this program area will include, but is not limited to, the completion of core components of a three-year strategic plan and budget that includes an equity framework, services plan and fee structure, governance plan and revenue generating model; pilot project development, implementation and evaluation; vendor development; and client development.

**Minimum Qualifications:**

- Applicants must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco and must have a:
- Track record of providing shared services to community-based groups.
- Track record in working in multiple place types and multiple space locations across San Francisco.
- Track record in working with multiple jurisdictions and agencies that own public spaces.
- Track record in fundraising for both programming and improvement projects.
- Track record of partnering with community-based groups and securing community consensus for project direction, including in high-risk communities and communities of color.
- Ability to meaningfully integrate an equity framework in staffing, program design and delivery, and evaluation.
- Track record of effectively completed projects with budgets over \$100,000.
- Track record of working with a variety of vendors around public space programming and administrative services.
- Ten years of doing business in San Francisco and contracting with the City and County of San Francisco.
- Applications to this program area of RFP 209 cannot apply as a fiscal sponsor on behalf of another nonprofit—Lead Applicants must also be the Program/Project Lead organization.
- 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/PublicWorks/Contractor-Registration.html> for more information.

**Preferred Qualifications:**

- Executive leadership and a team in place with applicable experience to develop a public space management Strategic Plan and implement Pilot Program.
- Organization’s mission aligns with a citywide public space management entity.
- A governing board that supports creating the entity.
- Ten years previous experience building community support and implementing neighborhood improvement projects, including in high-risk communities and communities of color in San Francisco.
- Shared administrative services, activation and improvement projects delivered at multiple public spaces.
- Fundraising campaigns active and completed for shared administrative services, activation and improvement projects.
- Monitoring and evaluation frameworks to assess efficacy of programs and projects.
- A vision for how the proposed entity can expand positive activities, create safer spaces, support existing businesses, improve physical conditions, cleanliness and quality of life, and build community capacity within the city.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Does your organization have ten or more years doing business in San Francisco and contracting with the City and County of San Francisco?
- Is your organization applying to this program area of RFP 209 as a fiscal sponsor on behalf of another nonprofit? As outlined in the Minimum Qualifications, Applications to this program area of RFP 209 cannot apply as a fiscal sponsor on behalf of another nonprofit—Lead Applicants must also be the Program/Project Lead organization.
- What is your organization’s vision for how the proposed entity can expand positive activities, create safer spaces, support existing businesses, improve physical conditions, cleanliness and quality of life, and build community capacity within the city?
- How does the entity fit within your organization’s mission and Strategic Plan? Does your governance board support the incubation of the entity?
- How has your organization delivered past and current efforts to provide shared administrative services, activation and improvement projects to a public space or multiple public spaces?
- How has your organization worked with multiple jurisdictions and agencies that own public spaces?
- How has your organization delivered past and current fundraising campaigns for shared administrative services, activation, programming and improvement projects?
- Please provide examples of partnerships with community-based groups, building community support and securing community consensus for project direction and implementing neighborhood improvement projects, including in high-risk communities and communities of color.
- Has your organization effectively completed projects with budgets over \$100,000? Please describe.
- How has your organization integrated monitoring and evaluation frameworks to assess efficacy of programs and projects?
- How has your organization engaged vendors and consultants to complete projects effectively? Please provide examples.

- Does your organization have executive leadership and a team in place with applicable experience to develop a public space management Strategic Plan and implement Pilot Program?
- How has your organization meaningfully integrated an equity framework in staffing, program design, and delivery, and evaluation?
- How will your organization's equity framework be incubated into the entity, and how will your organization integrate that framework in your approach to staffing, program design and delivery, and evaluation?

**Program Area O: District 1 Merchant Capacity Building**

**Anticipated Number of Awards:** 1 or more

**Amount:** Total amount of funding available under this program area is \$30,000. Applicants may propose project budgets up to \$30,000

**Scope of Work:** OEWD is seeking proposals from nonprofit organizations to support merchant association-focused projects in the District 1 neighborhood commercial corridors on Geary Blvd, Clement Street and Balboa Street 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 nonprofit organization lead applicant to provide support and work closely with merchant associations in this program area which may include, but is not limited to the following:

- Engaging non-English speaking merchants through outreach and promotions to encourage their participation.
- Branding or marketing campaigns. e.g., website upgrades, 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.
- Physical and business operations improvements. e.g., public art installations, neighborhood landmarks, outdoor furniture and amenities, lighting installations, equipment, tools.

**Minimum Qualifications:**

- Applicants must:
  - Be fully established nonprofit entities eligible to do business with the City and County of San Francisco.
  - Have experience supporting merchant and neighborhood associations with neighborhood commercial corridor through outreach and branding.
  - 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/prevailing-wage> and

<https://www.dir.ca.gov/PublicWorks/Contractor-Registration.html> for more information.

**Preferred Qualifications:**

Proposals submitted in response to this program area should:

- Support existing neighborhood commercial district strategies
- Spur economic activities, support existing businesses, improve physical conditions, improve quality of life, or build merchant or neighborhood association capacity
- Supported by local residents, merchants and property owners
- Previous organizational experience in building merchant or neighborhood association capacity with neighborhood commercial corridor outreach, branding and events.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Provide detailed information on what familiarity your organization has with the District, including existing merchant or neighborhood association populations, City agency jurisdictions, institutions, and community stakeholders.
- What previous experience does your organization have in building merchant or neighborhood association capacity with neighborhood commercial corridor outreach and branding? In addition to any other details, include a list of 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.
- 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 merchant association community capacity within the Commercial District?
- Is the proposed project supported by local merchant?

**Program Area P: Small Business Needs Assessment**

**Anticipated Number of Awards:** Up to 1

**Amount:** Total amount of funding available under this program area is \$75,000. Applicants may propose program/project budgets up to \$75,000

**Eligible Neighborhood(s):** Citywide

**Scope of Work:** OEWD is seeking proposals for a nonprofit or for profit entity demonstrating successful experience in providing economic consulting services to conduct a small business needs assessment with updated data and conduct a deeper analysis that sheds light on the effectiveness of OEWD's services, investments and programmatic impact on small businesses; and identifies gaps in services and needed investments for businesses and business districts.

The study will inform our strategy for local and federal funding and intra-agency coordination for small business support services. The questions we would like the study to address are:

1. What is OEWD doing to support small businesses?
2. What's working/not working?
3. Are we serving the small business community needs?
4. How should we programmatically implement the recommendations from OEWD's 2017 retail study related to the national changing face of retail and its impacts locally?
5. What unique challenges do women-owned businesses, minority-owned businesses, and low-income business owners face, and what can be done to help address these challenges?

The research study will use a mixed-methods approach to evaluate OEWD's small business programs. The method may include an analysis of public and proprietary data, survey, and focus groups. The data analysis should be conducted first and will help shape the survey questions and focus group sessions. Focus groups of diverse stakeholders who have both engaged and not engaged in City-sponsored programs will go deeper and fill in gaps where information is missing from the data and survey.

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

- Identification, mapping, and relationship of existing services to support small businesses and entrepreneurs at different stages of small business development from pre-startup to expansion and growth.
- Analysis of quantitative data collected and provided (service provider reporting, OpenSF public data, local and state revenue streams, and other sources), and recommendations on what we should collect in the future to conduct annual program and service evaluation.
- Stakeholder research/survey and statistical evaluation of the effectiveness of programs to serve small businesses and microenterprises (what do the numbers mean, how significant are they, and what do they imply about the ways the City could operate and improve?).
- Recommendations and opportunities to increase the efficiency, effectiveness, accessibility, and coordination of the programs funded and services provided with a focus on businesses that are owned by, employ, or serve low- to moderate- income persons.
- Inventory of effective tools other entities (i.e. Cities, States, Federal Government, Non-profits...etc.) are using to help address the unique challenges faced by women, minority, and low-wealth small business owners. Of these tools, what is OEWD actively using, and what should be adopted or enhanced?

The study should begin in January 2019. The completion of the study including recommendations should be done by August 2019 in time for the Community Development Block Grant (CDBG) Request For Proposals for FY2020-2025, which is scheduled around November 2019.

**Minimum Qualifications:**



- Applicants must be fully established nonprofit or for profit entities eligible to do business with the City and County of San Francisco
- At least three years of experience conducting similar studies surveying and researching concerning small businesses.
- Experience may include, but is not limited to, research and analysis of industries, markets and communities, as well as assistance with implementation of economic strategies and recommendations.
- Experience in one or more of the following topics:
  - o Economic development strategy
    - Analyzed neighborhood and/or regional economic composition and performance, the structure and competitiveness of an industry or industry clusters, or local factor conditions, or
    - Conducted surplus and leakage analysis
    - Developed an economic strategy that included all of the following: sector analysis, analysis of local factor conditions, and research on best practices in areas that may include small business development, local hiring, and procurement policy
    - Performed quantitative or qualitative market research in neighborhoods to inform economic development strategy recommendations;
    - Performed follow-up activities to either (1) implement the recommended programs and strategies resulting from the tasks listed above, including but not limited to the development of marketing strategies
  - o Economic research
    - Prepared and implemented survey or interview research designs concerning business and consumer behavior, or
    - Performed econometric analysis of statistical data related to urban policy issues.
  - o Fiscal analysis
    - Performed professional and technical analysis in analyzing and forming revenue forecasts at local and state levels. The sources of revenue streams may include property taxes, sales taxes, income taxes, bond issuance, or any other types of public financing mechanisms, or
    - Compiled and analyzed employment data at both macro and detailed industry levels and produced employment projections based on trend as well as statistical analysis.
  - o Small Business Program evaluation
    - Assessed and evaluated business assistance programs
    - Conducted impact evaluation
    - Performed stakeholder research that was used to inform the evaluation of a proposed business project or program.

**Preferred Qualifications:**

- Experience working with municipalities
- Experience working with similarly scoped study in the Bay Area in the last 5 years
- Staff (subcontractor staff) with diverse language and cultural competency

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Please share at least two examples of similar projects worked on and completed. Provide the scope, process and approach, staffing, outcomes, and timeline to complete similar scoped/size project.

# Business Development Programs

## Business Development Programs

### **Program Area Q: Food Security Expansion: General Operating Support**

**Amount:** Total funding available under this program area is \$1,000,000. Applicants may propose project budgets up to \$1,000,000 for a project term of two (2) years.

**Anticipated Number of Awards:** up to 1

**Scope of Work:** OEWD is seeking proposals from community-based nonprofit organizations engaged in the production and delivery of meals for seniors living below the federal poverty line. The qualifying organization shall be actively engaged in activities to expand meal production, should currently own one or more meal production facilities in San Francisco, and have acquired property in San Francisco within the past two years for the purpose of expansion.

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

Activities that maintain and foster meal production and meal delivery for senior residents in San Francisco. The funds would be available:

- For general operating support to maintain and expand meal production and delivery services for senior residents of San Francisco (May apply up to \$1,000,000)

#### **Minimum Qualifications:**

- Applicants must be San Francisco-based 501(c)(3) non-profit corporations registered with the Internal Revenue Service and must be in good standing with the State of California's Registry of Charitable Trusts.
- The majority of clients must live below the federal poverty guidelines established by the U.S. Department of Health and Human Services (<https://aspe.hhs.gov/poverty-guidelines>). Applicant must provide details on the demographics of their client pool under the Approach, Activities and Outcomes section of the application.
- Programs must include the production and delivery of meals for senior residents of San Francisco citywide, six days a week. Applicant should include a description of production and delivery in the Approach, Activities and Outcomes section of this application.
- Applicant must have acquired a property within the boundaries of the City and County of San Francisco within the previous, and submitted an application for Environmental Evaluation which describes expansion of a minimum 20,000 square feet for space for food production.
- General operations described in the project description include clear, substantive staff activities fostering an expansion of meal production facilities.
- Applicant has assembled a project team whose qualifications demonstrate capacity to effectively administer a facility expansion.

#### **Preferred Qualifications:**

None.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Deed of Trust for property acquired within the previous two years, located within the boundaries of the City and County of San Francisco, suitable for a meal production facility.
- Copy of an active or approved Environmental Evaluation application that describes expansion of a minimum 20,000 square feet for food production.

# Workforce Development Programs

## Workforce Development Programs

### **Program Area R: Young Adult Access Point – Young Adult Re-entry Workforce Services for Job Seekers in the Mission and/or Excelsior Districts**

**Anticipated Number of Awards:** 1

**Amount:** Total amount of funding available under this program area is \$125,000. Applicants may propose project budgets between \$75,000 - \$125,000 for 12 months to support 40-55 participants enrolled in workforce services

OEWD’s Young Adult Access Points (YAAPs) provide employment and education services, career exploration, job preparation workshops, and assistance with college/financial aid applications for transitional age youth (TAY) ages 17-24. Through a network of these Young Adult Access Points, OEWD seeks to leverage community assets and build upon existing programs, policies, tools, and services. The Young Adult Access Points’ employment services offer a variety of workforce, education, barrier-removal, and wrap-around supportive services to support young adults in achieving economic stability and general well-being. In addition to delivering a comprehensive menu of workforce services on-site, the YAAP serve as entry points into San Francisco’s larger public workforce and education systems.

**Scope of Work:** OEWD seeks through this RFP to fund a Re-entry Young Adult Access Point (YAAP) to provide work readiness and employment services for young adult jobseekers (ages 17-24) from the re-entry community residing in the Mission and/or Excelsior districts. The Re-entry YAAP will offer a variety of workforce, education, barrier-removal, and wrap-around supportive services to support young adults in achieving economic stability and general well-being. In addition to delivering a comprehensive menu of workforce services on-site, the YAAP will serve as an entry point into San Francisco’s larger public workforce and education systems.

The Re-entry YAAP will deliver or make accessible the comprehensive menu of Access Point services described below and must ensure that these services are tailored to the needs of re-entry young adults from the Mission and/or Excelsior districts.

<b>Performance Measures</b>	<b>OEWD Performance Goals</b>
Outreach and recruitment to unduplicated young adult re-entry job seekers from the Mission and Excelsior districts	70--85
Total participants enrolled in Young Adult Access Point workforce services	40-55
Placement of participants enrolled in workforce services that attain unsubsidized employment or post-secondary education/advanced sector training	65-75% of YAAP participants
Retention of participants enrolled in workforce services that are placed and retain employment or education/training (3 months after exit)	60% retention of all YAAP participants placed in unsubsidized employment or post-secondary education/advanced sector training

## **Re-entry Young Adult Access Point (YAAP) Program Required Service Activities**

Applicants for the Re-entry YAAP provider must address how the following services will be offered to participants as part of a comprehensive Workforce Program and as part of San Francisco's broader workforce system. Through a coordinated approach, all YAAP providers must deliver or make accessible the full range of services described below:

### **Participation in Young Adult Access Point Provider Network**

Applicants must be willing to participate in Young Adult Access Point Provider Network events, and other relevant trainings and events organized by OEWD and its partners. This will involve regular meetings, trainings, peer exchanges, networking with community-based organizations, and other activities to enhance service coordination and capacity.

In addition, collaborate with partners from the youth criminal justice system and re-entry focused community groups on outreach and recruitment efforts.

### **Outreach and Recruitment**

Outreach and recruitment services must enhance the general awareness of the workforce services available at Access Points and identify appropriate/eligible participants to be enrolled in workforce programs and services, including re-entry, in-school, out-of-school, low-income, unemployed and underemployed youth. Standard marketing tools such as brochures, social media, speakers, ads, and flyers should be utilized to attract individuals eligible for services to the Access Point and the broader workforce system. In addition, outreach and recruitment materials and strategies should be tailored to the Access Point's target population.

Outreach and recruitment should be Citywide but additional efforts should be implemented to recruit young adult re-entry residents from the Mission and/or Excelsior districts.

### **Information, Orientation and Assessment**

*Information:* Each Access Point must provide participants with information on employment opportunities and how to access the array of services offered by the Provider as well as those available through the larger public workforce system, including those made available by other workforce providers and Core Partners. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information on unemployment claims, eligibility for TANF employment activities, and financial aid assistance for training and education programs should also be provided. Information regarding supportive services, including childcare and transportation, must also be accessible. Information can be made available in a self-service resource room, through individualized referrals, and/or in group workshops. The Provider should, at minimum, maintain a self-service resource room and a Job Board with information on job leads and openings.

Additionally, the Young Adult Access Point must support youth in achieving their educational goals, to ensure they are building foundations that will allow them to achieve their maximum

earning potential. This can mean providing information on or making services accessible through guided referral for the following:

- Tutoring, study skills and education retention strategies.
- Alternative secondary school services.
- Employment opportunities that are directly linked to academic and occupational learning that may include: summer employment, paid and unpaid work experiences, internships, job shadowing, project or work-based learning, service learning On-the-Job Training opportunities.
- Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster.
- Leadership development opportunities, community services and peer-centered activities.
- Adult mentoring.
- Entrepreneurial skills training.
- Activities that help youth prepare for and transition to post-secondary education and training.

*Orientation:* Each Access Point must provide orientations to the full array of services and activities available through all Access Points and the larger workforce system, including those provided by other agencies and organizations. Information should be provided on how to access these services, as well as eligibility and expectations for successful program participation. Orientations should take place at the Access Point and at Young Adult Re-entry community partner sites. Sessions can occur regularly in a group workshop format or take place individually as part of intake as appropriate to the Access Point. Outreach materials should include the Orientation dates, if scheduled.

*Assessment:* Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals. Assessment also identifies barriers to employment that are relevant to the individual participant and any needed supportive services are identified during the assessment process. Assessment helps determine the incoming participants' eligibility and appropriateness for required and optional workforce programs and supportive services.

*Enrollment:* Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the provider must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the provider and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

## **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:* The Access Point must develop Individual Service Strategies (ISS) that, at a minimum, (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify any barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve his/her employment or educational goals, including providing information on supportive services, eligible providers of training services, Sector Workforce Programs, and career pathways to attain career objectives.

*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/advanced educational services and employment/advanced educational retention.

### **Work (Job) Job Readiness Training (JRT)**

Young Adult Access Point JRT services must be designed to introduce participants to the workforce, build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job-seekers for employment. JRT should motivate job seekers to address their identified employment barriers; be relevant and customized to the learning needs of the individual or target population (and be delivered in a culturally competent and culturally sensitive manner). Curriculum should include career exploration, particularly within the City's four largest sectors (Construction, Health Care, Hospitality and Technology).

Graduates should have developed a workforce related skill, developed an Individual Service Strategy (ISS) that highlights career or educational goals and has help participants successfully remove an employment barrier.

### **Business Services**

Young Adult Access Point programs must work with OEWD and its Business Services Coordinator to broker and develop relationships with industry 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. Each Access Point must engage businesses in ways that enhance the quality of workforce service delivery and develop job opportunities for its targeted job-seeker population.

### **Job Search, Employment and Retention Services**

Young Adult Access Point must provide job-ready participants with job search, employment, and retention services that help them find and secure employment, assess their progress, and determine need for additional services to help them adjust to their new work environment. Job-seekers who enter the Access Point with limited barriers to employment may be prepared to advance directly to job search



services upon enrollment. The intensity of job search, employment, and retention services will depend upon the assessed job-seeker's individual needs and priorities.

*Job Search and Employment:* Job search services prepare jobseekers to conduct an effective job search, and make them aware of available employment opportunities as they conduct their searches. Each Access Point must provide a variety of job search services, inclusive of but not limited to the following:

- Provide information and assistance regarding job search strategies, resume development, and interviewing techniques, including individual and small group counseling and coaching.
- Provide computer access and assistance to support the job search.
- Develop and maintain employer relationships and generate employment leads.
- Coordinate with OEWD Business Services staff/providers to leverage employer relationships (in particular with large, regional employers), first-source local hiring agreements, on-the-job training opportunities, hiring tax credits, federal bonding program services, and other business service strategies to maximize employment opportunities.
- In coordination with Business Services staff/providers, host career and hiring fairs, and schedule space at the Access Point for one-on-one and/or group job interviews.

Connecting job-seekers to viable employment opportunities is a key responsibility of the Access Point and its staff. Each Access Point must market job-seekers to local employers and facilitate the application and hiring process to the extent feasible. The Access Points must maintain rosters of referral-ready participants who can quickly be contacted when appropriate employment opportunities become available. The Access Points, with leadership provided by the CAP, must work with OEWD Business Services staff/providers to communicate the specifics of individuals' employment needs and abilities, and to refer appropriate clients in a timely way to Business Services staff and employers.

*Retention Services:* Each Access Point must track retention of a jobseeker in employment or vocational training for a year following exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Access Point must document retention of all participants receiving staff-assisted placement services 90 days following their exit from workforce services and/or programs 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. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or on-going barriers to employment, and provide reemployment services if the participant has quit or been terminated.

## **Reporting**

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

## **Minimum Qualifications:**

- Demonstrated success in providing workforce services to young adult re-entry participants from the Mission and/or Excelsior districts

- Demonstrated ability and experience in providing services to Re-entry Young Adults with an emphasis on workforce programming
- Demonstrated experience and success in placing Re-entry Young Adult participants into long-term employment and/or educational opportunities
- Applicant must have an established physical location within the City of San Francisco
- Applicant must be able to prioritize services to Re-entry Young Adults residing in San Francisco
- Applicant must have strong relationships with employer and educational partners to enhance participant employment and educational opportunities Applicant must demonstrate support and partnerships with Mission and/or Excelsior district community based organizations and San Francisco Juvenile and Adult Probation departments.

**Preferred Qualifications:**

- Established physical location in the Mission or Excelsior neighborhoods Demonstrated ability to leverage other services and resources to have a comprehensive workforce program model

**Supplementary Questions and Requirements**

Proposals for the Re-entry Young Adult Access Point should meet and address each of the following criteria, as appropriate, in the proposal:

- Clear understanding of the workforce needs of the Young Adult Re-entry community, with a specific focus on Mission and Excelsior district residents
- Demonstrated success providing youth-specific workforce development programming and/or youth programs
- Ability to propose and implement employment and educational attainment services for young adults from the criminal justice system
- Ability to address multiple barriers to employment, including inadequate/outdated vocational skills, limited English proficiency, low literacy and numeracy skills, limited digital literacy, involvement in the criminal justice system, mental or behavioral health issues, lack of CA Driver's License, lack of High School Diploma or G.E.D., and substance abuse issues.
- Demonstrated history of a minimum of 3 years' experience in placing young adult participants in unsubsidized employment or education
- Demonstrated success engaging private sector employers to provide unsubsidized job opportunities, work experience, or mentorship. Applicants should include a list of employer partners, specify partnership with that employer, and data on successful outcomes with each employer partner.
- Applicants should identify local education, training and business partners that are most appropriate to collaborate with for the target population. Additionally applicants should ensure their program design clearly demonstrates an emphasis on barrier removal, evidence of soft skill development, life skills, job readiness training, continued education, professional development, career goal planning, and direct placement services.
- Applicant must submit at least two (2) letters of support: one letter from a Mission and/or Excelsior community based organization and one from a San Francisco Probation department (Juvenile or Adult Probation)

**Program Area S: Adult Specialized Access Point –Trans and LGBTQ+ Workforce Services Citywide with an additional emphasis on job seekers in the Tenderloin and SOMA Neighborhoods**

**Anticipated Number of Awards: 1**

**Amount:** Total amount of funding available under this program area is \$160,000. Applicants may propose project budgets between \$130,000 - \$160,000 for 12 months to support 60-75 participants enrolled in workforce services

OEWD’s Specialized Access Points (SAPs) provides workforce development services that are customized to the needs and assets of a special population of work-ready job-seekers. Each SAP provides workforce development services that are customized to the needs and assets of a special population of job-seekers, accelerating their attainment of training, credentials, and unsubsidized employment.

**Scope of Work:** OEWD seeks through this RFP to fund a Trans and LGBTQ+ SAP to provide work readiness and employment services for jobseekers from the Trans and LGBTQ+ community with an emphasis on job seekers in the Tenderloin and SOMA. Trans and LGBTQ+ SAP will build upon existing programs, policies, tools, and services, including but not limited to counseling services, workshops, and employment assistance customized to and targeting the employment needs of jobseekers from this community.

Applicants will need to effectively collaborate with other service providers, including entities in the Tenderloin and SOMA district and Trans community groups to achieve close coordination of services. Funding preference will be given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources to enhance services of LGBTQ+ program participants.

The Trans and LGBTQ+ SAP must deliver the majority of workforce services at its own designated location, as well as provide informational sessions in the Tenderloin and SOMA district in order to spread awareness of SAP services. The Trans and LGBTQ+ SAP services must leverage existing relationships with organizations in the Tenderloin and SOMA to effectively and seamlessly serve the LGBTQ+ community, with an emphasis on Trans Job Seekers, residing in this district and throughout the City. In addition, applicant should coordinate with Trans community groups with a focus on outreach efforts and development of a robust workforce program model for the LGBTQ+ community.

Applicants should identify local education, training and business partners that are most appropriate to collaborate with for the target population. Additionally applicants should ensure their program design clearly demonstrates an emphasis on barrier removal, evidence of soft skill development, life skills, job readiness training, continued education, professional development, career goal planning, and direct placement services.

Performance Measures	OEWD Performance Goals
Citywide outreach and recruitment to unduplicated Trans and LGBTQ+ adult participants	80-100
Total participants enrolled in workforce services	60-75

Performance Measures	OEWD Performance Goals
Participants enrolled in Specialized Access Point Direct Placement Workforce Services (focus- placement in employment or post-secondary education/training)	35-40
Participants enrolled in Specialized Access Point Work (Job) Readiness Services (focus – job readiness classroom/and or workshop training that includes career exploration and elements to develop skills to enter the workforce)	25-35
Participants that successfully complete Work (Job) Readiness Training (JRT) classes or workshops that develop a workforce skill, successfully remove a barrier and complete an Individual Employment Plan to map out career or educational goals.	90% of JRT participants will successfully complete
Placement of participants enrolled in Direct Placement Workforce Services that attain unsubsidized employment or post-secondary education/advanced sector training	65-75% of SAP participants <i>*Priority on placements in employment</i>
Retention of participants enrolled in Direct Placement Workforce Services that are placed and retain employment or education/training (3 months after exit)	60-70% retention of all SAP participants placed in unsubsidized employment or post-secondary education/advanced sector training

**Specialized Access Point Program Required Service Activities**

Applicants for the Trans and LGBTQ+ SAP Provider must address how the following services will be offered to participants as part of a comprehensive Workforce Program and as part of San Francisco’s broader workforce system. Through a coordinated approach, all SAP 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 Access Point Provider Network events, and other relevant trainings and events organized by OEWD and its partners. This will involve regular meetings, trainings, peer exchanges, networking with community-based organizations, and other activities to enhance service coordination and capacity.

In addition, collaborate with Tenderloin and SOMA organizations and Trans community groups on developing a robust outreach plan and service delivery model.

**Outreach and Recruitment**

Outreach and recruitment services must enhance general awareness of the workforce services available at Access Points and identify appropriate/eligible participants to be enrolled in workforce programs and services, including low-income, unemployed, underemployed, and dislocated workers. Standard marketing tools such as brochures, speakers, ads, and flyers should be utilized to attract individuals eligible for services to the Access Point and the broader workforce system. In addition, outreach and

recruitment materials and strategies may be tailored to the Access Point's target population. Outreach and recruitment should be Citywide but additional efforts should be implemented to recruit Trans residents from the Tenderloin and SOMA neighborhoods.

### **Information, Orientation and Assessment**

*Information:* Each Access Point must provide participants with information on employment opportunities and how to access services within the Access Point and the larger public workforce system, including those made available by other workforce providers and Core Partners. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information on unemployment claims, eligibility for TANF employment activities, and financial aid assistance for training and education programs should also be provided.

*Orientation:* Each Access Point must provide orientations to the full array of services and activities available through all Access Points and the larger workforce system, including those provided by other agencies and organizations. Information should be provided on how to access these services, as well as eligibility and expectations for successful program participation. Orientations should take place at the Access Point and at LGBTQ+ community partner sites. Sessions can occur regularly in a group workshop format or take place individually as part of intake as appropriate to the Access Point. Outreach materials should include the Orientation dates, if scheduled.

*Assessment:* Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals. Assessment also identifies barriers to employment that are relevant to the individual participant and any needed supportive services are identified during the assessment process. Assessment helps determine the incoming participants' eligibility and appropriateness for required and optional workforce programs and supportive services.

### **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 employment and 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 of choice.

*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.

## **Work (Job) Job Readiness Training (JRT)**

SAP JRT services must be designed to introduce participants to the workforce, build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job-seekers for employment. JRT should motivate job seekers to address their identified employment barriers; be relevant and customized to the learning needs of the individual or target population (and be delivered in a culturally competent and culturally sensitive manner). Curriculum should include career exploration, particularly within the City's four largest sectors (Construction, Health Care, Hospitality and Technology).

Graduates should have developed a workforce related skill, developed an Individual Employment Plan (IEP) that highlights career or educational goals and has help participants successfully remove an employment barrier.

Provider should propose to OEWD elements of Job Readiness Training that most benefits the Trans and LGBTQ+ community. All JRT must curriculum must be approved by OEWD. SAP JRT for the program participants should be cohort-based through classroom settings or workshops to encourage peer-learning and support.

## **Business Services**

Hospitality OST programs must work with OEWD and its Business Services Coordinator to broker and develop relationships with industry 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. Each Access Point must engage businesses in ways that enhance the quality of workforce service delivery and develop job opportunities for its targeted job-seeker population.

## **Job Search, Employment and Retention Services**

Access Point must provide job-ready participants with job search, employment, and retention services that help them find and secure employment, assess their progress, and determine need for additional services to help them adjust to their new work environment. Job-seekers who enter the Access Point with limited barriers to employment may be prepared to advance directly to job search services upon enrollment. The intensity of job search, employment, and retention services will depend upon the assessed job-seeker's individual needs and priorities.

*Job Search and Employment:* Job search services prepare jobseekers to conduct an effective job search, and make them aware of available employment opportunities as they conduct their searches. Each Access Point must provide a variety of job search services, inclusive of but not limited to the following:

- Provide information and assistance regarding job search strategies, resume development, and interviewing techniques, including individual and small group counseling and coaching.
- Provide computer access and assistance to support the job search.
- Develop and maintain employer relationships and generate employment leads.
- Coordinate with OEWD Business Services staff/providers to leverage employer relationships (in particular with large, regional employers), first-source local hiring agreements, on-the-

- job training opportunities, hiring tax credits, federal bonding program services, and other business service strategies to maximize employment opportunities.
- In coordination with Business Services staff/providers, host career and hiring fairs, and schedule space at the Access Point for one-on-one and/or group job interviews.

Connecting job-seekers to viable employment opportunities is a key responsibility of the Access Point and its staff. Each Access Point must market job-seekers to local employers and facilitate the application and hiring process to the extent feasible. The Access Points must maintain rosters of referral-ready participants who can quickly be contacted when appropriate employment opportunities become available. The Access Points, with leadership provided by the CAP, must work with OEWD Business Services staff/providers to communicate the specifics of individuals' employment needs and abilities, and to refer appropriate clients in a timely way to Business Services staff and employers.

*Retention Services:* Each Access Point must track retention of a jobseeker in employment or vocational training for a year following exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Access Point must document retention of all participants receiving staff-assisted placement services 90 days following their exit from workforce services and/or programs 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. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or on-going barriers to employment, and provide reemployment services if the participant has quit or been terminated.

## **Reporting**

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

### **Minimum Qualifications:**

- Demonstrated ability and experience in recruiting and retaining LGBTQ+ individuals in workforce programming and provide appropriate program staffing
- Demonstrated experience and success in placing LGBTQ+ participants into long-term employment opportunities
- Applicant must have an established physical location within the City of San Francisco.
- Strong relationships with employer partners to enhance participant employment opportunities
- Must demonstrate support and partnerships with Tenderloin and South of Market Area (SOMA) community based organizations and Trans community groups.

### **Preferred Qualifications:**

- Demonstrated success in providing workforce services to the Trans and LGBTQ+ community
- Demonstrated ability to leverage other services and resources to have a comprehensive workforce program model
- Experience in providing peer and cohort based Trans and LGBTQ+ workforce services to local residents

**Supplementary Questions and Requirements:** Proposals for Specialized Access Point should meet and address each of the following criteria, as appropriate. Unless otherwise specified, this information should be included in the “Approach, Activities and Outcomes” section of the proposal:

- Clear understanding of the workforce needs of the LGBTQ community, with a specific focus on the needs of the Trans community
- Demonstrated success in providing employment services, employment barrier remediation and job readiness services to LGBTQ+ community entering the workforce
- Ability to implement a strong direct placement workforce service model that includes Job Readiness Training and direct connections to viable employment opportunities for the new and existing workforce
- Experience in providing peer-based LGBTQ+ workforce services to the community
- Ability to address multiple barriers to employment, including inadequate/outdated vocational skills, limited English proficiency, low literacy and numeracy skills, limited digital literacy, involvement in the criminal justice system, mental or behavioral health issues, and substance abuse issues.
- Demonstrated history of successful connection of participants to unsubsidized employment and development of placement and retention strategies
- Ability to lead targeted outreach efforts to the LGBTQ+ community citywide, through demonstrated partnerships with agencies serving LGBTQ+ residents. Applicant should be (or have existing relationships with) an organization serving Trans residents in the Tenderloin and SOMA neighborhoods
- Applicants should include a list of employer partners, specify the partnership with that employer, and provide data on successful outcomes with each employer partner. Depending on length, this list may be included in the body of the application or as a separate document (appendix) attached to the proposal.
- If Applicant is *not* located within the Tenderloin or South of Market Area neighborhoods and/or is not providing direct services to the Trans community, Applicant should submit one or more letters of support to demonstrate partnerships with the target entities, as appropriate. For example, if Applicant is located within the Tenderloin or SOMA neighborhoods but does not serve Trans residents, one letter of support is required from a Trans-serving community group. If Applicant is neither located within the target neighborhoods nor serving Trans residents, two letters of support are required – one from a Tenderloin or SOMA community organization and one from a Trans-serving community group. Letters of support should clearly describe the relationship between the entities, particularly regarding any collaborative efforts on delivering services to the Trans community in the Tenderloin/SOMA neighborhoods.

**Program Area T: Construction Sector Occupational Skills Training (OST) – CityBuild Academy and CityBuild-Gleneagles Training Provider**

**Anticipated Number of Awards:** 1 or more

**Amount:** Total funding available under this program area is \$325,000. Applicants may propose budgets up to \$325,000 for 12 months.

CityBuild is OEWD’s most established sector initiative, offering construction trainings which are operated in partnership with local community colleges, labor unions, apprenticeship programs, community-based organizations and construction contractors. CityBuild Academy (CBA) is an 18-week,



full-time, hands-on pre-apprenticeship construction training that prepares candidates to enter construction trade apprenticeship programs with union employers. CBA has established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry.

The Mayor's Pre-Apprenticeship Program at the Mario De La Torre Academy at Gleneagles Golf Course in Visitation Valley (also known as "CityBuild-Gleneagles") launched in January 2018. CityBuild-Gleneagles serves in-risk and at-risk disadvantaged job seekers by providing a tailored 8-week, 320-hour curriculum designed to prepare candidates for direct entry to union apprenticeship in construction or construction-related open space maintenance. The program hosts up to six 8-week cohorts per year, with up to 20 participants per training, who receive a training stipend through the Human Services Agency and other public and private partners.

**Scope of Work:** Through this RFP, OEWD seeks to fund a nonprofit organization that can partner with OEWD fully implement the AFL-CIO Building Trades Department's Multi-Craft Core Curriculum ("MC3") for CityBuild participants.

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

- Working with OEWD and CityBuild to administer the CityBuild Academy and CityBuild-Gleneagles training curricula Assisting OEWD in fully implementing the American Federation of Labor & Congress of Industrial Organizations (AFL-CIO) Building Trades Department's Multi-Craft Core Curriculum ("MC3") as a component of both training programs. Additional information on the MC3 can be found here: [https://www.efficiencycities.org/wp-content/uploads/062309/BCTD%20TriFold\\_v6.pdf](https://www.efficiencycities.org/wp-content/uploads/062309/BCTD%20TriFold_v6.pdf)
- Providing MC3-certified instructors to deliver training services to two 18-week CityBuild Academy cohorts and up to six 8-week CityBuild-Gleneagles cohorts per year
- Coordinating with jointly-administered apprenticeship programs to ensure that training modules meet direct entry and preferred entry requirements
- Providing feedback regarding candidate training performance to OEWD, CityBuild, and our community and labor partners

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Applicants must have at least five years of experience providing similar services to OEWD, CityBuild, or another Workforce Investment Board-affiliated pre-apprenticeship program in the nine-county Bay Area, as demonstrated by past Memoranda of Understanding (MOU) and/or other documentation.

**Preferred Qualifications:**

- Applicants should have the ability to assign at least one full-time MC3-certified training staff to provide services at each of the CityBuild Academy and CityBuild-Gleneagles classes for the duration of the cycles. This will require approximately 32 hours per week at Gleneagles and 40 hours per week at CityBuild Academy.
- Applicants should also indicate their ability to allow additional training service providers to substitute in to train specific modules as may be required by OEWD agreements with

apprenticeship programs or building trades training centers on an as-needed and to-be-determined basis

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Applicants must submit Memoranda of Understanding (MOU) and/or other documentation that confirms Applicant's five years or more of experience providing similar services to OEWD, CityBuild, or another Workforce Investment Board-affiliated pre-apprenticeship program in the nine-county Bay Area
- Applicants must submit proof of MC3 certification with their application.
- In addition, Applicants may also submit, though are not required to provide, one or more sample work products for the training materials they propose to utilize, letters of support from key partners, and any other documentation that demonstrates their qualification to provide these services.

#### **Program Area U: Driver's Education Program Pilot**

**Anticipated Number of Awards:** 1

**Amount:** Total funding available under this program area is \$150,000. Applicants may propose budgets up to \$150,000 for 12 months

OEWD is seeking to pilot a driver education and training program ("Program"). The Program will provide training to San Francisco residents enrolled in a City-sponsored workforce training and services. The initial funding for the Program will focus on helping San Francisco residents obtain a Commercial Class B license through the delivery of a comprehensive driver education and training that contains sufficient road training experience, and provide substantive job ready training, so trainees can transition into training-related employment.

In addition, the grantee will be expected to accumulate information and resources on how to obtain a Class C license and should be able to appropriately direct/refer individuals seeking those resources and information. The grantee may be asked to deliver similar services for individuals seeking to obtain Class C licenses, based on documented need and available funding.

The grantee will play a critical role in the planning, coordination and delivery of the driver education and training. Also, the grantee will play an important cross-referral role within San Francisco's workforce system. This includes conducting:

- Outreach and recruitment efforts to workforce system partners in order to receive referrals.
- Job-readiness training to ensure trainees are prepared to successfully transition into employment.
- Driver's education and training via classroom training and behind-the-wheel experience that will lead to obtaining a Class B license and the ability to operate various types of vehicles, including tow trucks, buses, delivery trucks, utility trucks and other vehicles requiring a Commercial Class B license.

Successful models will incorporate the components mentioned above, and the grantee must demonstrate how it will track and refer individuals seeking driver’s education Class C training. As well as, follow up with the referral to verify the individual connected to the referral agency/service.

**Scope of Work:** Grantee will provide a number of comprehensive skills and workforce training services for driver education and training that results in trainees obtaining a Commercial Class B license, with applicable nationally recognized certificates, and be prepared the trainees into transition into employment. The driver education and training services must be accessible by public transportation.

Grantee’s proposal should describe how it will conduct the following:

1. **Outreach and Recruitment:** Grantee must conduct outreach and recruitment that results in enrollment in a driver education and training program to obtain Commercial Class B license with applicable endorsements, as appropriate. The Grantee must have or propose a plan to develop formal processes and procedures for accepting referrals from other stakeholders in the workforce development system, especially individuals from Access Points, Human Services Agency workforce programs and affiliates, and Public Housing workforce programs.
2. **Skills Training:** The driver education and training must offer contextualized curriculum in adherence with Department of Motor Vehicles Driver Education requirements. The training must include and is not limited to classroom experience with video instruction, observation and preparation tips and skills, observation and substantial behind-the-wheel training, tutoring for endorsements, as applicable, driver training, preparation and passing of a driver examination to obtain commercial Class B license. In addition, training should include: Physical education training, basic computer skills, logistics and inventory control, Two-Way radio operations and professional communication, navigation software training and other training as needed.
3. **Job Readiness Training (JRT)** Grantee will provide job readiness training to address any barriers to employment the trainees may have. The JRT must be relevant and customized to the learning needs of the individuals or target population; and be delivered in a culturally competent manner. All job readiness training must follow an OEWD-approved job and workplace readiness curriculum, topics of which should include: communication and interpersonal skills, job search skills, job-seeker portfolio development (e.g., resume, applications, and online profiles), interview skills, professional work behavior and others.
4. **Employer Engagement Activities:** Grantee will work with OEWD Business Services Team and identified partners to conduct comprehensive employer engagement activities and strategies.

Performance Measures	OEWD Performance Goals
Assessments	50 candidates
Enrolled into Driver Education and Training	30 trainees
Complete the education and training program and obtain their Commercial Class B License	25 trainees
Placement into unsubsidized employment	90% of the trainees shall be placed into training related employment

**Minimum Qualifications:**

Grantees in their proposals must demonstrate the following:

- An understanding of and experience working with driver education and training programs. If the grantee proposes to conduct all the education and training in-house, then the grantee must provide a detailed training model and staff qualifications. If grantee will propose to subcontract a portion of the training, then the proposal must discuss what subcontractors will be used and the specific services the subcontractors will provide. Also, if the grantee plans to use Individual Training Accounts (ITAs), then the grantee must demonstrate it has the capacity to administer ITAs.
- Ability to propose and implement a service model with strong training job readiness and direct employment services for the new and existing workforce.
- Demonstrated history of successful connection of trainees to training-related employment.
- Strong and existing relationships with employers who hire individuals with Commercial Class B licenses, and capacity to conduct employer engagement.

**Preferred Qualifications:**

- Strong applications will describe historical partnership with existing connections to other OEWD sectors or workforce system providers.
- Demonstrated partnerships with truck driving companies, van/shuttle services, bus driving operators or any employers requiring Commercial Class B licenses.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

- Applicants should provide letters of support from at least five employers who require Commercial B licenses for employment.

**Program Area V: Advance Manufacturing Sector Bridge Program Pilot**

**Anticipated Number of Awards: 1**

**Amount:** Total funding available under this program area is \$300,000. Applicants may propose budgets up to \$300,000 for 12 months.

OEWD is seeking to pilot an Advance Manufacturing Sector Bridge Program (Sector Bridge) that delivers sector-contextualized foundational learning and career exploration training. The Sector Bridge Program will serve as a feeder to post-secondary education/degree, further industry-recognized sector training (resulting in stacked certifications), or unsubsidized sector-related employment. Successful models will incorporate academic and technical skills training, and work-based learning opportunities, so participants can build education credentials while learning skills and earning money.

The Sector Bridge Program grantee is responsible for participants' program completion and outcomes. In addition to skills training, the grantee must provide intensive support services through case management, barrier remediation, academic supports to ensure program retention and overall participant program success. Also, the Sector Bridge Program grantee must ensure participants are job-ready connect to sector-related unsubsidized employment, or academically prepared to enroll in post-secondary education degree, further industry-recognized sector training (resulting in stacked certifications).

**Scope of Work:** Through a coordinated approach, the Advance Manufacturing Sector Bridge Program Pilot grantee must deliver or make accessible the full range of participant services. All services must be customized to the advance manufacturing, sector as summarized below:

1. **Outreach and Recruitment** In coordination with other partners in the workforce system, the Sector Bridge Program 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 Bridge programs and services. Outreach efforts should target job-seekers with interest in the Advance Manufacturing industry and the grantee should provide sector-specific information on career pathways and workforce and training services.

2. **Information, Orientation, Assessment, and Enrollment**

*Orientation:* Orientations must provide an overview of the Advance Manufacturing sector and occupational career pathway information, and services and trainings provided through the Sector Bridge Program. Orientations will provide a clear process of referrals through the Sector Bridge Program and the next steps for assessment and enrollments.

*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. Sector-specific assessments are required to be implemented by Sector Bridge Program grantee in order to properly refer candidates to appropriate trainings/services. In addition, the grantee is 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 the Sector Bridge Program. Prior to enrollment the grantee must work with the prospective candidates to determine eligibility, complete required forms and conduct required assessments.

3. **Individual Planning and Case Management** These services are intended to ensure the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant.

*Individual Planning:* Grantees must work jointly with eligible program participants to develop Individual Employment Plans (IEPs). IEPs 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 and services provided under Sector Bridge Program Model.

*Case Management:* Case Management must incorporate individualized one-on-one engagement (group engagement strategies are also strongly recommended), and monitor participants' progress and assist them with any challenges in the pursuit of program completion, employment and employment retention.

4. **Information and Guided Referral Services**

*Information:* Information must be provided on how to access services within the Workforce Programs portfolio and the larger public workforce system. Information on sector employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. As well as, provide training and education program.

*Referral:* Referral services must be planned and operated in close collaboration with all providers that deliver services within and across the workforce system. Referrals to Workforce Programs must be coordinated for individuals who do not meet minimum qualifications for the Sector Bridge Program, as determined by the assessment process.

5. **Supportive Services** Supportive services necessary for successful completion of the Sector Bridge programs and achieving employment goals must be provided directly by the grantee or through services from another service provider.
6. **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. Grantees must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include:
  - a. In-Depth Industry Overview: Participants receive an overview of the industry that includes labor market information, sector occupations, career pathways, and employment eligibility requirements.
  - b. Career Exploration: Participants conduct career exploration within the sector and understand employer expectations, work culture and norms, and career pathways.
  - c. 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.
  - d. Life Skills: Participants attain life skills that address goal achievement, development of support systems, and balancing work and home.
  - e. Job Search Skills: Participants develop a sector-specific portfolio that includes customized resume, cover letter, applications, interview skills, etc.
7. **Skills Training** Develop research-based Advance Manufacturing programming that is employer-driven, meets local and industry labor market needs, and advances participants along career pathways:
  - a. Planning and Design
  - b. Develop formal transition linkages, or articulated agreements, to advanced job training leading to a certificate/degree, including the City's Sector Workforce Programs and/or higher education.
  - c. Deliver innovative, classroom-based Bridge Program instruction, including the following:
    - i. Innovative delivery methods such as accelerated learning, online learning, and experiential learning.
    - ii. Integrated instruction on soft skills, career coaching, career exploration, career goals, pathways, and education planning.
    - iii. Contextual work-based learning that integrates basic language and math learning.
    - iv. Develop and manage On-the-Job Training opportunities for 75% of the participants.
    - v. Flexible programming to meet the needs of individual learning styles.

Sector specific training should include:

- An overview of the advance manufacturing industry and career pathways
- Instruction in algebra math, reading and work based learning
- Customer Service training
- Supply Chain instruction and Logistics training
- Computer Assisted Design training

8. **Job Search and Employment Services** Job search and employment 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 in the Sector. The grantee 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 Bridge Program to viable employment opportunities.
  
9. **On-the-Job Training (OJTs)** In addition to delivering the services indicated as required above, the grantee must develop On-the-Job Training (OJT) opportunities with sector specific employers. The OJTs will be between three and four months and should be made available to 75% of the participants enrolled in the Sector Bridge Program.

<b>Performance Measures</b>	<b>OEWD Performance Goals</b>
Enrolled	45 trainees enrolled
Placement into sector post-secondary education or advanced training	25% of participants enrolled into post-secondary or sector specific advanced training
Placement into On-the-Job Training opportunities	75% of participants placed into OJTs
Placement into employment	85% of participants placed into OJTs must be employed.
Placement retention	At least 75% of participants employed must be retained for at least 1 year.

**Minimum Qualifications:**

The Advance Manufacturing Sector Bridge Program Pilot proposals must demonstrate the following:

- Demonstrated understanding of and experience working with Advance Manufacturing and training programs.
- Ability to propose and implement a service model with strong training job readiness and direct employment services for the new and existing workforce.
- Demonstrated history of successful connection of trainees to training-related employment.
- Strong and existing relationships with employers, and capacity to conduct employer engagement.
- Strong and existing relationships with post-secondary education and training providers.
- Capacity to administer On the Job Training funds specific to Advance Manufacturing Sector.

- Ability to transition participants into unsubsidized, sector-related employment opportunities that, if entry-level, are part of a long-term career pathway in a given industry. Applicants must submit evidence of robust partnership efforts or agreements with community college, sector training, or employers, including record of positive participant outcomes achieved through such partnership.

**Preferred Qualifications:**

- Strong applications will describe and provide a history of partnering with advance manufacturing companies.
- Applicants are also encouraged to describe existing connections to other OEWD sector or workforce system providers.

**Supplementary Questions and Requirements:**

None.



### III. Application Process and Guidelines

---

#### A. Questions and Inquiries

Any questions or clarifications should be directed to the department's contracts and procurement team via email to [oe wd.procurement@sfgov.org](mailto:oe wd.procurement@sfgov.org) . Questions should be submitted in writing, no later than 5pm, Friday, September 14, 2018. Applicants are encouraged to submit questions to OEWD prior to the deadline.

There will be a **Bidders Conference** to review program needs and expectations for interested applicants. Though not required, all interested parties are encouraged to attend the Bidders Conference. This meeting is scheduled for:

**DATE:** Thursday, September 13, 2018

**TIME:** 1:30 PM – 3:00 PM

**LOCATION:** 1 South Van Ness Avenue, Atrium (2<sup>nd</sup> Floor), San Francisco, CA

A summary of all questions and answers pertaining to this RFP, including those posed at the Bidders Conference will be posted at OEWD's bid opportunities website, <http://oe wd.org/bid-opportunities> by end of day Monday September 17, 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 non-profit corporations. Applicants should have a Board of Directors with a minimum of 3 members that reflect the diversity of the program(s) and clients being served;
- Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San Francisco's government;
- Churches that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS;
- Institutes of higher education; and
- Private businesses and other entities properly recognized by the State of California, who are eligible to do business in San Francisco, and meet the vendor requirements set forth below.

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

### **Organizational Capacity**

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

### **Board of Directors/Leadership/Stability**

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

### **General City Grant Requirements**

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

All applicants must comply with each of the following:

- a) Applicants should demonstrate a history of meeting outcome requirements for other similar programs.
- b) Successful applicants must comply with all applicable local government regulations.
- c) Successful applicants must comply with all reporting and monitoring requirements to capture the overall efficacy of this funding opportunity and of the specific program(s).
- d) Successful applicants must provide proof of insurance during the grant negotiation process.
- e) Successful applicants must either be an approved City supplier (previously “vendor”) or be able to meet all City supplier requirements and not be on the City, State or Federal Debarred or Suspended lists. Unless approved by OEWD, all applicants must be able to become an approved City supplier within ten days of notice of award. If an awardee is not able to become an approved supplier within this timeframe, OEWD may rescind an award offer and negotiate with other high ranked approved suppliers so as not to delay important programming. Sub-grantees are not required to be City-approved suppliers; only the lead organization or fiscal sponsor must be City-approved. More information on how to become a City bidder (initial step) and progress to a fully compliant and approved City supplier (required prior to contracting) can be found at <https://sfcitypartner.sfgov.org/>
- f) Successful applicants must meet all of the following conditions:
  - (i) Are not listed on the General Services Administration’s List of Parties Excluded from Federal Procurement or Non-procurement Programs in accordance with Executive Orders 12549 and 12689, “Debarment and Suspension.” This list includes the names of parties debarred, suspended, or otherwise excluded by agencies, and the names

of contractors declared ineligible under statutory or regulatory authority other than Executive Order 12549;

- (ii) Have not, within the previous three years, been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (iii) Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or Local) with commission of any of the offenses enumerated in subsection above; and,
- (iv) Have not, within the previous three years, had one or more public transactions (Federal, State or local) terminated for cause or default; or
- (v) Are otherwise not presently debarred, suspended, proposed for debarment, or declared ineligible or voluntarily excluded from covered transactions by any Federal department or agency.

#### **Additional Local Requirements**

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

- a) **Accessibility:** Programs and services must be accessible to persons with disabilities. Program access can be achieved in many cases without having to alter the existing facility.
- b) **Non-Discrimination:** Agencies must comply with federal and San Francisco Contract Monitoring Division (CMD) prohibitions against discrimination in fair housing and equal employment opportunity, and in awarding grants. Agencies must also comply with the Equal Benefits Ordinance for domestic partners. Additional information concerning these items can be found on the CMD website at <http://sfgsa.org/index.aspx?page=6125>
- c) **Environmental Review:** If required, agencies must complete this review before funds can be utilized.
- d) **Procurement:** Projects must comply with federal conflict of interest regulations, and regulatory procedures for obtaining and granting for goods and services.
- e) **Ineligible Reimbursements:** Funds for activities occurring prior to the commencement date of the grant agreement cannot be reimbursed.
- f) **Religious Activity:** Funds may not be used for religious purposes or for the improvements of property owned by religious entities except where the grant recipient is a secular non-profit organization with a long term lease.
- g) **Political Activity:** No federal funds received through this RFP shall be used to provide financial assistance for any program that involves political activities. Grantee shall comply with the provisions of the Hatch Act (U.S.C. 1501-1508 and 7324-7328), which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds. In addition, proposers must comply with Section 1.126 of the San Francisco Campaign and Governmental Conduct Code. Details can be found at: <http://sfgov.org/oca/general-contract-terms-conditions>

### **Extendibility of Procurement Justification**

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

### **Collaborations**

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

- a) **Lead Applicant:** Proposals from collaborative consortia, joint ventures, or teams must designate a lead agency that will serve as the fiscal agent for the partners. This lead agency or organization will be responsible and accountable for effectively and efficiently planning, managing and delivering the services and activities described in this RFP, while providing excellent customer service and achieving the granted performance outcomes. The lead agency must also demonstrate the management and financial capability needed to effectively and efficiently deliver the program proposed and account for the grant funds. The lead applicant may or may not provide services other than oversight (i.e. a fiscal agent).
- b) **Sub-granting/Program Leads:** Applicants may include sub-grant arrangements with other organizations; however, these arrangements must be made prior to submission of the proposal. Confirmation of a memorandum of understanding or other formal agreement between the applicant and sub-grantee may be requested by OEWD during or after the review process.
- c) **Severability of Collaborative Proposals:** OEWD, and/or any other City departments who use this RFP solicitation as a procurement process for other funds, reserve the right, at their own discretion, to fund select activities or partners, (and remove or eliminate others) within a proposal submitted by a collaborative or group of agencies. Additional or alternative partners, including fiscal agents, may be identified and approved for inclusion in the grant plan by OEWD (or other oversight agency) as part of the initial or subsequent negotiations.

### **Conditions of Proposal**

- a) A proposer may revise a proposal on the proposer's own initiative at any time before the deadline for submission of proposals. The proposer must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before the proposal due date. In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer.
- b) Applicant agrees that submission of a proposal properly completed and signed off by an owner or officer of the proposing firm, agency, or organization who is duly authorized to bind the applicant, shall constitute an agreement to accept all conditions, provisions, requirements, and specifications contained in the City and County of San Francisco Request for Proposals. It is the responsibility of the lead agency to ensure that all named partners are in agreement with the proposal prior to submission. The Proposal shall be binding for no less than one hundred twenty (120) days. The grantee must comply with City and County ordinances and contracting requirements. For more detailed information, see the Office of Contract Administration website at <http://sfgov.org/oca/general-contract-terms-conditions> .The grant requirements include

general liability and auto insurances, compliance with equal benefits ordinance, and current SF business tax certificate, if applicable.

- c) Applicant agrees that all costs incurred in developing this proposal are the Applicant's responsibility and at the Applicant's cost.
- d) Applicant agrees to provide adequate staff to carry out the project and to work with City staff in ensuring that all provisions in the grant agreement are met, including timely reporting using City client and cost tracking and reporting systems.
- e) Applicant understands and agrees that any proposal may be rejected if it is conditional, incomplete, and/or deviates from the specifications contained in this City and County of San Francisco Request for Proposals. Applicant further understands and agrees that the City's representatives have the right to reject any or all proposals or to waive deviations, which are immaterial to performance. Applicant understands and agrees that minor defects may be waived at the discretion of the City. The waiver will not excuse an applicant from full performance if Applicant should be awarded the grant. Justification supporting the reason for any type of rejection will be submitted to the Applicant.
- f) In accordance with San Francisco Administrative Code Section 67.24(e), bids, responses to RFPs and all other records of communications between the City and persons or firms seeking grant shall be open to inspection immediately after a grant has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a grant or other benefits until and unless that person or organization is awarded the grant or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

#### IV. Proposal Submission Requirements

---

##### A. Time and Place for Submission of Proposals

**Proposals must be received by 5:00 p.m. on Friday, September 28, 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](mailto: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 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 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 by the due date or mail so that the complete package is received by OEWD by the due date, 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:

**Office of Economic and Workforce Development (OEWD)  
Attn: Contracts and Grants Director  
1 South Van Ness Avenue, 5<sup>th</sup> Floor  
San Francisco, CA 94103**

As noted above, Postmarks will not be considered in judging the timeliness of submissions; complete packages must be received by OEWD by the deadline.

*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 5<sup>th</sup> 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#209**. Proposals that are submitted by fax will not be accepted. Late submissions will not be considered.

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

## B. Proposal Package Checklist

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

- A project proposal using the application template provided
- A proposed project budget using the application template provided
- A Staffing and Board Composition Chart for the Lead Applicant and Program Lead, if applicable, using the template provided
- A Submission Authorization Form signed by the Lead Applicant's Executive Director or CEO and the Program Lead's Executive Director or CEO, if applicable.
- An overall Organizational Budget for the Lead Applicant and Program Lead, if applicable
- An organizational chart for the Lead Applicant and Program Lead, if applicable
- Optional, but encouraged, letters of support (up to 4). As noted in the program description above, please do not submit letters of support for the Non Profit Study area.

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

Hardcopies of templates and related forms are available upon request.

If you need to cancel and resubmit your application, please resubmit an entire package with a replacement application and all 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 by the document and link titled **Applications: Request for Proposals 209**.

*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 209**

### **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](mailto: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" in Section IV.B. of RFP 209 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 by the due date or mail (must be received by OEWD by the due date), 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:

**Office of Economic and Workforce Development (OEWD)**  
**Attn: Contracts and Grants Director**  
**1 South Van Ness Avenue, 5<sup>th</sup> Floor**  
**San Francisco, CA 94103**

Postmarks will not be considered in judging the timeliness of submissions. Proposals delivered in person may be left with OEWD's front desk receptionist on the 5<sup>th</sup> 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#209**. 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 Friday, September 28, 2018.**

### Questions

If you have any questions when completing this application, please email [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org) by **12:00 PM PST Friday, September 14, 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. Monday, September 17, 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](mailto: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.

<b>Lead Applicant Name*</b> (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]
<b>Doing Business As (DBA) or Also Known As (AKA), if applicable</b> (50 characters)	[DBA or AKA - limit 50 characters]
<b>Address*</b> <i>Headquarters Street Address with Suite #, if needed</i>	[Street Address]  [City], [State] [Zip]
<b>Web Address*</b>	[Website]
<b>Main Phone including area code*</b>	[ ]
<b>Executive Director/CEO Name*</b>	[ED/CEO Name]
<b>Executive Director/CEO Title*</b>	[ED/CEO Title]
<b>Executive Director/CEO Direct Phone*</b>	[ED/CEO Phone]
<b>Executive Director/CEO Email*</b>	[ED/CEO Email]
<b>City and County of San Francisco Supplier Status</b> <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 <a href="https://sfcitypartner.sfgov.org/">https://sfcitypartner.sfgov.org/</a></i>	Current Approved Supplier#: 123456 OR Current Approved Bidder#: [123456] OR <input type="checkbox"/> Not a current San Francisco Bidder or Supplier
<b>Type of Entity</b> <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: [ ]

<b>CONTACT &amp; GENERAL INFORMATION: PROGRAM LEAD</b>	
This section only applies if the Lead Applicant is acting solely as the Fiscal Agent.	
<b>Program Lead</b>	[Program Lead Name]
<b>Program Lead Address</b> <i>Local Headquarters Street Address with Suite #, if needed</i>	[Street Address] [City], [State] [Zip]
<b>Web Address</b>	[Website]
<b>Main Phone including area code</b>	[Main Phone]
<b>Program Lead Executive Director/CEO Name*</b>	[ED/CEO Name]
<b>Program Lead Executive Director/CEO Direct Phone*</b>	[ED/CEO Direct Phone]
<b>Program Lead Executive Director/CEO Email*</b>	[ED/CEO Email]
<b>City and County of San Francisco Supplier Status</b>	Current Approved Supplier#: [123456] OR Current Approved Bidder#: [123456] OR <input type="checkbox"/> Not a current San Francisco Bidder or Supplier
<b>Type of Entity</b> <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: [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.

<b>Primary Point of Contact Name*</b>	[Contact Name]
<b>Primary Point of Contact Title*</b>	[Contact Title]
<b>Primary Point of Contact Direct Phone*</b>	[Contact Phone]
<b>Primary Point of Contact Email*</b>	[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.

<b>Lead Applicant Total Budget*</b>	<b>Program Lead Total Budget (if applicable)</b>
\$(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. Big Belly Pilot Project	<input type="checkbox"/> Q. Food Security
<input type="checkbox"/> B. Community Benefit District/Business Improvement District Feasibility and Formation/Renewal	<input type="checkbox"/> R. Young Adult Access Point (Youth Adult Re-entry Workforce Services for job seekers in the Mission and/or Excelsior Districts)
<input type="checkbox"/> C. Community Benefit District/Business Improvement District Organizational Support	<input type="checkbox"/> S. Adult Specialized Access Point – Trans and LGBTQ + Workforce Services Citywide with an additional emphasis on job seekers in the Tenderloin and SOMA area
<input type="checkbox"/> D. Excelsior Storefront Improvement and Beautification	<input type="checkbox"/> T. Construction Sector Occupational Skills Training
<input type="checkbox"/> E. Calle 24 Latino Cultural District Director	<input type="checkbox"/> U. Driver's Education Program Pilot
<input type="checkbox"/> F. Mission Street and Cultural District Marketing Services	<input type="checkbox"/> V. Advance Manufacturing Sector Bridge Program Pilot
<input type="checkbox"/> G. Calle 24 Latino Cultural District Small Business & Marketing Support	
<input type="checkbox"/> H. Chinatown Economic Development and Action Plan	
<input type="checkbox"/> I. Small Business Resiliency Fund	
<input type="checkbox"/> J. Tenderloin Public Programming Projects	
<input type="checkbox"/> K. Bayview Corridor Management & Façade Improvements	
<input type="checkbox"/> L. Bayview-Hunters Point Cultural District Community Engagement	
<input type="checkbox"/> M. Healthy Retail SF Community Engagement	
<input type="checkbox"/> N. Citywide Public Space Management Entity	
<input type="checkbox"/> O. District 1 Merchant Capacity Building	
<input type="checkbox"/> P. Small Business Needs Assessment	

## 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 Tuesday, September 25, 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](mailto:oewd.procurement@sfgov.org). Please make sure to reference your agency name and "RFP 209" in the subject line. Alternative submissions may be accepted. See the Proposal Submission Requirements in the RFP for details.

Supplementary Materials	Submission Method
<b>Appendix A: Sample Agreement for Grant (Form G-100)</b> 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 <a href="http://oewd.org/bid-opportunities">http://oewd.org/bid-opportunities</a> should only be used as a general guide.	<i>Not required: for review only.</i>
<b>Appendix B: Proposal Budget Template</b> 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
<b>Appendix C: Proposal Application for RFP 209</b> 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
<b>Appendix D: Staffing and Board Composition Chart</b> Submit staffing/board information for the Lead Applicant and Program Lead, if applicable.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Appendix E: Submission Authorization from Executive Director/Chief Executive Officer</b> 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
<b>Appendix F: Supplier Registration Instructions</b> 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>
<b>Organizational Budget</b> 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
<b>Organizational Chart</b> 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
<b>Letters of Support</b> You must include letters of support as part of your complete application packet if indicated in the program area as a requirement. <b>Letters of support that have not been received by the RFP submission deadline will not be considered.</b> 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".	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy <input type="checkbox"/> N/A

**In addition, if applicable, please include in your application any additional requirements as described in the relevant Program Area Description under "Supplementary Questions and Requirements"**

## **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 P (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 Q through V, the review committee will review and score all responsive proposals. Proposals will be ranked based on the review committee's scores.
4. After the Review Committee(s) has/have concluded the evaluation and scoring of the proposals, the results will be submitted to the Director of OEWD, and the appropriate oversight bodies, if necessary, for review and determination of the award.
5. The tentative awardees whose proposal(s) are determined to meet the needs of the City will be recommended to negotiate a grant.
6. All applicants will be notified of the results of the evaluation.
7. The tentative award may be conditioned on inclusion of changes/additional terms. Negotiations over the specific terms and language may be required before submission to the Civil Service Commission for approval, if applicable.
8. If the City is unable to negotiate a satisfactory agreement with the winning applicant(s), the City may terminate negotiations with that applicant and proceed to negotiate with other qualified applicants in the order of their ranking in the evaluation process. This process may be repeated until a satisfactory grant agreement has been reached.

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

### **B. Minimum Qualifications**

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

### **C. Selection Criteria**

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

#### **Applicant Qualifications and Staff Assignments (30 points)**

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

#### **Approach, Activities, and Outcomes (40 points)**

- a. The proposed project will contribute to achieving the goals and objectives stated in the RFP.
- b. The application presents a clear description of the proposed project, including a clear statement of goals and objectives
- c. The application presents a plan of action that describes in sufficient detail the specific scope of services applicant(s) propose and how the proposed work will be accomplished.
- d. The application presents a reasonable timeline for implementing the proposed project including major milestones and target dates. It addresses factors that might speed or hinder implementation and explains how these factors would be managed.
- e. The design of the project reflects current knowledge on effective practices supported by applicants' experience, research and literature.
- f. The proposed project would involve the collaboration of partner organizations, cooperating entities, consultants or key individuals who would maximize the effectiveness and efficiency of service delivery. If a collaborative application is proposed specific activities and the role, capacity, and contributions each partner will make to the proposed project is detailed.
- g. The proposed project reflects performance targets appropriate for the program.
- h. The proposal demonstrates the organization's capacity to carry out the proposed project by connecting current or previous experience with the proposed programming.

**Performance Measurement and Reporting (15 Points)**

- a. Applicant addresses how data on project activities, outputs and outcomes will be collected and reported.
- b. Applicant demonstrates they have or will develop the capacity to collect and manage data.
- c. The application provides an appropriate and feasible plan describing how data will be used to determine whether the needs identified are being met and whether project results are being achieved.

**Financial Management and Budget (15 Points)**

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

**Applicant Qualifications and Neighborhood Connection (15 points)**

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

**Program Goals and Objectives (35 points)**

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

## **VII. Terms and Conditions for Receipt of Proposals**

---

### **A. Errors and Omissions in RFP**

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

### **B. Inquiries Regarding RFP**

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

### **C. Objections to RFP Terms**

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

### **D. Change Notices**

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

### **E. Proposal Clarification**

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

### **F. Errors and Omissions in Proposal**

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

### **G. Financial Responsibility**

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

### **H. Proposer's Obligations under the Campaign Reform Ordinance**

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

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

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

- The officer’s re-election campaign.
- A candidate for that officer’s office.
- A committee controlled by the officer or candidate.

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

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

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

### **I. Sunshine Ordinance**

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

**J. Public Access to Meetings and Records**

If a proposer receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the proposer must comply with Chapter 12L.

**K. Reservations of Rights by the City**

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal, or proposal procedure;
2. Reject any or all proposals;
3. Reissue a Request for Proposals;
4. Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;
5. Procure any materials, equipment or services specified in this RFP by any other means;
6. Determine that no project will be pursued; or
7. Cancel the procurement action in its entirety

**L. No Waiver**

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



**VIII. Grant Award**

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

Program Area	Anticipated # of Awards	Anticipated Total Funding	Eligible Applicant Notes
<b>Neighborhood Economic and Community Development Programs</b>			
A	Up to 7 at \$15k each	\$ 105,000	Nonprofit
B	Up to 4	\$ 50,000	Current CBD/BID and interested neighborhoods with a commercial corridor
C	Up to 1	\$ 15,000	Established CBD/BID
D	Up to 1	\$100,000	Open
E	Up to 1	\$100,000	Nonprofit
F	Up to 1	\$ 80,000	Nonprofit
G	Up to 1	\$100,000	Nonprofit
H	Up to 1	\$ 50,000	Nonprofit
I	Up to 2	\$300,000	Nonprofit
J	Up to 3	\$ 50,000	Nonprofit
K	Up to 1	\$300,000	Nonprofit
L	Up to 1	\$ 50,000	Nonprofit
M	Up to 2 at up to 25k each	\$ 50,000	Nonprofit
N	Up to 1	\$400,000	Nonprofit
O	1 or more	\$ 30,000	Nonprofit
P	Up to 1	\$ 75,000	Open
<b>Business Development Programs</b>			
Q	Up to 1	\$1,000,000	NonProfit
<b>Workforce Development Programs</b>			
R	1	\$75,000 - \$125,000	Open
S	1	\$130,000 - \$160,000	Open
T	1 or more	\$325,000	NonProfit
U	1	\$150,000	Open
V	1	\$300,000	Open

## **IX. Grant Requirements**

---

### **A. Standard Grant Provisions**

The successful proposer will be required to enter into an agreement with the City prior to performing services. It is anticipated that the form to be used will be an agreement substantially in the form of the Grant Agreement, attached hereto as Appendix A (“Agreement”). The actual form of agreement and specific language will be determined by the City during the negotiation process.

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

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

### **B. Nondiscrimination in Contracts and Benefits**

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

### **C. Minimum Compensation Ordinance (MCO)**

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

For the amount of hourly gross compensation currently required under the MCO, see [www.sfgov.org/olse/mco](http://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](http://www.sfgov.org/olse/mco).

### **D. First Source Hiring Program (FSHP)**

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

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

### **E. Conflicts of Interest**

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

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

## **X. Protest Procedures**

---

### **A. Protest of Non-Responsiveness Determination**

Within five calendar days of the City's issuance of a notice of non-responsiveness, any respondent that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth calendar day following the City's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the respondent, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

### **B. Protest of Grant Award**

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

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

### **C. Delivery of Protests**

All protests must be received by 5:00 p.m. on the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) or fax will not be considered. Scanned signed appeal letters may be submitted via email to [owd.procurement@sfgov.org](mailto: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 Grants Director,  
Office of Economic and Workforce Development  
One South Van Ness Avenue, 5<sup>nd</sup> Floor  
San Francisco, CA 94103

Or via email at: [owd.procurement@sfgov.org](mailto: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: 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: Application: Request for Proposals 209**

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

**Appendix D: Staffing and Board Composition Chart Template**

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>