

City and County of San Francisco



Request for Proposals (RFP) #215

Economic Development and Business Development Grants

Issued by:	Office of Economic and Workforce Development (OEWD)
Date issued:	Monday, December 14, 2020
Proposals due:	Tuesday, January 12, 2021 by 5:00 P.M. Only Online Submissions will be accepted in accordance with public health and accessibility guidelines.
Questions about this RFP?	Submit questions here: https://oewdprocurement.tfaforms.net/f/RFP215questions Or via Email: oewd.procurement@sfgov.org
OEWD will host an optional Bidders Conference to assist applicants in determining the eligibility of proposed projects, completing the proposal package, and navigating City requirements on: DATE: Friday, December 18, 2020 TIME: 3:30 P.M. - 5:00 P.M. Please register for the Bidders Conference using the following link: REGISTER HERE This event will be conducted remotely, in accordance with public health and accessibility guidelines. The event will include captioning. If you need language translation services to participate in this meeting, please email oewd.procurement@sfgov.org three (3) days prior to the event. A recording of the meeting and all presentation materials will be posted to the OEWD website following the event at: www.oewd.org/bid-opportunities/RFP-215	
Need the RFP or application materials in alternative formats for persons with disabilities? Please email oewd.procurement@sfgov.org	

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I. Introduction, Overview and Schedule

COVID-19 has had a profound impact on our local and global economy. Since the onset of the public health crisis in San Francisco in March, tens of thousands of local jobs have been lost and countless businesses closed, many permanently. Every corner of society and the economy has been impacted, though not all evenly.

COVID-19 has had a disproportionate impact on certain sectors of the economy and segments of the population. Lower-wage industries as well as those that rely on commuters and tourists including food service, hospitality, arts, entertainment, and recreation, have sustained the heaviest losses. Low-income communities and communities of color have also suffered far greater infections, hospitalizations, and deaths from the virus.

These twin economic and health crises have put economic vulnerabilities and disparities in sharp relief, a reality that has been further underscored by the surging demand for racial justice ignited by the murder of George Floyd and other people of color by police.

In response to these momentous events, the Office of Economic and Workforce Development (OEWD) immediately shifted resources, leveraging public and private funds, to meet the urgent needs of San Francisco's workers, businesses, civic and non-profit organizations, and vulnerable populations arising from the pandemic. OEWD is committed to doing everything we can to achieve a racially just and equitable economy as we work to sustain and revive local businesses and employment, mitigate the economic hardship affecting our most vulnerable, and rebuild our economy. As relief efforts move forward into 2021, with the City's first distribution of the COVID-19 vaccine going to our frontline healthcare workers beginning this month, our investments to advance recovery must continue.

The funding in this Request for Proposals (RFP) responds to the recovery needs of OEWD's many stakeholders including the small business community, neighborhoods, non-profit partners, elected leaders as well as the recommendations of the COVID-19 Economic Task Force. The RFP maintains long-standing, successful programs and partnerships while focusing on program areas that support recovery, including targeted investments in: clean and safe outdoor and public spaces; hard hit neighborhoods, commercial corridors and business sectors; technical, real estate and legal support for small businesses; and resources to support marketing and customer attraction.

The twenty-nine (29) distinct economic development programs in this RFP encompass Commercial District Activation and Neighborhood Vitality, Small Business Real Estate Support and Access to Capital, and Business Sector Support and Enhancement. The total amount of funding available for initial grant and contract awards is **\$3,850,000**.

Throughout the RFP, we ask our partners to consider and submit proposals that appropriately adapt their services and activities to a current and future reality defined by COVID-19. We look forward to receiving your proposals, as our partnership with you and your organizations will strengthen our collective efforts in realizing an equitable recovery for San Francisco's diverse communities.

About Invest in Neighborhoods (IIN)

The vision of the Invest in Neighborhoods (IIN) Division is to advance racial equity, diversity and inclusion in San Francisco's neighborhood commercial corridors so they are economically thriving, safe, resilient, sustainable, and meet the needs of local residents and users. In alignment with this vision, IIN's objectives are to strengthen small businesses, improve physical conditions, increase quality of life, and build community capacity.

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

About Business Development

San Francisco has long been a beacon to people and companies who think outside the box. As a result, the City has become an international hub for a number of pioneering, forward-thinking industries including in life sciences, information technology, clean technology, manufacturing, fashion, nightlife, and international commerce.

Dedicated to continuing San Francisco's tradition of business excellence, OEWD's Business Development team provides specialized support to address the unique needs of businesses in a variety of key sectors. For emerging and established companies alike, our team serves as a centralized clearinghouse of information and services to support these industries' ongoing success.

Technical Assistance

OEWD is committed to ensuring all applicants have a fair chance to compete for this funding. In recognition of the current public health climate, all technical assistance will be provided online/by phone. While not required, we encourage applicants to attend the Bidders Conference on **December 18, 2020 from 3:30PM to 5:00PM** to get questions answered about each program area. If you are applying for the first time, we especially encourage you to attend the Bidders Conference for more detailed information on the process to becoming an eligible City Supplier (vendor), as well as to ask questions about OEWD's strategies and objectives. If

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

A. Eligible Applicants

You are eligible to apply if you:

- Are a nonprofit organization, registered with the Internal Revenue Service and in good standing with the State of California’s Registry of Charitable Trusts.
 - For some service areas, proposals will **also** be considered from for-profit corporations and/or individual sole proprietors. Please review the Program Area Table on pages 9-10 of the RFP to confirm which service areas are open to for-profit applicants;
 - For some service areas, proposals will **only** be considered from existing Community Benefit Districts (CBDs) and Business Improvement Districts (BIDs) Please review the Program Area Table on pages 9-10 of the RFP to confirm which service areas are limited to CBDs and BIDs.
- Are not debarred or suspended from participation in local, State or Federal programs;
- Meet all minimum qualifications within the specific program area(s) you are interested in;
- Can comply with all local, state or federal laws and regulations if funded. Please see **Appendix C** and **Appendix D** for more information about general terms and conditions of City funding opportunities.

B. Available Funding

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

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

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

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

Nonprofit organizations funded by OEWD under this RFP may also be eligible to apply for funding under OEWD's nonprofit capacity fund. The goal of OEWD's nonprofit capacity fund is to maintain continuity of economic and workforce development services by potentially assisting OEWD's nonprofit suppliers with one-time, as-needed funds to support administrative operations and organizational effectiveness (e.g. leadership transition, strategic partnership). The fund is dependent on funding availability, and limited to nonprofit organizations who are currently funded by OEWD for the specific purpose of providing economic and workforce development services. When funding becomes available, eligible nonprofit organizations currently funded by OEWD will be notified of the opportunity to apply for funding.

C. Service Period

Unless otherwise noted in the program descriptions, successful proposals will be funded for a term of one **(1) year**, beginning in fiscal year 2020-2021. In some cases, the City may renew or extend programming through fiscal year 2024-2025. All decisions regarding the size, length, and scope of future funding awards are subject to OEWD approval and budget availability. Future funding is not guaranteed, and funding amounts and terms will depend upon the performance of the grantee during the initial award period, as well as other policy considerations as determined by OEWD. Grantees will be asked at a minimum to submit a final report of their activities and, if OEWD elects to renew the award, a revised scope of work and budget for the renewal period(s) for OEWD review. OEWD reserves the right, in its sole discretion, to not renew funding awards.

D. Schedule

The anticipated schedule for awarding initial funding is as follows:

Proposal Phase	Date
RFP is issued by the City	Monday, December 14, 2020
Bidders Conference	Friday, December 18, 2020 3:30 P.M. – 5:00 P.M. The Bidders Conference will be held online as a Zoom meeting. Registration is required. You may register for the Bidders Conference by clicking this link: RFP 215 Bidders Conference – December 18
Deadline for submission of written questions*	Tuesday, December 22, 2020 at 5:00 P.M.
Answers to questions posted online	Thursday, December 24, 2020 by end of day
Proposals due	Tuesday, January 12, 2021 by 5:00 P.M.
Committee Review	Mid-January 2021-mid February 2021
Grantee Selection and award notification	Anticipated February 19, 2021
Protest period ends	5 business days after award notification
Projects begin	Most projects anticipated to start April 2021 or later

Each date is subject to change. For the latest schedule, check: <http://oewd.org/bid-opportunities/RFP-215>

*Note: General administrative and specific program area questions should be submitted here: <https://oewdprocurement.tfaforms.net/f/RFP215questions>. Purely technical questions regarding how to find or navigate the RFP, appendices or online application will be answered until the proposal submission deadline. Send an email to oewd.procurement@sfgov.org if you have technical assistance needs.

II. Program Areas and Scope of Work

This RFP includes **twenty-nine (29)** distinct economic development programs.

Press "Ctrl" and click the hyperlink (Program Area Name) to navigate to a specific program.

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Awards	Eligible Applicants	Page #
A	Chinatown Halloween and Springtime Festivals	\$50,000	1	Nonprofits	11
B	Chinatown Music and Dance Festivals	\$45,000	1	Nonprofits	13
C	Chinatown Customer Attraction and Marketing Project	\$25,000	1	Nonprofits	15
D	Greater Chinatown Corridor Manager	\$100,000	1	Nonprofits	17
E	Chinatown Open Space Activation	\$25,000	2	Nonprofits	19
F	Chinatown Quality of Life Improvement Projects	\$150,000	2	Nonprofits	21
G	Chinatown Business Strengthening Projects	\$25,000	2	Nonprofits	23
H	Excelsior Small Business Support & Neighborhood Improvement Projects	\$75,000	Up to 3	Nonprofits	25
I	Lower Fillmore Small Business Technical Assistance and Neighborhood Support	\$75,000	1	Nonprofits	28
J	Lower Fillmore Corridor Support	\$30,000	1	Nonprofits	30
K	Art Programming and Training for African American Youth	\$20,000	1	Nonprofits	32
L	Calle 24 Latino Cultural District Economic Vitality	\$100,000	1	Nonprofits	34
M	North Beach Street Conditions Program and Activation	\$15,000	1	Nonprofits	37
N	Leland Avenue Visitacion Valley Greenway Project	\$25,000	1	Nonprofits	39
O	SF Shines Window Display	\$25,000	Up to 5	Nonprofits, For-profits	41

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Awards	Eligible Applicants	Page #
P	SF Shines Storefront Improvement	\$250,000	Up to 3	Nonprofits	43
Q	Community Benefit District/Business Improvement District Organizational Support	\$20,000	4	Existing CBDs and BIDs	45
R	Community Benefit District/Business Improvement District Impact Analysis	\$200,000	1	Nonprofits, For-profits	47
S	Commercial Loans – Revolving Loan Fund	\$575,000	1	Nonprofits	50
T	Public Space Improvement Services	\$250,000	Up to 6	Nonprofits	54
U	Real Estate Case Management Services	\$200,000	1-2	Nonprofits, For-profits	56
V	Small Business and Commercial Property Owner Legal Support Services	\$50,000	1	Nonprofits	58
W	Business Development and Technical Assistance Grant for Black Transgender and Gender Nonconforming Small Businesses and Entrepreneurs	\$250,000	1-2	Nonprofits	60
X	Accelerate Manufacturing	\$90,000	1	Nonprofits	62
Y	Distribution and Repair Business Development	\$45,000	1	Nonprofits	65
Z	FashionSF	\$30,000	Up to 3	Nonprofits	67
AA	SF Biz Connect	\$60,000	1	Nonprofits	70
BB	Shop & Dine in the 49	\$30,000	1	Nonprofits	72
CC	Human Centered Design/Innovation: Organizational Development Projects for Youth, Education, and Opportunity	\$50,000	1-2	Nonprofits, For-profits	74
DD	Human Centered Design/Innovation: Organizational Development Projects for Strategy + Planning	\$100,000	1-2	Nonprofits, For-profits	77
EE	Human Centered Design/Innovation: Organizational Development Projects for Internal Training + Integration	\$50,000	1-2	Nonprofits, For-profits	80

Program Area A: Chinatown Halloween and Springtime Festivals

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$50,000. Applicants may propose budgets up to **\$50,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Chinatown

Target Population: Chinatown residents, businesses, and community stakeholders

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to organize and facilitate two (2) cultural events that enhance and support the businesses in the Chinatown commercial corridor through community collaboration, business networking, and cultural preservation.

Activities may include, but are not limited to, the following:

- Coordinate and facilitate two (2) cultural events – Halloween and Springtime Festivals to promote the Chinatown Neighborhood
- Develop culturally-appropriate strategies that attract and encourage participants/visitors to better appreciate Chinatown’s cultural and historical assets
- Develop promotional materials, media/marketing opportunities, and merchant/partnership guides to promote local spending
- Obtain required permits and comply with all City regulations for public events
- Assist local merchants in preparation and involvement in project activities, e.g. joint effort to promote events, decorate storefronts, provide discounts and contributions
- Engage in neighborhood collaboration to establish year-round event schedule and strengthen community partnership

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

Grantee shall provide eight (8) reports on each objective to the City’s Team on/before the report due dates.

- Planning & Coordination Report;
- Outreach & Promotion Report;
- Business Attraction & Assistance Report;
- Implementation & Evaluation Report.

Each report shall be completed and submitted by email to Project Manager for review and approval.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- At least 3 years history, experience, and success providing cultural and/or community events in Chinatown neighborhood
- At least 3 years history of administering city-funded economic development and/or cultural appreciation projects
- Established relationships with local merchant associations, family associations and community-based organizations
- At least 3 years experience and success in organizing and facilitating public events through the organization's resources and community/commercial partnership
- Success in recruiting and assisting local businesses to contribute towards and participate in the events
- High level of experience in effective communication and reporting skills for staff assigned to the project
- Familiarity with OEWD, Invest in Neighborhoods (IIN) Initiative, IIN Programs, and how your organization's mission fits into the goals and objectives of OEWD and IIN

Preferred Qualifications:

- Beyond simply providing cultural events, preference will be given to applicants with at least three (3) years of experience planning, coordinating, and hosting Chinatown cultural events which incorporate local businesses and the broader community.

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide 2 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area B: Chinatown Music and Dance Festivals

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$45,000. Applicants may propose budgets up to **\$45,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Chinatown

Target Population: Chinatown residents, businesses, and community stakeholders

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to organize and facilitate two (2) musical events in Chinatown through community collaboration, business networking, and cultural preservation.

Activities may include, but are not limited to, the following:

- Coordinate and facilitate two (2) musical events – Music and Dance Festivals -- to promote Chinatown Neighborhood
- Develop culturally-appropriate strategies that attract and encourage participants/visitors to better appreciate Chinatown’s cultural and historical assets
- Develop promotional materials, media/marketing opportunities, and merchant/partnership guides to promote local spending
- Obtain required permits and comply with all City regulations for public event
- Assist local merchants with preparation and involvement in project activities, e.g. joint - effort to promote events, decorate storefronts, provide discounts and contributions
- Engage in neighborhood collaboration to establish year-round event schedule and strengthen community partnership

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

Grantee shall provide eight (8) reports on each objective to the City’s Team on/before the report due dates.

- Planning & Coordination Report;
- Outreach & Promotion Report;
- Business Attraction & Assistance Report;
- Implementation & Evaluation Report.

Each report shall be completed and submitted by email to Project Manager for review and approval.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.
- At least 3 years history, experience, and success providing cultural and/or community events in Chinatown neighborhood
- At least 3 years history of administering city-funded economic development and/or cultural appreciation projects
- Established relationships with local merchant associations, family associations and community-based organizations
- At least 3 years experience and success in organizing and facilitating public events through the organization's resources and community/commercial partnerships
- Success in recruiting and assisting local businesses to contribute towards and participate in the events
- High level of experience with effective communication and reporting skills for staff assigned to the project
- Knowledge of OEWD, Invest in Neighborhoods (IIN) Initiative, IIN Programs, and how your organization's mission fits into the goals and objectives of OEWD and IIN

Preferred Qualifications:

- Beyond simply providing cultural events, preference will be given to applicants with at least three (3) years of experience planning, coordinating, and hosting culturally-relevant Chinatown festivals.

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide 2 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area C: Chinatown Customer Attraction and Marketing Project

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$25,000. Applicants may propose budgets up to **\$25,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Chinatown

Target Population: Chinatown commercial corridor businesses

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to partner with OEWD to enhance and support the businesses in the Chinatown commercial corridor through business and community networking, district-wide marketing, corridor-image improvement, customer-attracting accommodations and nightlife business development.

Activities may include, but are not limited to, the following:

- Develop and implement a district marketing campaign to promote neighborhood-serving business and to increase customer visit and spending
- Showcase Chinatown business characteristics through artwork exhibitions, social network and mainstream media
- Engage merchants, residents, and stakeholders to improve the business environment like media interaction, nightlife, and public accessibility
- Assist City departments, merchant/neighborhood organizations, property and business owners to promote and strengthen neighborhood-serving businesses
- Utilize language- and culturally-appropriate social media tools in association with activities in the Scope of Work

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

Grantee shall provide four (4) reports on each objective to the City's Team on/before the report due dates.

- Planning & Coordination Report;
- Outreach & Promotion Report;
- Business Attraction & Assistance Report;
- Implementation & Evaluation Report.

Each report shall be completed and submitted by email to Project Manager for review and approval.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- History, experience, and success implementing marketing campaigns/events in Chinatown neighborhood
- History of administering city-funded economic development projects
- Established relationships with local merchant associations, family associations and community-based organizations—include a list of the associations and organizations in the proposal
- Success in coordinating business attraction and partnership to promote and strengthen neighborhood economic activities and community capacity
- High level of experience with effective communication and reporting skills for staff assigned to the project
- Knowledge of OEWD, Invest in Neighborhoods (IIN) Initiative, IIN Programs, and how your organization’s mission fits into the goals and objectives of OEWD and IIN

Preferred Qualifications:

- Applicant has access to community facilities that can be used for promotional projects

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Include a list of local merchant associations, family associations and community-based organizations with whom you have an established relationship. Briefly describe your relationship with each organization.
- Provide 2 letters of support from stakeholders that speak to your organization’s ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area D: Greater Chinatown Corridor Manager

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$100,000. Applicants may propose budgets up to **\$100,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Chinatown

Target Population: Chinatown merchants

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to partner with OEWD to enhance and support the businesses in the Chinatown commercial corridor through business outreach, community networking, technical assistance, appropriate referrals, legacy business retention and improvement, industry-focused recruitment and development, storefront reactivation, and cultural preservation.

Activities may include, but are not limited to, the following:

- Conducting monthly outreach services to update businesses on vital City programs
- Conducting quarterly vacancy tracking and updating information of commercial inventories
- Providing needed information and referrals, documenting and coordinating service linkage, following up with IIN and businesses regarding service progress
- Developing a community-driven economic development strategy that focuses on business attraction and retention, and preserving cultural and historical assets in Chinatown
- Coordinating and facilitating bi-annual meetings to enhance stakeholders' engagement towards economic revitalization and community improvement
- Assisting City departments, merchant/neighborhood organizations, property and business owners in promoting and strengthening neighborhood-serving businesses

Performance Measures:

Grantee shall provide twenty (20) reports on each objective to the City's Team on/before the report due dates.

- Outreach & Vacancy Tracking Report;
- Business Process Improvement and Business Action Plan Report;
- Business Attraction Strategy Development Report;
- Business and Community Engagement Report.

Each report shall be completed and submitted by email to Project Manager for review and approval.

Minimum Qualifications:

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

Preferred Qualifications:

- Success in spurring economic activities, supporting existing businesses, and increasing community capacity
- Success in organizing joint-effort and leveraging resources from city departments, local merchants and community partners

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Include a list of local merchant associations, family associations and community-based organizations with whom you have an established relationship. Briefly describe your relationship with each organization.
- Provide 2 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area E: Chinatown Open Space Activation

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is \$50,000. Applicants may propose budgets up to **\$25,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Chinatown

Target Population: Chinatown businesses and community stakeholders

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to activate open space(s) in Chinatown that will contribute to Chinatown's ongoing economic vitality through business and community collaboration, technical assistance, legacy business retention and improvement, storefront reactivation, and cultural preservation.

Activities may include, but are not limited to, the following:

- Establishing and managing a cultural hub that motivates community, cultural and business growth
- Formulating an Action Plan that serves as guidance towards the proper usage and maintenance of open space
- Obtaining consensus and support from business and property owners to increase public use and improve quality of life
- Facilitating community events to encourage public involvement and strengthen the neighborhood network

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

Grantee shall provide four (4) reports on each objective to the City's Team on/before the report due dates.

- Planning & Coordination Report;
- Outreach & Promotion Report;
- Business Attraction & Assistance Report;
- Implementation & Evaluation Report.

Each report shall be completed and submitted by email to the Project Manager for review and approval.

Minimum Qualifications:

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

Preferred Qualifications:

- Applicant has access to community facilities that can be used for promotional projects

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Include a list of local merchant associations, family associations and community-based organizations with whom you have an established relationship. Briefly describe your relationship with each organization.
- Provide 2 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area F: Chinatown Quality of Life Improvement Projects

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is \$30,000. Applicants may propose budgets up to **\$15,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Chinatown

Target Population: Chinatown businesses, residents, and community stakeholders

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to improve Chinatown's physical appearance and walkability that will contribute to Chinatown's ongoing economic vitality through business and community collaboration, technical assistance, and cultural preservation.

Activities may include, but are not limited to, the following:

- Fostering a thriving creative element in the corridor to showcase the district's commercial and cultural uniqueness
- Restoring historic business signs and/or lighting to attract visitors and improve safety
- Creating artwork and placards that evoke the character of the historic retail district
- Providing activities that support health, safety and cleanliness in the neighborhood, to encourage walking traffic and to extend visiting time
- Including local merchants and residents in designing and implementing phases

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

Grantee shall provide four (4) reports on each objective to the City's Team on/before the report due dates.

- Planning & Coordination Report;
- Outreach & Promotion Report;
- Event Advertisement & Facilitation Report;
- Implementation & Evaluation Report.

Each report shall be completed and submitted by email to Project Manager for review and approval.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- A minimum of two years of history and/or experience, and success conducting physical improvement projects in Chinatown neighborhood
- A minimum of two years of history and/or experience administering city-funded economic development and/or cultural appreciation project
- Established relationships with local merchant associations, family associations and community-based organizations—include a list of the associations and organizations in the proposal

Preferred Qualifications: None specified

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Include a list of local merchant associations, family associations and community-based organizations with whom you have an established relationship. Briefly describe your relationship with each organization.
- Provide 2 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area G: Chinatown Business-strengthening Projects

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is \$50,000. Applicants may propose budgets up to **\$25,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Chinatown

Target Population: Chinatown small businesses

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to partner with OEWD to launch and administer mini-size small business grants that focus on assisting the struggling and newly-established businesses in the Chinatown commercial corridor through technical and financial assistance.

Activities may include, but are not limited to, the following:

- Providing technical assistance to small businesses to open, stabilize, grow, etc.
- Conducting and monitoring at least twenty (20) result-based cases with measurable deliverables
- Implementing individual business strengthening projects to improve compliance with codes, expand revenue sources, enhance operational sustainability, etc.
- Assisting small businesses in building capacity and establishing partnerships with local merchant groups

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

Grantee shall provide four (4) reports on each objective to the City's Team on/before the report due dates.

- Business Screening & Assessment Report;
- Grant Application & Awarding Report;
- Business Process Improvement and Business Action Plan Report;
- Implementation & Evaluation Report.

Each report shall be completed and submitted by email to Project Manager for review and approval.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- A minimum of two years of history and/or experience, and success conducting business case management and operation improvement projects
- A minimum of two years of history and/or experience administering city-funded economic development and/or cultural appreciation projects
- Established relationships with local merchant associations, family associations and community-based organizations—include a list of the associations and organizations in the proposal

Preferred Qualifications:

- Preference will be given to applicants with business-related educational campaign experience

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Include a list of local merchant associations, family associations and community-based organizations with whom you have an established relationship. Briefly describe your relationship with each organization.
- Provide 2 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area H: Excelsior Small Business Support & Neighborhood Improvement Projects

Anticipated Number of Awards: 1-3

Amount: Total amount of funding available under this program area is \$120,000. Applicants may propose budgets up to **\$75,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Excelsior Outer Mission

Target Population: Excelsior Outer Mission small business owners, community members with limited English proficiency, historically marginalized and/or underrepresented communities, women, and populations from low-income backgrounds.

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to partner with OEWD to enhance and support implementation of neighborhood improvement and small business support activities on the Excelsior Outer Mission Commercial Corridor.

OEWD is seeking proposals from nonprofit organizations to partner with OEWD to enhance and support implementation of activities on the Excelsior Outer Mission Commercial Corridor.

The Excelsior Outer Mission Neighborhood Strategy has an emphasis on supporting small businesses, building merchant capacity, and improving the public realm and the physical quality of the corridor. The Neighborhood Strategy can be viewed here: [Draft EOM Strategy](#)

The role of this work is to implement aspirations of small businesses, community, and OEWD in a practical and timely manner. Also, this work should focus on the urgent and evolving needs of small businesses and the community related to COVID-19 response and reopening.

OEWD is especially interested in being inclusive of small business owners and community members with limited English proficiency, historically marginalized and/or underrepresented communities, women, and populations from low-income backgrounds.

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

- COVID-19 response activities to assist small businesses
- Small business technical assistance support related to business retention and vacancy prevention and filling.
- Tactical and quick public realm improvements
- Small business storefront and sidewalk improvements, e.g. tables and chairs, planter boxes, lighting, awning, signage, cleaning, greening, paint

- Related permitting, fund distribution, and project management with contractors
- Connect businesses to related funding opportunities
- Manage contractors to complete stages of projects
- Outdoor space activation and related event support, e.g. street closures, night markets, festivals, marketplaces and related permitting and financial support
- Lease negotiation support for existing and new businesses
- Deployment and introduction of services for entrepreneurs
- Merchant organizing and capacity building strategies and implementation
- Liaison support between city agencies to help expedite and improve permitting for new and existing businesses
- Development of marketing materials and promotions for the neighborhood

Successful proposals will promote the economic well-being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

- Development of outreach plan to small businesses and stakeholders
- Demonstration of alignment with Excelsior Outer Mission Neighborhood Strategy

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Knowledge of the Excelsior/Outer Mission Neighborhoods
- Feasible and efficient budget
- Previous related experience
- Experience working with small business owners, designers, contractors, and City permitting agencies

Preferred Qualifications: None specified

Supplementary Questions and Requirements:

- How does your proposed project help to implement the small business and economic development goals and strategies outlined in the Excelsior Outer Mission Neighborhood Strategy?
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

- What economic development and small business activities do you think should be prioritized in the Excelsior and Outer Mission neighborhoods and how does your proposed project help to achieve this?
- Please describe your experience providing small business technical support and your understanding of OEWD's small business and neighborhood services.
- Provide 2 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area I: Lower Fillmore Small Business Technical Assistance and Neighborhood Support

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$75,000. Applicants may propose budgets up to **\$75,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Lower Fillmore

Target Population: Lower Fillmore small business owners, sole proprietors, startups, micro-businesses

Scope of Work:

OEWD is seeking proposals from **non-profit organizations** to provide technical assistance to micro-businesses and small businesses on the Lower Fillmore Corridor

The Lower Fillmore Technical Assistance and Neighborhood Support grant was designed to assist small businesses and microbusinesses with group and one-on-one customized technical assistance consulting services. The proposed project should, at a minimum, provide direct access to the following professional services:

- Business tax preparation and accountant services
- Marketing support strategies and implementation tools for individual businesses and the Lower Fillmore Corridor as a whole
- Financial readiness (loan preparation, credit repair, financial literacy)
- Accelerated business permit support and compliance
- Direct service support to help outline and guide the process for obtaining necessary business documentation including: registration, business bank accounts, industry specific licenses and permits
- Provide workshops or training session on topics such as inclusiveness, marketing, volunteer management, financial management, or fundraising

Performance Measures:

- 30-60 unduplicated small businesses and micro businesses who utilized technical assistance
- 60% of all workshop and training participants enrolled in Financial Readiness
- 40-55 unduplicated individuals received assistance with obtaining loans, bank accounts, business licenses etc.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Experience in:
 - Administering city-funded economic and/or workforce development programming
 - Designing, coordinating, and implementing neighborhood events
 - Providing business-related supportive services to the Lower Fillmore
 - Promoting and Marketing small businesses
 - Establishing and maintaining effective partnerships with business owners, property owners, community organizations, and city agencies
 - Established relationships with local merchant associations and community-based organizations

Preferred Qualifications: None specified

Supplementary Questions and Requirements:

- What experience does your organization have working in the Fillmore? Please include a list of non-profits, small businesses, and organizations you have worked with and in what capacity.
- Provide in detail the development and implementation of a project you have run from beginning to end. In addition to any other details, include a list of projects with the title of the project; nature of the project; neighborhood served; the names of the organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s); challenges you faced to reach successful implementation; and how you solved those challenges to prevent them from coming up in the future.
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide 3 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area J: Lower Fillmore Corridor Support

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$30,000. Applicants may propose budgets up to **\$30,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Lower Fillmore

Target Population: Lower Fillmore small businesses and commercial district

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to partner with OEWD to enhance and support the businesses on the Lower Fillmore corridor.

The Lower Fillmore Corridor Support grant is for a corridor manager to support small business services and commercial corridor activities including, but not limited to, the following:

- Build community partnerships through meetings and attendance at community events, including; special events, community board meetings;
- Plan, develop, implement and evaluate commercial revitalization programs serving primarily Lower Fillmore, including but not limited to business support and retention, public space activation and management, and commercial district marketing and promotion;
- Assess neighborhood conditions and needs by gathering and analyzing commercial district data through a rigorous district needs assessment process;
- Develop communication materials for local businesses, residents, and other stakeholders highlighting events or relevant services and programs;
- Facilitate conversations with a wide range of stakeholders on a range of complex issues and projects that impact the Lower Fillmore;
- Work closely with OEWD Project Manager and coordinate regularly with multiple City agencies.

Performance Measures:

- 10-20 unduplicated small businesses assessments
- 5-10 community events and meetings attended each month

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Applicant must possess experience in:
 - Assessing and data analysis on small businesses
 - Providing business-related supportive services to the Lower Fillmore
 - Promoting and marketing small businesses
 - Establishing and maintaining effective partnerships with business owners, property owners, community organizations, and City agencies
- Established relationships with local merchant associations and community-based organizations

Preferred Qualifications: None specified

Supplementary Questions and Requirements:

- What experience does your organization have working in the Fillmore? Please include a list of non-profits, small businesses, and organizations you have worked with and in what capacity.
- Provide details on business assessments and data analyses you have completed and the methods used.
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide 3 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area K: Art Programming and Training for African American Youth

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$20,000. Applicants may propose budgets up to **\$20,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): District 5

Target Population: African American youth in District 5, with a focus on mentorship of young women

Scope of Work:

OEWD is seeking proposals from **Nonprofit** organizations to provide Arts programming and training for African American youth with a focus on mentorship of young women in the Western Addition of District 5.

Activities may include, but are not limited to, the following:

- Provide programming in the arts and interactive arts with a focus on creating opportunities for young women.
- Provide mentorship programs that empower African American youth.
- Provide safe and comfortable interactive art experiences.
- Provide programming online and other creative platforms to reach youth.
- Provide materials and needed supplies for youth to successfully participate in arts programs and training.

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

- Number of youth supported
- Number of events/activities held
- Number of mentorship opportunities

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Previous experience in working with youth of color

- Previous experience in running programs in District 5 neighborhoods, specifically serving Western Addition youth
- Previous experience in executing arts and design training

Preferred Qualifications:

- Partnerships with educational institutions

Supplementary Questions and Requirements:

- What is your experience in implementing arts programs to support young women of color?
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide 1 letter of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area L: Calle 24 Latino Cultural District Economic Vitality

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$100,000. Applicants may propose budgets up to **\$100,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Mission

Target Population: Calle 24 Latino Cultural District business owners, property owners and residents

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to support collaborative efforts, coordination, engagement and implementation of Calle 24 Latino Cultural District economic vitality projects that will contribute to neighborhood vitality, increase economic activity and build upon existing efforts led by local leadership.

A strong proposal shall demonstrate a supportive structure deeply rooted and reflective of the community with the capacity to compensate, supervise, support staff and report on grant deliverables. It shall also include a detailed description of the coordination and implementation of activities. The budget shall reflect compensation for staff as well as operational and potential project budget for activities.

Projects and activities proposed under this program area may include, but are not limited to the following:

Partnerships, Coordination and Engagement

- Engage community and partners in providing input on projects that align with the Calle 24 Latino Cultural District Cultural History, Housing and Economic Sustainability Strategies (CHHESS) Report
- Collaborate and support activities that spur economic development, support existing businesses, improve physical conditions, increase quality of life, or build community capacity.
- Collaborate to support coordination of activities between multiple parties including, but not limited to: business owners, property owners, public agencies, nonprofit organizations
- Maintain relationships with City agencies and partners that support neighborhood efforts and can respond to needs
- Connect resources to Calle 24 Latino Cultural District partners and projects

- Conduct activities that leverage private resources, including financial commitments, in kind donations, volunteer time, etc.

Business Outreach and Strengthening

- Support attraction of neighborhood serving businesses that promote the history and strengthen the character of the neighborhood and specially those who have been part of historically disenfranchised communities
- Provide services and referrals that will strengthen small businesses and increase their longevity in the corridor
- Conduct regular door to door business owner outreach to assess needs, connect businesses to programs and projects and provide referrals and support
- Develop relationships with business owners, property owners and nonprofit partners to:
- Follow up with businesses on progress of services and referrals
- Support troubleshooting issues between small businesses and cityPromote and provide information of City services and programs to business owners

Programs to be promoted and delivered to businesses in corridor may include, but are not limited to:

- ADA compliance and awareness
- Reopening Support
- Lease Negotiations
- Marketing assistance
- Permitting resources
- Legacy business registry
- Small business grants

Cultural Heritage and Marketing

- Collaborate to support the development and implementation of a district marketing campaign centering on unique history and culture of the Calle 24 Latino Cultural District to promote neighborhood businesses and encourage customers to visit the business district.
- Collaborate to support commercial district marketing and branding
- Conduct activities and launch projects that complement and enhance existing efforts that support activities that celebrate, strengthen cultural heritage while spurring economic activity.

Performance Measures:

Reporting requirements include:

- Documentation of meetings and engagement of partners as needed for projects
- Regular progress reports and tracking project deliverables with appropriate data and tools.
- Tracking coordination efforts, projects and status

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Applicant and/or implementing partner must be an established organization within the Mission District
- Applicant must be physically located in Calle 24 Latino Cultural District.

Preferred Qualifications:

- Applicant has an established community organizational structure with experience implementing economic development projects

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide at least 1 letter of support from a collaborative partner that speaks to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area M: North Beach Street Conditions Program and Activation

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$15,000. Applicants may propose budgets up to **\$15,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): North Beach

Target Population: North Beach small business owners and commercial district

Scope of Work:

Proposals are being sought by OEWD from **nonprofit organizations** to implement programming and projects that address cleanliness and street conditions in the North Beach community. Proposals should contribute to neighborhood vitality by strengthening small businesses, improving physical conditions, increasing quality of life, and building community capacity.

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

- Neighborhood activations and safe events (e.g., art walks, closed streets, etc.)
- Installing public art, murals, neighborhood landmarks
- Neighborhood beautification and street cleaning
- Engaging non-English-speaking stakeholders
- Community safety efforts

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures:

- Number of Businesses supported
- Number of activations
- Number of individuals participating/attending

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Past experience implementing capacity building and cleaning programs that contribute to the vitality of North Beach.

- Have a presence in and connection to the North Beach Community
- Applicant must be physically located in North Beach.

Preferred Qualifications:

- Collaboration with the existing neighborhood and residential organizations

Supplementary Questions and Requirements:

- What experience do you have in implementing a capacity-building program that contributes to neighborhood vitality and supports equity goals?
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area N: Leland Avenue Visitacion Valley Greenway Project

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$25,000. Applicants may propose budgets up to **\$25,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. See Appendix D for more details. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: <https://sfgov.org/cmd/14b-local-business-enterprise-ordinance>

Eligible Neighborhood(s): Visitacion Valley

Target Population: Visitacion Valley residents and businesses

Scope of Work:

OEWD is seeking proposals from **nonprofit and for-profit organizations** to partner with OEWD to fund activities that support the Visitacion Valley Greenway as an asset that connects neighborhood residents to the Leland Avenue commercial corridor.

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

- Projects that support maintenance and beautification activities within the greenway
- Educational activities that promote the history and character of the neighborhood
- Activities that engage a diverse neighborhood audience to support the maintenance of the greenway
- Activities that support the enhancement and beautification of Leland Avenue greenway entrance and connection to the greenway

Performance Measures: None specified

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit entity eligible to do business with the City and County of San Francisco.

- Applicant must partner with one or more local Visitacion Valley organizations, residents and/or businesses to implement project activities.

Preferred Qualifications: None specified

Supplementary Questions and Requirements:

- Proposal should reflect experience implementing activities within greenways
- Proposal should describe how activities will support enhanced connectivity to the Leland Avenue corridor
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide at least 1 letter of support from partners named in the proposal that speaks to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area O: SF Shines Window Display

Anticipated Number of Awards: 1-5

Amount: Total amount of funding available under this program area is \$125,000. Applicants may propose budgets up to **\$25,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Chinatown, Central Market/ Tenderloin, Lower Fillmore, Mission, Bayview, Excelsior

Target Population: Small business owners with limited English proficiency, historically marginalized and/or underrepresented communities, women, and populations from low-income backgrounds.

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations**.

Organizations will partner with OEWD to enhance and support the SF Shines Window Display program, which provides temporary creative installations in storefronts.

- Create a process by which small businesses and/or property owners can apply to participate in the window display program
- Create an outreach strategy to the target population
- Select qualified designers and match them with appropriate storefronts
- Manage business and designer relations
- Plan a public event and/or marketing strategy to promote the project
- Document the project with photographs and a post-project survey
- Work collaboratively with OEWD to assist business owners in navigating other municipal resources that are available for business stabilization

Performance Measures:

- Number of businesses engaged,
- Number of installations in vacant storefronts,
- Percentage of businesses from target population,
- Number of people engaged through event and/or marketing,
- Before and after photos

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco

- Previous experience working with designers, and/or small business owners in the chosen neighborhood

Preferred Qualifications:

- Connections to local designers who are able and willing to participate in the project.
- Language capacity in Spanish, Cantonese, Mandarin, and Filipino.
- Understanding of visual identity, branding, and merchandising for small businesses
- Strong understanding of neighborhood history and culture including visual language and cultural aesthetics.

Supplementary Questions and Requirements:

- If applicable, please provide examples of any past projects working with small business owners on window displays, merchandizing or other visual identity enhancement projects.
- If applicable, please provide examples of past projects working with artists or designers in spaces not traditionally used for art.
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area P: SF Shines Storefront Improvement

Anticipated Number of Awards: 1-3

Amount: Total amount of funding available under this program area is \$500,000. Applicants may propose budgets up to **\$250,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide

Target Population: Small business owners with limited English proficiency, historically marginalized and/or underrepresented communities, women, and populations from low-income backgrounds.

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to administer a Storefront Improvement Program on commercial corridors.

Storefront improvements may include, but are not limited to, architectural and branding design services, equipment and furniture for health and safety compliance, painting, signage, power washing, minor repairs, etc. Mini-grants are expected to be up to \$5,000 each. City grants are reimbursable so organizations must have capacity to cover mini-grant costs for at least 30 days.

Note: All projects must obtain the necessary City permits and any contractors that the awardee of this RFP uses must be registered in the State Department of Industrial Relations Public Works Contractor database. Contractors responsible for covered construction or maintenance projects must comply with all relevant local, state and federal prevailing wage laws at the point of bidding to be eligible for a contract award. Please visit <http://sfgov.org/olse/prevailing-wage> and <https://www.dir.ca.gov/Public-Works/Contractor-Registration.html> for more information.

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

- Outreach to neighborhood organizations and small business owners with an emphasis on those with limited English proficiency, minorities, women, and other populations from low-income backgrounds.
- Facilitation of design process, if needed.
- Facilitation of City permitting and verification of contractor license, insurance, and prevailing wage compliance, if needed.
- Management of construction process to ensure quality and deadlines are met.
- Management of all vendors/contractors.
- Financial management and administration of construction grants.

Performance Measures:

- Number of small businesses supported
- Scope of work of projects
- Before and after photos of projects
- Award amounts per project

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Previous experience working with small business owners especially those with limited English proficiency, minorities, women, and other populations from low-income backgrounds.
- Knowledge of design, permitting, and/or construction process and requirements.
- Financial capacity to cover fund disbursements totaling up to \$30,000 per month.

Preferred Qualifications:

- Understanding of requirements to meet current health and safety standards for small business operation.
- Understanding of visual identity and branding for small businesses
- Strong understanding of neighborhood history and culture including visual language and cultural aesthetics.
- Experience with City permitting process for commercial space improvements.
- Strong knowledge of construction materials, processes and equipment.
- Knowledge of prevailing wages and competitive bidding processes.
- Language capacity in Spanish, Cantonese, Mandarin, and Filipino.

Supplementary Questions and Requirements:

- If applicable, please provide examples of any previous commercial space improvement projects with before and after photos and a description of the organization's role in the projects.
- Please include the projected number of mini-grants to be administered in the proposal. A strong proposal shall demonstrate proper resources and competitive administrative overhead costs to perform the services.
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

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

Anticipated Number of Awards: 1-4

Amount: Total amount of funding available under this program area is \$80,000. Applicants may propose budgets up to **\$20,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Established Community Benefit Districts and Business Improvement Districts within the City and County of San Francisco.

Target Population: Businesses, residents and property owners comprising the Community Benefit Districts/Business Improvement Districts

Scope of Work:

The purpose of this program area is to provide funding to existing Community Benefit Districts (CBD) and Business Improvement Districts (BID) to strengthen the organizational effectiveness of their management corporation.

OEWD is seeking proposals from **existing Community Benefit Districts (CBD)/Business Improvement Districts (BID)** to collaborate with OEWD to enhance and support existing CBDs/BIDs. 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, business attraction, business technical assistance, volunteer management, renewal, district improvements, 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.

Performance Measures:

- Strategic Planning: A completed strategic plan, including an implementation plan
- Business Attraction: Number of new businesses opening within a specific area of a CBD/BID zone or throughout the district
- Business Technical Assistance: Number of businesses assisted
- Renewal: A completed management district plan and engineer's report
- Due to the wide variety of subjects not all potential performance measures may be covered above. In general, applicants should think of metric-based performance

measures. Applicants and the OEWD Project Manager shall determine performance measures if a grant is awarded to the organization.

Minimum Qualifications:

- Applicant must be a fully established CBD/BID entity eligible to do business with the City and County of San Francisco.
- The proposed budget for this Program Area must include leveraged, private resources (e.g. financial commitments, in-kind donations, volunteer time, etc.).

Preferred Qualifications:

- Personnel with experience in implementing the proposed project/program.

Supplementary Questions and Requirements:

- Indicate how the CBD/BID plans to maintain the activities included in the proposal after the grant is exhausted and without City support, or if it is a one-time request
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area R: Community Benefit District/Business Improvement District Impact Analysis

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$200,000. Applicants may propose budgets up to **\$200,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. See Appendix D for more details. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: <https://sfgov.org/cmd/14b-local-business-enterprise-ordinance>

Eligible Neighborhood(s): Not applicable

Target Population: Businesses, residents and property owners comprising the Community Benefit Districts/Business Improvement Districts

Scope of Work:

OEWD is seeking proposals from **both nonprofit and for-profit** organizations.

OEWD is seeking proposals to update and expand on the 2012 impact analysis to determine the impact of Community Benefit Districts (CBD) and Business Improvement Districts (BID) in the City and County of San Francisco. The analysis will be used to educate the public at large, City departments, and elected officials on what CBD/BIDs do and the program's overall and specific impact.

San Francisco's Community Benefit District(CBD) and Business Improvement District (BID) program was established in 2005 with the passage of Article 15 of the San Francisco Business and Tax Regulations Code and the creation of a technical assistance program by then Mayor Gavin Newsom. In 2012, a CBD Impact Analysis was headed by the OEWD. Data was gathered from City agencies, external data providers, Certified Public Accountant audited financial statements, and a survey instrument administered to CBD/BID executive directors.

In summary, the data and research synthesized by OEWD's evaluation provides strong justification for the continuation of City support for the CBD/BID programs, and for making new investments in neighborhood commercial districts. The full report can be found here: [2012-2013 CBD Impact Analysis](#).

Since 2012-2013 the CBD/BID program has grown significantly. OEWD is seeking proposals to update and expand on the 2012 impact analysis to determine the impact of CBD/BID in the City and County of San Francisco.

This impact analysis will be used to educate the public at large, City departments, and elected officials on what CBD/BID do and the importance of the programs to the City and County of San Francisco. The impact analysis report will be co-authored with OEWD.

Grantee will work with OEWD to develop the specific framework and research areas for the impact analysis report, but it should closely follow the outline set forth in the 2012-2013 CBD Impact Analysis:

1. Foreword
2. Executive Summary
3. San Francisco's CBD/BID program
4. CBD/BID Profiles
5. Evaluation
6. Selected Data and Charts
7. Acknowledgments
8. Sources

Grantee and OEWD shall work to make the impact analysis as replicable as possible to ensure parity with future similar projects. Grantee may partner with other institutions, as needed, to complete the impact analysis.

Performance Measures:

Final Impact Analysis: A completed and finalized CBD/BID impact analysis report and all accompanying data, analysis, and evaluation.

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit entity eligible to do business with the City and County of San Francisco.
- Applicant has experience in providing data and metric based analysis.
- Applicant has experience in data gathering and evaluation.

Preferred Qualifications:

- Familiarity and understanding of Community Benefit/Business Improvement Districts
- Key personnel with experience in data/metric based evaluations and analysis
- Applicant is registered to do business in the State of California

Supplementary Questions and Requirements:

- Describe the proposed methodology and timeline to provide an impact analysis of the CBD/BID program.
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area S: Commercial Loans – Revolving Loan Fund

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$575,000. Applicants may propose budgets up to **\$575,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide, but focus on opportunity neighborhoods:

- Bayview
- Lower Fillmore
- Central Market/Tenderloin
- Mission
- Chinatown
- Excelsior

Target Population: Small business owners

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to develop and support the City-sponsored Revolving Loan Fund (RLF) that provides loans and consulting services to the City's micro and small businesses with a focus on IIN communities.

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

- Economic development efforts directed at revitalizing and strengthening targeted commercial neighborhood corridors throughout the City; and
- Job creation and retention efforts that create and/or retain permanent full-time jobs filled by low- to moderate-income San Franciscans; and
- Investment and economic growth where other financing sources are not available.

Applicants may propose a grant of up to \$75,000 to support the RLF Program. OEWD prefers to reimburse grantee on a deliverable basis, e.g., per loan funded or as a percentage of amount funded, but is open to other grant reimbursement methods to ensure support of program and organization capacity. The proposal may include thoughts on how program income can be used to apply to operations and maintenance of the RLF.

The City may provide up to \$500,000 in lending capital to seed the RLF. Funds for the RLF are being made available through the Economic Development Administration (EDA) CARES Act Revolving Loan Funds.

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

A strong proposal shall demonstrate a supportive structure with the capacity to leverage non-City funds for lending capital, match funds or additional resources to support operations, an outreach plan to micro and small businesses in San Francisco that focuses on businesses along IIN commercial corridors as well as the ability to provide technical assistance and resources to businesses during and beyond the terms of the loan.

Performance Measures:

The proposed RLF program should meet each of the following criteria:

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

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Qualified applicants must demonstrate experience providing similar lending and consulting services and demonstrate the ability to deliver services through collaborative efforts, particularly with the City and County of San Francisco, commercial corridor

programs, and community-based business technical assistance and entrepreneurship training organizations.

- Applicants must be San Francisco-based or operate a San Francisco office.
- Applicants should be Community Based Development Institutions (CDFI) as certified by the CDFI Fund under the US Treasury Department; or demonstrate that they are on the path to achieve such status within calendar year 2021; or have a California Lender's License with experience lending to and consulting with small businesses.
- Applicants must be able to assist borrowers funded with federal sources, comply with all applicable environmental review clearance, bidding procedures, and state and federal prevailing wage requirements.
- Applicants must comply with all applicable local and federal government regulations including the ability to document jobs created and retained as a result of funding provided to the borrower.

Preferred Qualifications: None specified

Supplementary Questions and Requirements:

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

- Describe your organization's track record lending to San Francisco-based small businesses over the past two years, including lending volume, delinquency and write-off rates.
- Describe the demographic characteristics of the target audience in need of the loan product and services being proposed.
- Describe how the loan product and services shall be structured to reach the target audience.
- Describe success for the program and specific, measurable and realistic outcomes for the targeted program.
- Describe any challenges your organization faced in lending to small businesses in San Francisco in the past and your organization's strategies to overcome these challenges.
- Describe strategies and activities that exhibit cultural competencies reaching and working with populations that are lower-income and racial/ethnic minorities.
- Describe your program staff's and Board of Directors' management and leadership experience to provide direction to the organization to successfully carry out its programs; and have adequate representation of program beneficiaries.
- Describe any fees/costs to clients that would be associated with RLF and justification for fees/costs. Please include detailed SF RLF program budget and how the different grant, program income, and leveraged funds will support and sustain the program.
- Describe your experience managing a City Revolving loan fund funded with Economic Development Administration (EDA) funds.

- Describe your experience providing pre-loan and post-loan one-on-one business counseling to borrowers.
- Describe a client success story including how the loan product and assistance from your organization attributed to the success of the business.
- Describe a client that received program loan and services, but was not able to succeed in the City. What were the contributing factors and how will the program be structured to better inform clients of these potential pitfalls?
- Please provide 3 references from small business clients in the past year that can speak to the product and/or services your organization provided.'

Program Area T: Public Space Improvement Services

Anticipated Number of Awards: 1-6

Amount: Total amount of funding available under this program area is \$500,000. Applicants may propose budgets up to **\$250,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide

Target Population: San Francisco public space stakeholders including residents and businesses

Scope of Work:

Public space is crucial to San Francisco's ability to persevere through the COVID crisis and will be critical if we are to see through a meaningful, equitable civic and economic recovery that has our City emerge stronger than it was prior to COVID. OEWD is seeking proposals from **nonprofit organizations** to partner with government agencies and community stakeholders to improve and manage a variety of public spaces across the City, in alignment with the City's Recovery Plan goals of catalyzing neighborhood recovery and supporting cleanliness, health and safety in public spaces.

Proposals may provide any of the following types of services:

- Cleaning, public health and/or safety services with particular focus on workforce development partnerships and/or efforts to hire dislocated workers.
- Public space activation and/or beautification services including programming, events, and arts activation, and landscaping.
- Public space improvement project planning, community engagement, fundraising, and implementation, and evaluation.
- Marketing, promotion and other communications to improve the perception of the City's public spaces.
- Administrative services (i.e. fiscal sponsorship, grant management, executive and administrative staffing, insurance, subcontracting, fundraising).

Successful proposals will promote the economic well being of community, promote public health and safety, and demonstrate an ability to follow public health guidelines.

Performance Measures: None specified

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- 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 the type of projects proposed
- Track record of partnering with community-based groups and securing community consensus for project direction, including in high-risk communities and communities of color.
- Track record of effectively completed projects with budgets over \$100,000.
- Track record of working with a variety of vendors around public space cleaning, programming and administrative services.
- Track record of doing business in San Francisco and contracting experience with the City and County of San Francisco is desired.

Preferred Qualifications: None specified

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area U: Real Estate Case Management Services

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is \$200,000. Applicants may propose budgets up to **\$200,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. See Appendix D for more details. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: <https://sfgov.org/cmd/14b-local-business-enterprise-ordinance>

Eligible Neighborhood(s): Citywide

Target Population: San Francisco businesses, residents and landlords impacted by vacant storefronts

Scope of Work:

OEWD is seeking proposals from **both nonprofit and for-profit** organizations to provide commercial real estate broker services to support a storefront activation and retention program.

Activities under this section may include:

- Work with OEWD to identify and prioritize storefronts to activate.
- Work with landlords to fill vacant storefronts.
- Assist tenant pipeline businesses in representing them, negotiating leases, assessing zoning and permitting, and drafting letters of intent.
- Assist existing businesses in representing them, negotiating leases, and drafting letters of intent.
- Provide OEWD with real estate data such as development pipeline information, tenants in the market, and aggregate demand.

Performance Measures: None specified

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit entity eligible to do business with the City and County of San Francisco.

- At least three years of experience providing real estate or broker services for commercial properties.
- Success providing real estate services to small businesses with varying needs.
- Experience working in the San Francisco neighborhood commercial real estate market

Preferred Qualifications:

- California licensed real estate broker

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area V: Small Business and Commercial Property Owner Legal Support Services

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$50,000. Applicants may propose budgets up to **\$50,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide

Target Population: Small Business Owners

Scope of Work:

OEWD is seeking proposals from **non-profit organizations** to provide legal and non-legal support to small business owners and commercial landowners on a Citywide basis to prevent conflict, mediate, and resolve lease and related disputes in various languages and in a culturally appropriate manner.

- **Mediation** – Provide triage and client consultation and situational analysis, individual conflict coaching, and conflict navigation, including but not limited to two-party or more negotiation through confidential mediated dialogue with a professional neutral party. Provide case management where matters require ongoing support.
- **Legal Consultation** – Provide holistic legal consultation with a licensed attorney, when appropriate, who focuses on pertinent business tenancy issues, situational review, and matters that may not require ongoing case management.
- **Lease and Contract Review** – Provide specialized lease contract review with a professional or a licensed attorney who focuses on legal issues relating to commercial leases.
- **Non-legal Consultation** – Provide non-legal triage, counseling, consultation, and education with experts in tenant-landlord matters.
- **Educational Seminars** – Provide educational workshops and materials for Small Business Owners/Managers. This may include, but is not limited to course design, preparation of online materials, outreach (including print mailers), marketing, coordination, and both online and in-person classes, if appropriate.

Performance Measures:

- Number of Classes/Group Trainings
- Number of Businesses supported
- Number of conflicts/issues resolved

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Experience and history in providing legal and non-legal lease support to small businesses in San Francisco
- Understanding of the San Francisco Small Business Community
- Understanding of the pressing COVID impacts on Small Businesses

Preferred Qualifications:

- Located in San Francisco

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide 2 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area W: Business Development and Technical Assistance Grant for Black Transgender and Gender Nonconforming Small Businesses and Entrepreneurs

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is \$250,000 for a two year period. Applicants may propose budgets up to **\$250,000** for twenty-four months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more. This program area will be deployed in partnership with the Human Rights Commission (HRC) using reallocated funding from the SF Police Department.

Eligible Neighborhood(s): Citywide

Target Population: Black transgender and gender-nonconforming-led small businesses

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to support Black transgender-led and gender nonconforming-led small businesses with capacity building services, technical assistance, and business development programs. The purpose of this proposal is to expand economic and entrepreneurship opportunities for Black transgender and gender nonconforming small businesses.

Activities may include, and are not limited to, the following ways of supporting Black transgender and gender nonconforming small businesses:

- Provide counseling, training, and research assistance to assist small businesses who are launching, growing, and innovating.
- Offer capacity building services, technical assistance, and business development programs in order to strengthen existing businesses
- Support businesses with securing business licenses, permits, and other administrative needs.
- Support small businesses and entrepreneurs with emerging needs on an ongoing basis
- Provide financial assistance in the form of microgrants for business start-up costs on an as-needed basis

Performance Measures:

- Number of businesses served
- Amount of resources leveraged
- Number of jobs created

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco
- Demonstrate a deep and meaningful connection to the Black transgender and gender nonconforming communities that can serve as a basis for a business incubator that is racially equitable and reflects the community of service.
- Demonstrate a history of providing services to the Black transgender and gender nonconforming communities within San Francisco.
- Respondent must be in good financial standing according to generally accepted accounting practices.

Preferred Qualifications:

- Organization's mission, values, and programs are working to advance economic empowerment initiatives supporting Black Transgender and gender nonconforming communities in San Francisco
- Services are supporting communities located in San Francisco's Tenderloin and South of Market of neighborhoods
- Experience working with Black transgender and gender nonconforming communities who are formerly incarcerated, justice involved and/or marginally housed.

Supplementary Questions and Requirements:

- How will the proposed project contribute to economic empowerment initiatives and build up existing efforts led by Black Trans-led organizations?
- Define the communities served by the proposed project, and describe how the strategy and marketing plan are relevant to the communities of service.
- How will the proposed project outcomes be accomplished within twenty-four months?
- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area X: Accelerate Manufacturing

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$90,000. Applicants may propose budgets up to **\$90,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide

Target Population: Manufacturers

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations.

The goal of OEWD's sector strategies is to attract, retain, and support the start and growth of businesses in targeted industries, driving job creation and retention, in addition to promoting tourism, local exports and investment. We are seeking an organization to provide assistance to help strengthen San Francisco's production sector and encourage businesses to start, stay, and grow in San Francisco.

Manufacturing has a great history in San Francisco and is in the midst of a resurgence. The City wants to do whatever it can to support this and sees this body of work as a key component of that support.

The selected organization will work closely with OEWD on the following activities:

- **Outreach:** Conduct direct, proactive, iterative business outreach to businesses in target sector. Identify businesses at risk of leaving San Francisco, business expansion opportunities, businesses that would benefit succession planning resources and businesses looking to move to San Francisco. Assist small businesses in developing and maintaining a coordinated communication system across small businesses and with government.
- **Real Estate Assistance:** Provide real estate assistance by helping businesses understand the local real estate market; support businesses searching for space in the city and connect businesses to real estate professionals. Provide OEWD with real estate data such as development pipeline information, tenants in the market, and aggregate demand.
- **Information Clearinghouse:** Serve as an information clearinghouse on resources for businesses. Coordinate efforts to connect businesses to identified local service providers (i.e. legal, finance, marketing, potential partners, etc.). Serve as an information clearinghouse regarding local policy development that may impact businesses.

- **Workforce:** Connect businesses that are in need of additional staff or sub-contractors with appropriate candidates or organizations. Create opportunities for workforce skills development.
- **Connect to Assistance Programs:** Educate and connect organizations to relevant City, State, Federal and other assistance programs including tax incentives, financing programs, and workforce development services.
- **Local Purchasing Campaigns:** Develop, support and execute outreach campaigns to encourage and facilitate local shopping by customers as well as business to business (B2B) purchasing relationships.
- **Information Resources:** Provide information through print, web and social content which supports business outreach, assistance, attraction and retention. This could include case studies, fact sheets, presentations, and multi-media.
- **Sector-wide Efforts:** Support sector-wide efforts that benefit businesses across target sectors. Activities could include supporting networking activities (i.e. focus groups, etc.); addressing sector-wide challenges (i.e. need for early stage incubator space, etc.); and pursuing other catalytic opportunities (i.e. grants, etc.).
- **Marketing:** Identify opportunities for made in San Francisco production businesses to be highlighted in different media outlets, social, print, television, etc.
- **Refer to the City:** Refer business issues to OEWD or relevant City department.
- **Reporting:** Conduct a comprehensive annual survey of companies including data on revenue, new sales, hires and feedback on programming provided. Track, measure and regularly report on outcomes.

Performance Measures:

- Number of businesses provided with real estate assistance
- Number of signed leases
- Number of businesses supported with permitting assistance
- Number of job referrals and placements made
- Number of businesses provided with intensive business counseling
- number of business connections to new customers facilitated
- Data collection on the status of the industry and local businesses

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco

Preferred Qualifications:

- Organization has existed for at least one year and has a minimum of one year of experience in the type of program/project proposed

- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with experience in the type of program/project proposed

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area Y: Distribution and Repair Business Development

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$45,000. Applicants may propose budgets up to **\$45,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide

Target Population: Distribution and Repair Businesses

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations**.

The goal of OEWD's sector strategies is to attract, retain and support the start and growth of businesses in targeted industries, driving job creation and retention in addition to promoting tourism, local exports and investment. Distribution and Repair Sector Business Development is a technical assistance program to help strengthen San Francisco's distribution and repair sector and encourage businesses to start, stay and grow in San Francisco.

The selected organization will work closely with OEWD on the following activities:

- **Outreach:** Conduct direct, proactive, in person outreach to businesses in target sectors. Identify businesses at risk of leaving San Francisco, business expansion opportunities, and businesses looking to move to San Francisco. Assist small businesses in developing and maintaining a coordinated communication system across small businesses and with government. Maintain and expand database of distribution and repair businesses and supporting services in San Francisco. Work to identify businesses that should be considering succession planning and refer to relevant programming.
- **Real estate assistance:** Provide real estate assistance by helping businesses understand the local real estate market; support businesses searching for space in the city and connect businesses to real estate professionals. Provide OEWD with real estate data such as development pipeline information, tenants in the market and aggregate demand.
- **Information Clearinghouse:** Serve as an information clearinghouse on resources for businesses. Coordinate efforts to connect businesses to identified local service providers (i.e. legal, finance, marketing, technology etc). Serve as an information clearing house regarding local policy development that may impact businesses.
- **Connect to Assistance Programs:** Educate and connect organizations to relevant City, State, Federal and other assistance programs including tax incentives, financing programs, and workforce development services.

- **Information Resources:** Provide information through print, web and social content which supports business outreach, assistance, attraction and retention. This could include case studies, fact sheets, presentations and multi-media and should take into consideration the benefit of in-person interactions with these businesses.
- **Workforce:** Connect businesses that are in need of additional staff or sub-contractors with appropriate candidates or organizations. Create opportunities for workforce skills development.
- **Refer to the City:** Refer business issues to OEWD or relevant City department.
- **Sector-wide Efforts:** Support sector-wide efforts that benefit businesses across target sectors. Activities could include supporting networking activities (i.e. focus groups, etc.); addressing sector-wide challenges (i.e. need for workforce training programs, etc.); and pursuing other catalytic opportunities (i.e. grants, etc.).
- **Reporting:** Track, measure and regularly report on outcomes.

Performance Measures:

- Number of 1:1 consultations with businesses
- Number of businesses receiving real estate assistance
- Number of businesses receiving referrals
- Number of unduplicated businesses receiving service

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco

Preferred Qualifications:

- Organization has existed for a minimum of one year and has at least one year of experience in the type of program/project proposed
- Experience managing the type of program/projects proposed in a city of similar or greater size
- Key personnel with experience in the type of program/project proposed

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area Z: FashionSF

Anticipated Number of Awards: 1-3

Amount: Total amount of funding available under this program area is \$60,000. Applicants may propose budgets up to **\$30,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide

Target Population: Apparel and accessory designers and manufacturers, both existing and new

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations**.

FashionSF is a fashion-based business development program. The goal of FashionSF is to support the expansion of existing designers and manufacturers in the apparel and accessory sector, facilitate connection between designers and manufacturers, and support new company startup and growth.

The selected organization will work closely with OEWD on the following activities:

- **Outreach:** Conduct direct, proactive, iterative business outreach to businesses in target sector. Identify businesses at risk of leaving San Francisco, business expansion opportunities and businesses looking to move to San Francisco. Providers should ensure that they will connect with businesses across the city representing different backgrounds and subsectors of the fashion industry. Assist small businesses in developing and maintaining a coordinated communication system across small businesses and with government.
- **Real Estate Assistance:** Provide real estate assistance by helping businesses understand the local real estate market; support businesses searching for space in the city and connect businesses to real estate professionals. Provide OEWD with real estate data such as development pipeline information, tenants in the market, and aggregate demand.
- **Information Clearinghouse:** Serve as an information clearinghouse on resources for businesses. Coordinate efforts to connect businesses to identified local service providers (i.e. legal, finance, marketing, potential partners etc.). Serve as an information clearinghouse regarding local policy development that may impact businesses.
- **Connect to Assistance Programs:** Educate and connect organizations to relevant City, State, Federal and other assistance programs including tax incentives, financing programs, and workforce development services.

- **Information Resources:** Provide information through print, web and social content which supports business outreach, assistance, attraction and retention. This could include case studies, fact sheets, presentations, and multi-media.
- **Workforce:** Connect businesses that are in need of additional staff or sub-contractors with appropriate candidates or organizations. Create opportunities for workforce skills development.
- **Sector-wide Efforts:** Support sector-wide efforts that benefit businesses across target sectors. Activities could include supporting networking activities (i.e. connecting designers to local manufacturers, etc.); addressing sector-wide challenges (i.e. need for early stage incubator space, etc.); and pursuing other catalytic opportunities (i.e. grants, etc.).
- **Refer to the City:** Refer business issues to OEWD or relevant City department.
- **Marketing:** Identify opportunities for made in San Francisco designers to be highlighted in different media outlets, social, print, television, etc.
- **Reporting:** Track, measure and regularly report on outcomes.

Performance Measures:

Including but not limited to the following:

- Number of businesses receiving 1:1 counseling
- Number of businesses receiving educational programming/workshops/classes
- Number of businesses provided with marketing opportunities
- Number of referrals made to designer/manufacturing business
- Number of job referrals facilitated
- Number of referrals provided to businesses
- Number of businesses provided real estate consultations

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco

Preferred Qualifications:

- Organization has existed for a minimum of one year and has at least one year of experience in the type of program/project proposed
- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with experience in the type of program/project proposed

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area AA: SF Biz Connect

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$60,000. Applicants may propose budgets up to **\$60,000** for twelve months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide

Target Population: San Francisco local business enterprises

Scope of Work:

OEWD seeks a **nonprofit organization** to support businesses in developing connections to additional business opportunities by conducting business outreach, education, and development support through shop local programs and coalition building between target sectors currently operating in, or wanting to relocate to, the City of San Francisco. Target sectors include small businesses, life sciences, health care, nonprofits, tourism, financial and professional services, education, technology, clean technology and others as identified by OEWD.

The selected organization will work closely with OEWD on the following activities:

- **Outreach:** Conduct direct, proactive, iterative business outreach to businesses in target sectors with emphasis on services for our Local Business Enterprises.
- **Local Purchasing Campaigns:** Develop, support and execute campaigns to encourage and facilitate business to business (B2B) purchasing relationships and educate the public on the importance of the smallbusiness community as well as shopping locally.
- **Coalition building:** Support sector-wide efforts that benefit businesses across target sectors. Activities may include supporting networking activities; addressing sector-wide challenges; and pursuing other catalytic opportunities.
- **Marketing:** Identify and create opportunities for local businesses to be highlighted in different media outlets, social, print, television, events etc.
- **Information Resources:** Provide information through print, web and social content which supports business customer relationship development. This could include case studies, fact sheets, presentations, and multi-media.
- **Reporting:** Conduct a comprehensive annual survey of companies including data on revenue, new sales, hires and feedback on programming provided. Track, measure and regularly report on outcomes.

Performance Measures:

- Number of recurring business relationships facilitated
- Number of unique businesses supported
- Number of marketing events proposed
- Number of outreach events attended
- Number of business organizations engaged

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco

Preferred Qualifications: None specified

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?
- Provide 3 letters of support from stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

Program Area BB: Shop & Dine in the 49

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is \$60,000 (\$30,000 per year for the next two years). Applicants may propose budgets up to **\$30,000** for twelve months, or \$60,000 for twenty-four months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Eligible Neighborhood(s): Citywide

Target Population: San Francisco local small businesses

Scope of Work:

OEWD seeks a **nonprofit organization** to support conducting business outreach, education, business development support for shop local programs.

OEWD developed sector-based business development initiatives based on target industries identified in the City's Economic Strategy. The goal of OEWD's sector strategies is to attract, retain, and support the start and growth of businesses in targeted industries, driving job creation and retention, in addition to promoting tourism, local exports and investment.

Within these strategies, OEWD has developed programs that encourage residents and visitors, alike, to support and shop at small businesses that are local to San Francisco. As such, OEWD seeks an organization to support conducting business outreach, education, events, business development, and other economic development activities that support shop-local programs.

The selected organization will work closely with OEWD on the following activities:

- **Outreach:** Conduct direct, proactive, iterative business outreach to businesses in order to recruit them into participating in shop-local activities and events.
- **Event Coordination and Planning:** Support OEWD and partners in coordinating and managing a minimum of two pop-ups which support small local makers, and plan a minimum of four events per year that support buy-local.
- **Innovate:** Identify and/or rollout additional activities and event formats that will provide auxiliary programming and opportunities to promote businesses in shop-local initiatives, and stimulate neighborhood economies in manners that assure continued public health.

Performance Measures: None specified

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco

Preferred Qualifications:

- Organization has existed for a minimum of two years and possesses at least two years of experience in the type of program/project proposed
- Experience managing the type of program/projects proposed in a City of similar or greater size than San Francisco

Supplementary Questions and Requirements:

- How does your proposal consider and respond to the realities of COVID-19 and the urgent and evolving needs of small business and community stakeholders impacted by the pandemic?

Program Area CC: Human Centered Design/Innovation: Organizational Development Projects for Youth, Education, and Opportunity

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is anticipated to be \$50,000. Through this RFP, applicants may submit budget requests between **\$25,000 - \$50,000** for a service period of up to 12 months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. See Appendix D for more details. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: <https://sfgov.org/cmd/14b-local-business-enterprise-ordinance>

Eligible Neighborhood(s): Citywide

Target Population: OEWD staff (~130 individuals) and OEWD funded partners (nonprofit organizations, consultants and contractors) serving San Francisco high-school aged opportunity youth, defined as youth between the ages of 16-24 that are disconnected from school and work.

Scope of Work:

OEWD is seeking proposals from both **nonprofit and for-profit organizations**.

OEWD is seeking proposals to support its organizational development as well as that of its partners, grantees and stakeholders through human-centered design/innovation.

The scope of work may include a variety of organizational development projects based on human-centered design methodology and emerging research in related fields of technology, futurism, complexity theory, strategic planning, and equity work.

Proposals will be considered for the following activities:

- Designing, evaluating and coordinating projects, programming, and initiatives focused on both San Francisco Unified School District K-12 opportunity youth (high school age preferred) as well as collaborations with post-secondary students and/or institutions that amplify those efforts. The specific focus of this work is to develop pathways for students to access professional / post-secondary opportunities and to expand social capital, networks, and student-centered career exploration.

Proposals in this area may intersect with ongoing efforts at the Office of Economic and Workforce Development, including:

- Implementation of the OEWD Racial Equity Action Plan, which details OEWD’s key role and commitment to ensuring equitable and inclusive outcomes in San Francisco. This work may begin as soon as Spring 2021, and may continue through Fiscal Year 2023-2024. For more information, visit <https://www.racialequitysf.org>
- Implementation of recommendations of San Francisco’s Economic Recovery Task Force. This work has begun and is expected to continue through Fiscal Year 2023-2024. For more information, visit <https://www.onesanfrancisco.org/covid-19-recovery>

Minimum Qualifications:

- Be a fully established nonprofit or for-profit entity eligible to do business with the City and County of San Francisco
- Experience training, consulting, and/or researching and developing human-centered design for business, government, education, non-profit, etc. with measurable positive results
- Experience using human-centered design to develop programming for youth and educators in the K-12 space
- Experience teaching/coaching human-centered design in a K-12 educational setting
- Knowledge and understanding of complex educational systems, trends, and issues
- Design practice deeply rooted on equity work, especially racial equity

Preferred Qualifications:

- Recognized leadership in human-centered design/innovation
- Demonstrated success applying human-centered design/innovation to organizational development for business, education, government, non-profit, organizational development, technology, product design, program development, etc.
- Fusion-based approaches: Experience fusing human centered design with complexity theory, emerging technology, futures-based thinking, and/or other current research in the field of design thinking
- Experience training, facilitating, coaching in the aforementioned fusion-based approaches with measurable positive results in organizational services, products, and/or culture
- Experience applying human-centered design in a career development context for K-12 youth, especially high-school aged youth
- Experience working in collaboration with large school districts, especially with SFUSD
- A focus on educational equity issues

Supplementary Questions and Requirements:

Please address the following question in your proposal narrative:

- How will you measure successful integration of human-centered design into OEWD operations, programs, projects, services, and culture in the context of equity-based youth development?
- How does your proposal consider and respond to the realities of COVID-19?

Additionally, please submit all of the following as supplementary attachments to your proposal:

- Between 2 and 5 case studies from prior, similar projects, collaborations or contracts with public institutions
- 3 professional references from clients of prior, similar projects, collaborations or contracts, including email and phone contact information

Program Area DD: Human Centered Design/Innovation: Organizational Development Projects for Strategy + Planning

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is anticipated to be \$100,000. Through this RFP, applicants may submit budget requests up to **\$100,000** for a service period of up to 12 months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. See Appendix D for more details. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: <https://sfgov.org/cmd/14b-local-business-enterprise-ordinance>

Eligible Neighborhood(s): Citywide

Target Population: OEWD staff (~130 individuals) and OEWD funded partners (nonprofit organizations, consultants and contractors)

Scope of Work:

OEWD is seeking proposals from both **nonprofit and for-profit organizations**.

OEWD is seeking proposals to support its organizational development as well as that of its partners, grantees and stakeholders through human-centered design/innovation.

The scope of work may include a variety of organizational development projects based on human-centered design methodology and emerging research in related fields of technology, futurism, complexity theory, strategic planning, and equity work.

Proposals will be considered for the following activities:

- **Communications strategy design:** Development of human/user-centered business processes to support OEWD stakeholder outreach, including regular and ongoing dissemination of information and stories to stakeholders through web and other online tools and media.
- **Stakeholder Facilitation:** Development of human-centered approaches facilitating greater collaboration and partnership among and between OEWD and internal and

external stakeholders. This may include direct stakeholder facilitation, or training OEWD staff.

- **Strategic Planning:** Services in this area may range from discreet work on select aspects of OEWD's strategic planning process to responsibility for all aspects of planning, facilitation, design, and delivery of OEWD's strategic plan, including stakeholder facilitation.

Proposals in this area may intersect with ongoing efforts at the Office of Economic and Workforce Development, including:

- Implementation of the OEWD Racial Equity Action Plan, which details OEWD's key role and commitment to ensuring equitable and inclusive outcomes in San Francisco. This work may begin as soon as Spring 2021, and may continue through Fiscal Year 2023-2024. For more information, visit racialeequitysf.org.
- Implementation of recommendations of San Francisco's Economic Recovery Task Force. This work has begun and is expected to continue through Fiscal Year 2023-2024. For more information, visit <https://www.onesanfrancisco.org/covid-19-recovery>.

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit entity eligible to do business with the City and County of San Francisco
- Experience training, consulting, and/or researching and developing human-centered design for business, government, education, non-profit, thought leadership, etc. with measurable positive results
- Experience using human-centered design to facilitate strategic planning for public and private sector organizations of similar complexity to OEWD and with measurable positive results on the planning, services, products, and/or organizational culture of these clients

Preferred Qualifications:

- Recognized leadership in human-centered design/innovation
- Demonstrated success applying human-centered design/innovation to organizational development for business, education, government, non-profit, organizational development, technology, product design, program development, etc.
- Fusion-based approaches: Experience fusing human centered design with complexity theory, emerging technology, futures-based thinking, and/or other current research in the field of design thinking
- Experience training, facilitating, coaching in the aforementioned fusion-based approaches with measurable positive results on clients' organizational services, products, and/or culture

Supplementary Questions and Requirements:

Please address the following questions in your proposal narrative:

- How do you expect human-centered design to improve OEWD's strategic planning?
- How will you measure positive/successful outcomes of a strategic planning process?
- How will you measure successful introduction, integration, and development of human-centered design into OEWD operations, programs, projects, and services in the broader context of strategic planning?
- How does your proposal consider and respond to the realities of COVID-19?

Additionally, please submit all of the following as supplementary attachments to your proposal:

- Between 2 and 5 case studies from prior, similar projects, collaborations or contracts with public institutions
- 3 professional references from clients of prior, similar projects, collaborations or contracts, including email and phone contact information

Program Area EE: Human Centered Design/Innovation: Organizational Development Projects for Internal Training + Integration

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is anticipated to be \$50,000. Through this RFP, applicants may submit budget requests between **\$25,000 –\$50,000** for a service period of up to 12 months. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. See Appendix D for more details. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: <https://sfgov.org/cmd/14b-local-business-enterprise-ordinance>

Eligible Neighborhood(s): Citywide

Target Population: OEWD staff (~130 individuals) and OEWD funded partners (nonprofit organizations, consultants and contractors)

Scope of Work:

OEWD is seeking proposals from both **nonprofit and for-profit organizations**.

OEWD is seeking proposals to support its organizational development as well as that of its partners, grantees and stakeholders through human-centered design/innovation.

The scope of work may include a variety of organizational development projects based on human-centered design methodology and emerging research in related fields of technology, futurism, complexity theory, strategic planning, and equity work.

Proposals will be considered for the following activities:

- Work with OEWD to develop and implement new internal structures for incorporating human-centered design/innovation methodologies throughout its operations.
- Provide human-centered design/innovation training and tools to support the professional growth and development of OEWD leadership and staff.

Proposals in this area may intersect with ongoing efforts at the Office of Economic and Workforce Development, including:

- Implementation of the OEWD Racial Equity Action Plan, which details OEWD’s key role and commitment to ensuring equitable and inclusive outcomes in San Francisco. This work may begin as soon as Spring 2021, and may continue through Fiscal Year 2023-2024. For more information, visit racialeguitysfsf.org
- Implementation of recommendations of San Francisco’s Economic Recovery Task Force. This work has begun and is expected to continue through Fiscal Year 2023-2024. For more information, visit <https://www.onesanfrancisco.org/covid-19-recovery>

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit entity eligible to do business with the City and County of San Francisco
- Experience training, consulting, and/or researching and developing human-centered design for business, government, education, non-profit, etc. with measurable positive results
- Experience training organizations and staff in the proper use and execution of human-centered design in program and project settings with measurable positive results on organizational outcomes and internal culture

Preferred Qualifications:

- Recognized leadership in human-centered design/innovation
- Demonstrated success applying human-centered design/innovation to organizational development for business, education, government, non-profit, organizational development, technology, product design, program development, etc.
- Fusion-based approaches: Experience fusing human centered design with complexity theory, emerging technology, futures-based thinking, and/or other current research in the field of design thinking
- Experience training, facilitating, coaching in the aforementioned fusion-based approaches with measurable positive results on organizational services, products, and/or culture

Supplementary Questions and Requirements:

Please address the following question in your proposal narrative:

- How will you measure successful introduction, integration, and development of human-centered design into OEWD operations, programs, projects, services, and culture?
- How does your proposal consider and respond to the realities of COVID-19?

Additionally, please submit all of the following as supplementary attachments to your proposal:

- Two to five case studies from prior, similar projects, collaborations or contracts with public institutions
- Three professional references from clients of prior, similar projects, collaborations or contracts, including email and phone contact information

III. Application Process

A. How to Apply

Complete applications shall include all of the items listed in the Proposal Package Checklist, below. Instructions and tips on completing all Proposal Package documents are included following the Checklist and all templates noted can be downloaded from <http://oewd.org/bid-opportunities/RFP-215>.

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

Templates provided as Appendices to RFP 215:

- Appendix A, Application** template – This template includes the question set that all applicants must respond to, for each application. The same questions are in the online application form, which can be accessed on the RFP website at <http://oewd.org/bid-opportunities/RFP-215>. Appendix A can be used to draft your narrative response, which can be copied and pasted into the online application. Please do not upload Appendix A with your application.
- Appendix B, Proposed Budget** template – Please list your proposed project budget on this template and upload it where prompted before you submit your application.

Additional required attachments:

- Organizational Budget** (no template) – Overall organizational budget for the Primary Applicant and Program Lead, if applicable (no template provided). Please upload organizational budget(s) where prompted before you submit your application.
- Organizational Chart** (no template) – Organizational chart for the Primary Applicant and Program Lead, if applicable (no template provided). Please upload organizational chart(s) where prompted before you submit your application.
- Supplementary Questions and Requirements** – Reference whether **Supplementary Questions and Requirements** are requested for the particular Program Area(s) to which your organization is responding and include those items in the Proposal Package submission

Only Proposal Packages submitted using the approved templates with all required attachments will be considered for funding.

Alternative formats of templates may also be provided to individuals with disabilities by contacting owd.procurement@sfgov.org before the submission deadline.

Additional Reference Materials, Requirements and Guidelines

The following documents are for reference only.

Appendix C, City Grant Terms (Form G-100), contains the standard requirements that apply to all nonprofit organizations doing business with the City.

Appendix D, Applicant Requirements and Guidelines

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

- Becoming a City Supplier
- Insurance Requirements
- Debarment and Suspension
- Administrative Code Requirements
- Other general requirements, such as Board of Directors/Leadership Stability, Submitting Collaborative Proposals, and Conditions of Proposal Submissions

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

B. Proposal Package Submission

When all items are complete and uploaded, submit the entire Proposal Package by **5:00 p.m. on Tuesday, January 12, 2021** in the online application.

Upon successful submission, you will receive the following automated response with an auto-generated receipt number to confirm your submission was received by the deadline. Save this information for future reference.

Thank you for your submission to the Office of Economic and Workforce Development's Request for Proposals (RFP) 215. This email confirms the timely submission of your proposal.

The proposal review process will begin shortly, and our office will be in touch with you when award determinations are made. Please look out for determination letters via email from owd.procurement@sfgov.org.

Any updates to the RFP schedule will be posted at <https://owd.org/bid-opportunities/rfp-215>

If you need to make any adjustments to this proposal before the deadline, please submit a complete replacement proposal no later than Tuesday, January 12, 2021 at 5:00pm.

Thank you for your interest.

If you discover an error in your submission and need to submit a revised proposal, compile all items on the Proposal Package Checklist, follow the same steps as outline above, and ensure that the revised submission is submitted by the deadline. Please also contact owd.procurement@sfgov.org and provide the most recent submission's receipt number so that OEWD is able to identify the correct proposal that the Review Committee receives.

Again, all submissions, including supplementary materials, must be received by 5:00 p.m. on Tuesday, January 12, 2021 to be considered as part of the Proposal Review Process. The online form will close at the deadline, and any proposals in progress that have not been submitted will not be considered. **Early submission is highly encouraged.**

If you have any challenges accessing or using the online form, please contact the Contracts and Grants Division at owd.procurement@sfgov.org. The team will assist with technical issues until the submission deadline.

C. Best Practice Tips

- Appendix A - Though you may save progress on your online proposal, a best practice is to retain a copy of the proposal content in the event that you encounter technical errors in the online submission process. Best practice tips:
 - Draft the Application content using word processing software (e.g. Microsoft Word document) on **Appendix A**, prior to entering it into the online form. When satisfied with the content, copy and paste responses into the online submission form.
 - Ensure you check the character count limits stipulated in each section and be aware of the maximum point values for each question.
- Use the Proposal Package Checklist to ensure your proposal is complete.
- Carefully review the minimum qualifications in the program area(s) you are interested in. Note that you may be eligible for some programs and not others (e.g. only certain program areas are open to for-profit entities).
- Write as clearly and succinctly as possible and respond directly to the questions as asked. Do not submit extra materials not requested.
- If you are submitting multiple proposals, please do not cross-reference content between proposals. For example, do not respond to questions with statements such as "Please see this answer in my proposal to Program Area B".
- No links to outside materials should be included in proposals, as the Review Committee will not review any websites, articles, videos, or documents during the review process.
- If a Program Area requests work samples (e.g. letters of support, photos of past projects or sample curriculum), upload all requested files as attachments with your proposal prior to submission; these attachments will not be accepted after the deadline.

IV. Proposal Review Process

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

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

For program areas that are open to **for-profit entities**, contract awards may be subject to Chapter 14B requirements. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. See Appendix D for more details. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: <https://sfgov.org/cmd/14b-local-business-enterprise-ordinance>

For **Invest in Neighborhoods** programs, the Review Committee consists of both “Tier 1” and “Tier 2” panels.

- Tier 1 Review - the primary review committee will review and score all responsive proposals on a 100-point scoring system as described in this RFP and in the Application (Appendix A).
- Tier 2 Review – an additional review committee will review and score all proposals on a 50 point scale of how well each meets the district or neighborhood need, project feasibility, and fulfillment of key department priorities, as applicable. Proposals will then be ranked and awarded on the total points received from both reviews.

The following program areas will be evaluated solely on the “Tier 1” 100-point scale:

- Area X - Accelerate Manufacturing
- Area Y - Distribution and Repair Business Development
- Area Z - FashionSF
- Area AA - SF Biz Connect
- Area BB - Shop & Dine in the 49

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

Selection Criteria

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

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

Applicant Qualifications and Staff Assignments (30 points)

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

Approach, Activities, and Outcomes (40 points)

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

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

- Applicant provides a detailed budget narrative presenting reasonable costs that relate to activities proposed.
- The proposed budget is submitted on the required template and applicant's overall budget is of a size to reasonably expect successful delivery of the program.
- Applicant maintains strong fiscal controls and would ensure the prudent use, proper and timely disbursement and accurate accounting of funds awarded under this RFP.
- Additional resources are available to ensure implementation and sustainability of programming.

Tier 2 scoring criteria (IIN programs only)

Applicant Qualifications and Neighborhood Connection (15 points)

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

Program Goals and Objectives (35 points)

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

Following the Review Committee process, proposals with the highest scores will be considered for grant awards. Applicants will be notified of final award decisions. Applicants who do not receive an award may appeal the decision. Applicants who receive a grant will be contacted to begin the grant negotiation process.

The proposed schedule for Committee review and the finalization of funding decisions is:	
January 12, 2021	Proposals due by 5:00 P.M.
January 20- January 27, 2021	Review Committees read and score proposals on their own
January 27-January 29, 2021	Review Committees meet to discuss the merits of each proposal and provide scores and feedback
January 29, 2021	Proposals are ranked according to total points awarded through the Review Committee process
February 1-February 11, 2021	OEWD determines specific funding amounts for each highly-ranked applicant
February 12, 2021	Funding recommendations are presented to the Director of OEWD
February 19, 2021	Award decisions are sent to all applicants
February 26, 2021	Five day appeals period ends at 5:00 P.M.
March 2021 or later	Grants or contracts can begin

V. Protest Process

A. Protest of Non-Responsiveness Determination

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

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

B. Protest of Grant Award

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

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

C. Delivery of Protests

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

Protests must be addressed to:

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

OEWD recommends submitting protests via email at: owd.procurement@sfgov.org

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