

# City and County of San Francisco



## Request for Proposals (RFP) #216

### *Dream Keeper Initiative African American Economic Development Investment*

Issued by:	Office of Economic and Workforce Development (OEWD)
Date issued:	Thursday, March 11, 2021
Proposals due:	Friday, April 2, 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 via: <a href="https://oewdprocurement.tfaforms.net/f/RFP216questions">https://oewdprocurement.tfaforms.net/f/RFP216questions</a> Email: <a href="mailto:oewd.procurement@sfgov.org">oewd.procurement@sfgov.org</a>
OEWD will host an optional <b>Bidders Conference</b> to assist applicants in determining the eligibility of proposed projects, completing the proposal package, and navigating City requirements on:  <b>DATE: Monday, March 15, 2021</b> <b>TIME: 3:30 P.M. – 5:00 P.M.</b>  Please register for the Bidders Conference using the following Zoom meeting Link:  <a href="#">RFP 216 Dream Keeper Initiative Bidders Conference – March 15, 2021</a>  This event will be conducted remotely, in accordance with public health and accessibility guidelines. The event will include captioning. All presentation materials will be posted to the OEWD website following the event at: <a href="http://www.oewd.org/bid-opportunities/RFP-216">www.oewd.org/bid-opportunities/RFP-216</a>	
Need the RFP or application materials in alternative formats for persons with disabilities? Please email <a href="mailto:oewd.procurement@sfgov.org">oewd.procurement@sfgov.org</a>	

# Request for Proposals (RFP) #216

## *Dream Keeper Initiative* *African American Economic Development Investment*

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## **I. Introduction, Overview and Schedule**

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Together with San Francisco Mayor London Breed, the Office of Economic and Workforce Development and the San Francisco Human Rights Commission are committed to building a racially just and equitable economy through reinvestment in San Francisco's African-American community of \$120 million over the next two years through the Dream Keeper Initiative. The goal of the Dream Keeper Initiative is to improve outcomes for San Francisco's Black and African-American youth and their families, and will provide family-based navigation supports to ensure that the needs of all family members are addressed cohesively and comprehensively. With this coordinated approach, the Dream Keeper Initiative aims to address the historic inequities that impact the African American community in its City programs and ensure that new investments, including in youth development, economic opportunity, community-led change, arts and culture, workforce, and homeownership, are accessible to San Francisco families who are most in need.

This Request for Proposals in the amount of \$3,750,000 is part of a larger economic development investment plan totaling \$8.5 million that is focused on delivering services and funding in key areas to achieve improved economic development outcomes for African American businesses, entrepreneurs and wider communities in San Francisco. The economic investment plan aims to mitigate economic hardships facing San Francisco's African American community, and to support rebuilding of this community's economic power in San Francisco. Investments focus on starting, staying and growing African American small businesses and supporting entrepreneurs in San Francisco by: 1) providing training and technical assistance to guide businesses towards growth, 2) providing relief and supporting recovery from impacts of the COVID-19 pandemic, 3) stabilizing African American community anchors in neighborhood spaces and 4) celebrating the presence and contributions of historically African American neighborhoods to drive economic development. These investment areas were heavily informed by community roundtables conducted by the Human Right's Commission.

OEWD is committed to advancing racial and economic justice by instituting programs and services that focus on equity-driven growth to make San Francisco a better place to live, work, and do business. This requires proactively implementing strategies that reverse the impacts of racially discriminatory policies that have led to generations of disinvestment and economic inequities that have significantly disrupted the economic growth and prosperity of the Black community. The funding in this RFP touches on critical aspects of San Francisco's diverse economy, focusing on advancing equity and shared prosperity for all by investing in African American small businesses, entrepreneurs and communities.

COVID-19 has further shed light on these inequities and has had a disproportionate impact on communities of color and economically disadvantaged communities. As we work to stabilize and rebuild local businesses and stimulate employment in our economic recovery, there is an

opportunity to drive growth through an equity centered approach by leveraging and investing in the innovation held in San Francisco's Black community that has the potential for generating new markets and serving consumers in new ways.

In responding to this RFP, we ask our partners to consider submitting proposals that appropriately adapt their services and activities to advance the goals and work of African American businesses and entrepreneurs. We encourage applicants to step beyond the repackaging of familiar ideas and propose intentional, structural strategies that rebalance power and contribute towards long term economic advancement and stability of San Francisco's African American community and its future here. 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.

The funding in this request for proposal (RFP) includes a \$3,750,000 million economic opportunity package to support Black-owned small businesses and Black entrepreneurs. We recognize that these funds are only a small part of the solution for most African American small businesses and we are committed to aligning our work beyond this investment.

The RFP includes the following programs, totaling \$3,750,000 in investments:

- Anti-Displacement Services for African American Businesses
- Business Development and Technical Assistance for African American Small Businesses and Entrepreneurs
- African American Incubation Hubs for Small Businesses and Community Groups
- African American Cultural Preservation Event Coordination

Implementation of the grants and programs within this RFP will be overseen by the Invest In Neighborhoods (IIN) Division of OEWD. IIN is committed to advancing racial equity, diversity and inclusion in San Francisco's neighborhood commercial corridors and meeting the needs of local residents and users by strengthening small businesses, improving physical conditions, increasing quality of life, and building 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>

## **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 **March 15, 2021** 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 are unable to attend the Bidders Conference, meeting materials and a recording of the event will be posted to the website following the event. Additionally, OEWD staff will be available to provide 1:1 technical assistance with the application. 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](mailto:owd.procurement@sfgov.org)

## A. Eligible Applicants

You are eligible to apply if you:

- You are (or you have a fiscal sponsor that is) a nonprofit, public benefit corporation tax exempt under Internal Revenue Code 501(c)(3) as a public charity. Note: we may make certain exceptions for 501(c)(4) and 501(c)(6) nonprofit organizations, as well as churches and religious organizations whose programming aligns with the charitable purposes designated for 501(c)(3) status. However, no City agencies or departments may apply for funding under this RFP.
- 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 will come from 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.

The total funding anticipated for initial grant awards is \$3,750,000. Please submit budget requests according to the limits in this RFP, however, OEWD may negotiate different funding allocations and project goals before finalizing funding awards, should funding conditions change.

OEWD may pursue additional resources to support the essential services solicited through this RFP and, if additional funding is secured, OEWD may elect to negotiate larger funding awards

beyond the originally anticipated amounts listed in this RFP. In this case, funds may be allocated to enhance any of the programs described in this RFP, at an amount proportional to the anticipated funding ranges noted in this RFP. Similarly, should funding no longer be available, OEWD may elect to not fund proposals at this time. Proposals are kept on file and OEWD may use them as a basis for future funding awards.

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 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**. Projects may begin as soon as June 2021. In some cases, the City may renew or extend programming through June 30, 2025 (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	Thursday, March 11, 2021
Bidders Conference	Monday, March 15, 2021 3:30 P.M. – 5:00 P.M.  The Bidders Conference will be held online as a Zoom meeting. <b>Registration is required.</b> You may register for the Bidders Conference by clicking this link:  <a href="#">RFP 216 Dream Keeper Initiative Bidders Conference – March 15, 2021</a>
Deadline for submission of written questions*	Friday, March 19, 2021 at 5:00 P.M.
Answers to questions posted online	Tuesday, March 23, 2021 by end of day
<b>Proposals due</b>	<b>Friday, April 2, 2021 by 5:00 P.M.</b>
Committee Review	Early April 2021
Grantee Selection and award notification	Anticipated April 15, 2021
Protest period ends	5 business days after award notification
Projects begin	Projects anticipated to start June 2021 or later

Each date is subject to change. For the latest schedule, check: <http://oewd.org/bid-opportunities/RFP-216>

\*Note: General administrative and specific program area questions should be submitted here: <https://oewdprocurement.tfaforms.net/f/RFP216questions>. 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](mailto:oewd.procurement@sfgov.org) if you have technical assistance needs.



## II. Program Areas and Scope of Work

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This RFP includes **four (4)** 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 Grant Awards	Target Neighborhoods	Page #
A	<a href="#"><u>Anti-Displacement Services for African American-Owned Businesses (Retention and Relocation Assistance)</u></a>	\$375,000	2 or more	Citywide	10
B	<a href="#"><u>Business Development and Technical Assistance for African American Small Businesses and Entrepreneurs</u></a>	\$250,000	Up to 4	Citywide	14
C	<a href="#"><u>African American Incubation Hubs for Small Businesses and Community Groups</u></a>	\$100,000	Up to 10	Bayview Hunters Point, Fillmore/Western Addition, Ocean View-Merced Heights-Ingleside (OMI), Potrero Hill, Visitacion Valley	20
D	<a href="#"><u>African American Cultural Preservation Event Coordination</u></a>	\$500,000	Up to 2 (each grant must support 8+ events)	Bayview Hunters Point, Fillmore/Western Addition, Ocean View-Merced Heights-Ingleside (OMI), Potrero Hill, Visitacion Valley	23

**Program Area A:** Anti-Displacement Services for African American-Owned Businesses  
(Retention and Relocation Assistance)

**Anticipated Number of Awards:** Two (2) or more

**Amount:** Total amount of funding available under this program area is \$750,000 per year. Applicants may propose budgets up to \$375,000 for 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.

**Eligible Neighborhood(s):** Citywide

**Target Population:** African American-owned Small Businesses Leasing Commercial Spaces within San Francisco

**Scope of Work:**

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OEWD is seeking proposals from nonprofit organizations to provide legal, mediation, and/or technical support services to African American-owned small businesses to prevent displacement from leased commercial spaces in San Francisco. Activities include, but are not limited to the following:

- Provide and/or secure vacancy assessments.
- Partner and work closely with OEWD staff members and neighborhood stakeholders to identify African American business owners in need of anti-displacement or relocation services.
- Coordinate with OEWD to prioritize corridors and storefronts for activation and retention based on assessment reports and facilitate coordination with community-based organization partners and real estate brokers.
- Conduct direct, proactive, iterative business outreach to African American business owners that may be considering expanding to San Francisco, have opened in San Francisco, or who may be interested in investing in San Francisco.
- Provide real estate and direct case management services for African American business owners.
- Represent African American-owned businesses in negotiating leases and drafting letters of intent.
- Triage cases and provide
  - Client consultation and situational analysis;
  - Individual coaching and mediation to manage conflict and negotiations between business owners, landlords and other parties; and

- Case management where matters require ongoing support.
- Provide holistic legal consultation with licensed attorneys, when appropriate, who focus on pertinent business tenancy issues, situational review, and matters that may not require ongoing case management.
- Provide specialized lease contract review with a professional or a licensed attorney who focuses on legal issues relating to commercial leases.
- Provide African American-owned businesses with non-legal triage, counseling, consultation, and education services from experts in tenant-landlord matters.
- Work with commercial landowners to prevent conflict, mediate, and resolve lease and related disputes for African American business owners in a manner which is culturally appropriate.
- Participate in a monthly convening of grantees from this RFP, which will be facilitated by OEWD.
- Eligible costs may include, but are not limited to:
  - Staff (e.g., attorneys, paralegals, supervision)
  - Litigation (e.g., service of process, deposition, investigation)
  - Direct Assistance (e.g., back rent assistance)
  - System-wide Coordination and Litigation Skill-Building (staff and/or consultants)
  - Program Delivery (i.e., shared, direct costs)
  - Indirect (not to exceed 15% of direct costs)

<b>Performance Measures</b>	<b>Service Goals</b>
Deliver 20-60 hours of 1:1 business consulting	Support stabilization and recovery of small businesses and entrepreneurs negatively impacted by COVID-19 and other situations that threaten businesses
Lease assistance	Increased business retention
Disbursement of mini-grants to merchants directly and indirectly impacted by COVID-19. \$5,000 grant per business.	Increased number of businesses stabilized (Stabilize business and operations)
Lease assistance (real estate assistance via workshops and 1:1 consultations)	Increased number of businesses stabilized
Lease assistance (real estate assistance by identifying target at-risk businesses)	Leases drafted, negotiated, or renewed

Lease Review	Increased number of businesses stabilized by securing leases
Outreach and referral	Provide business owners with awareness and increased understanding of resources and business basics (City programs and business resources)
Case management - business attraction and retention	Existing businesses assisted and economic impact achieved
Intake and referral	Provide business owners with awareness and increased understanding of resources and business basics (City programs and business resources)
Case management	Leases drafted, negotiated, or renewed

**Minimum Qualifications:**

- The project team must have at least one (1) year of experience providing legal, technical, or other support to small businesses in San Francisco regarding leases.
- Applicants proposing to provide legal services must assign at least one attorney, licensed in California, to the project team.
- Understanding of the San Francisco small business community.
- Understanding of the pressing impacts of the COVID-19 pandemic on small businesses.

**Preferred Qualifications:**

- Located in San Francisco.

**Supplementary Questions**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, “Approach, Activities and Outcomes”:

- a) Describe your experience and history providing legal, technical or other support to small businesses in San Francisco regarding leases.
- b) In your experience, what are the most pressing issues impacting the San Francisco small business community?
- c) 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?

**Supplementary Attachments:**

Before submitting your proposal, upload the following additional documents:

- Provide **at least 1 and up to 3 letters of support** from past clients, partner organizations, community leaders or other 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:** Business Development and Technical Assistance for African American Small Businesses and Entrepreneurs

**Anticipated Number of Awards:** Up to Four (4)

**Amount:** Total amount of funding available under this program area is \$1,000,000 per year. Applicants may propose budgets up to \$250,000 for 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.

**Eligible Neighborhood(s):** Citywide

**Scope of Work:**

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OEWD is seeking proposals from nonprofit organizations to support the start and growth of African American microenterprises, small businesses, and entrepreneurs with capacity building services, improvement of digital skillsets, technical assistance, and business development programs. Proposed programs may prioritize specific populations (e.g. Formerly incarcerated individuals), but services should be provided to a variety of business sectors and must be available to residents citywide.

The purpose of this program area is to encourage African American microenterprises, small businesses, and entrepreneurs to start, stay and grow in San Francisco. Applicants should partner with community organizations and or consultants to support outreach, referrals and business services provided. A strong application will list partner organizations and consultants. Activities may include, and are not limited to, the following ways of supporting small businesses:

- Developing and conducting training programs for small businesses in 1:1 and/or group settings.
- Directing small business clients to appropriate business resources for their needs
- Coordinating and maintaining regular contact with OEWD staff
- Developing individual service plans and scopes of work for clients
- Tracking and reporting on the economic impact of the work being provided
- Provide counseling, training, and research assistance to assist small businesses who are launching, growing, and innovating.
  - City-Wide African American businesses survey
  - Identify training needs: Business management, Bookkeeping, Marketing, and Promotional

- Develop workshop or training academies to complement 1:1 coaching in key areas related to small business operations
- Offer capacity building services, technical assistance, and business development programs in order to strengthen existing businesses by providing technical assistance (1:1 coaching) for small businesses and entrepreneurs
  - Hire culturally competent consultants and coaches to meet the challenges of African American business owners with an expertise in one or more of the following areas, as they relate to small business operations such as:
    - Financial Management; including, but not limited to:
      - Loan Packaging
      - Financial Analysis
      - Profitability Tactics
      - Financing/Capital
      - Grant Writing
    - Legal Support; including, but not limited to:
      - Small Business Establishment And Formation
      - Franchising
      - Human Resource Management
    - Accounting; including, but not limited to:
      - Accounting And Bookkeeping
      - Business Taxes
    - Procurement; including, but not limited to:
      - Certifications
      - Government Contracting
      - Corporate Contracting
    - Management/Operations; including, but not limited to:
      - Inventory Management
      - Restaurant Management
      - Grocery Store Management
      - Industry-Specific Expertise (I.E. Manufacturing, Retail, Hospitality, etc.)
    - Opening a Storefront; including, but not limited to:
      - Searching for a space
      - Rules and regulations (zoning)
      - Budgeting
      - Physical improvement cost estimates
      - Lease negotiation
    - Other; including, but not limited to:
      - Product Development

- 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 mini-grants for business start-up costs on an as-needed basis
- Entrepreneurs Start-up Development Grant for African Americans
  - Micro-Enterprise Development/ Peer Mentoring
  - Training Program to build skills for under-resourced business owners to facilitate a comprehensive continuum of services
  - Helping African Americans establish businesses in San Francisco
- Digital services/offerings intended to reduce the digital divide and assist businesses with online marketing and promotions to generate revenues during COVID-19 and beyond
  - Create and conduct an initial assessment for businesses in the African American small businesses to identify needs and areas of opportunities
  - Outreach to eligible businesses in the SF blacked owned business to inform them of the services available
  - Coordinate technical assistance with other vendors around digital marketing offerings and be prepared to help business owner setup the following:
    - Domain name
    - Hosting platform
    - Website hosting
    - Website designer
    - Content/Copywriter
    - Photographer
    - E-commerce platform

<b>Performance Measures</b>	<b>Service Goals</b>
Deliver 20- 60 of hours of 1-1 business consulting	Support stabilization and recovery of small businesses and entrepreneurs negatively impacted by COVID-19 and other situations that threaten businesses
Deliver Skill Building Workshops	Graduates or existing business assisted and an economic impact achieved
Marketing support to encourage foot traffic (attract business)	Increase the likelihood of small business survival or limit negative impacts of COVID-19



Mini-grants disbursed through program (grant awards to merchants based on business needs assessments)	Increased number of businesses stabilized (Stabilize business and operations)
Better understanding of resources and business basics (How to scale startups)	New/startup business assisted and economic impact achieved
Develop relationships with businesses by sending out newsletters and sharing social media about the program	Stronger business and City relationships
Outreach and referral	Better understanding of resources and business basics
Case management - business attraction and retention	Existing businesses assisted and economic impact achieved
Case management - business attraction and retention	New/startup business assisted and economic impact achieved
Assisted with a compliance issue	Compliance improvements
Technical assistance	# businesses with improved performance
Case management	Startup training/curriculum completed
Case management	Graduate or existing business assisted, and economic impact achieved
Technical assistance	Training, workshops, presentations conducted
Targeted surveys of businesses owners (Surveys of African American businesses/ entrepreneurs and/or historically African American neighborhoods)	Improved services based on Survey findings
Case management	Number of clients completing financial education class

Retention of microenterprises enrolled in business services (3 months after exit)	60% of all participants placed in 1-1 business consulting
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**Minimum Qualifications:**

- Applicant demonstrates a deep and meaningful connection to African American microenterprises, small businesses and entrepreneurs
- Strong community partnerships are incorporated into the delivery of business services, including experienced consultants and staff
- History of providing services to microenterprises, small businesses and entrepreneurs within San Francisco
- In good financial standing according to generally accepted accounting practices
- If funded, you will participate in a monthly convening of grantees from this RFP, which will be facilitated by OEWD

**Preferred Qualifications:**

- The organization’s mission, values, and programs are working to advance economic empowerment initiatives supporting African American microenterprises, small businesses, and entrepreneurs
- Experience working with African Americans who are formerly incarcerated, justice-involved, and/or marginally housed.

**Supplementary Questions**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, “Approach, Activities and Outcomes”:

- a) Please describe how you plan to incorporate new and existing community partners and consultants in the delivery of business services.
- b) Please describe how you will implement and tailor unique strategies in the provision of services that incorporate an equity-centered approach to driving growth for economic recovery.

**Supplementary Attachments**

Before submitting your proposal, upload the following additional documents:

- Provide **at least 1 and up to 3 letters of support** from past clients, partner organizations, community leaders or other 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:** African American Incubation Hubs for Small Businesses and Community Groups

**Anticipated Number of Awards:** Up to 10

**Amount:** Total amount of funding available under this program area is \$1,000,000 per year. Applicants may propose budgets up to \$100,000 for 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.

**Eligible Neighborhood(s):** Bayview Hunters Point, Fillmore/Western Addition, Ocean View-Merced Heights-Ingleside (OMI), Potrero Hill, or Visitacion Valley, and/or your organization primarily serves business owners from those neighborhoods.

**Scope of Work:**

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OEWD is seeking proposals from nonprofit organizations to develop, activate and manage Small Business Incubation Hub(s) for African Americans. The Hub(s) will be located within Bayview Hunters Point, Fillmore/Western Addition, Ocean View-Merced Heights-Ingleside (OMI), Potrero Hill, and/or Visitacion Valley neighborhoods and will contribute to 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 an Incubation Hub that stimulates community, cultural and business growth.
- Formulating an Action Plan that serves as guidance towards the proper usage and maintenance of Incubation Hub(s).
- Promoting City programs, services, and events: door-to-door, publicly, in meetings, online, through social media, in print, and through other methods of outreach.
- Organizing community meetings and listening sessions to discuss City programs and services, and participating in community meetings to educate groups and individuals about OEWD programs and services.
- Assisting with hosted public events by supporting guest registration, providing helpful information, troubleshooting, providing programming, helping with logistics, and any other tasks required for successful events.
- Developing marketing collateral that can be used to increase awareness of City programs, services, and events.

- Facilitating community events to encourage public involvement, strengthen neighborhood networks, and promote the economic well-being of the community
- Educating community members on public health guidelines and promoting public health and safety practices.
- Partnering with OEWD staff members and neighborhood stakeholders to identify neighborhood business retention and attraction strategies and priorities.
- Conducting direct, proactive, iterative business outreach to businesses that may be considering expanding into San Francisco, have opened in San Francisco, or who may be interested in investing in San Francisco.

Performance Measures	Service Goals
Outreach and referral	Provide business owners and community members with awareness and understanding of resources, and business basics
Intake and referral	Provide business owners and community members with awareness and understanding of resources, and business basics (City programs and business resources)
Targeted surveys of businesses owners (Surveys of African American businesses/ entrepreneurs and/or historically African American neighborhoods)	Ensure improved services are provided based on Survey findings

**Minimum Qualifications:**

- Applicant plans to deliver services in a site that is located within a historically African American San Francisco neighborhood, such as Bayview Hunters Point, Fillmore/Western Addition, Ocean View-Merced Heights-Ingleside (OMI), Potrero Hill, or Visitacion Valley, and/or your organization primarily serves business owners from those neighborhoods.
- The proposed program will target outreach and recruitment efforts and ensure that at least 50% of the projected service participants are African American.

- If funded, you will participate in a monthly convening of grantees from this RFP, which will be facilitated by OEWD.

**Preferred Qualifications:**

- The applicant has access to community facilities or the ability to establish a facility that can be used for community projects

**Supplementary Questions:**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, “Approach, Activities and Outcomes”:

- a) Describe your approach and structure in developing, activating and managing small business incubation hubs.
- b) Describe your experience in managing spaces in collaboration with multiple partners and organizations.
- c) Describe the systems and processes you will put in place to manage scheduling, promotion and coordination of the proposed incubation hub.

**Supplementary Attachments:**

Before submitting your proposal, upload the following additional documents:

- Provide **at least 1 and up to 3 letters of support** from past clients, partner organizations, community leaders or other 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:** African American Cultural Preservation Event Coordination

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

**Amount:** Total amount of funding available under this program area is \$1,000,000. Applicants may propose budgets up to \$500,000 for 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.

**Eligible Neighborhood(s):** Bayview Hunters Point, Fillmore/Western Addition, Ocean View-Merced Heights-Ingleside (OMI), Potrero Hill, or Visitacion Valley, and/or your organization primarily serves business owners from those neighborhoods.

**Scope of Work:**

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The Office of Economic and Workforce Development (OEWD) is requesting proposals from your agency to support program administration services in support of African American cultural preservation event coordination. OEWD invites proposals from nonprofit organizations to provide coordination support and distribution of funds through a mini-grant program for neighborhood events and festivals within historically African American San Francisco neighborhoods, in particular Bayview Hunters Point, Fillmore/Western Addition, Ocean View-Merced Heights-Ingleside (OMI), Potrero Hill, or Visitacion Valley.

Proposed events and festivals will need to contribute to neighborhood vitality by strengthening small businesses, improving physical conditions, increasing quality of life, and building the African American community's capacity. The purpose of this program area is to provide funding for new and existing neighborhood festivals to strengthen their impact. Applicants should develop a proposal that provides technical coordination support as well as a mini-grant program that will financially support events/festivals with strategic planning, marketing, honorariums, volunteer management, improved fundraising, permitting, supplies, and documentation of events.

**Funding:**

- Funding is estimated at \$1,000,000 annually.
- Funding for services is based on the availability of funds and the approval of the Department's annual budget.
- Fund amounts may increase or decrease depending on the availability of funds.

**Term of Services:**

- Services are based on a Fiscal Year term, and initial grant terms are expected to begin July 1, 2021.
- The initial grant term for this program area may be from one to five years, with options to extend programming through Fiscal Year 2028-2029. The full term of an agreement selected through this RFP may not exceed a total of eight years.
- Eligible costs may include, but are not limited to:
  - Staff (e.g., event reviewers, fiscal support, supervision)
  - Program Delivery (i.e., shared, direct costs)
  - Indirect (not to exceed 15% of grant amount)
  - No less than 75% of funds shall go to support event costs through a grant program
  - A minimum of 8 events shall be supported with funding under an event grant program.
  - Geographic priority shall be considered for the event grant program for the following neighborhoods:
    - Bayview Hunters Point
    - Fillmore/Western Addition
    - Ocean View-Merced Heights-Ingleside (OMI)
    - Potrero Hill
    - Visitacion Valley

**Grant Service Goals and Specifications:**

The selected grantee will collaborate with the Invest In Neighborhoods (IIN) Division of OEWD as a Program Administrator supporting as-needed program support.

Activities may include the following:

- Event coordination and implementation support for new and existing neighborhood events and festivals, including navigating city permits and processes to comply with city rules and regulations.
- Mini-grant program to disburse funds to support African American cultural preservation events, prioritizing Bayview Hunters Point, Fillmore/Western Addition, Ocean View-Merced Heights-Ingleside (OMI), Potrero Hill, or Visitacion Valley. The mini-grant program shall include, but not be limited to, criteria development, an application process, and outreach. Funds must support free events open to the public.



Performance Measures	Service Goals
Targeted surveys of businesses and community members who attend the event (Surveys of African American businesses/ entrepreneurs and/or historically African American neighborhoods)	Improved services based on Survey findings

**Minimum Qualifications:**

- Have experience designing, coordinating, and implementing successful neighborhood events
- Demonstrate experience and presence working in the neighborhoods outlined
- The proposed program will target outreach and recruitment efforts and ensure that at least 50% of the projected service participants are African American.
- If funded, you will participate in a monthly convening of grantees from this RFP, which will be facilitated by OEWD.

**Preferred Qualifications:**

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

**Supplementary Questions:**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, “Approach, Activities and Outcomes”:

- a) Describe the systems your agency will use for development, implementation, and selection of vendors from comprehensive grant application and/or solicitation processes that comply with City and County requirements, and reporting to the Invest In Neighborhoods (IIN) Division of OEWD.
- b) Describe systems your agency will use for grant management services outlined above as well as for subcontractors:
  - Mechanisms your agency has in place to ensure timely reimbursements for consultant and event payments, and systems your agency uses to ensure timely payments;
  - Track expenditures, including those of all grantees;

- Track and report on Contract units of services performance objectives
- Monitor, track, and report on subcontractor performance
- Implement and report on quality assurance/improvement and evaluation processes

**Supplementary Attachments:**

Before submitting your proposal, upload the following additional documents:

- Provide **at least 1 and up to 3 letters of support** from past clients, partner organizations, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed in the Application and demonstrate community support for the proposal.

### III. Application Process

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#### 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-216>.

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

#### **Templates provided as Appendices to RFP 216:**

- 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-216>. 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 Attachments** – Reference whether **Supplementary Questions and Attachments** 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](mailto: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:

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

**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 Friday, April 2, 2021** in the online application.

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

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](mailto: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 Friday, April 2, 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](mailto: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**

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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.

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 (see 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.

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**

### 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.



## **V. Protest Process**

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### **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](mailto: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, 5<sup>th</sup> Floor  
San Francisco, CA 94103

OEWD recommends submitting protests via email at: [owd.procurement@sfgov.org](mailto: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.**