

City and County of San Francisco



Request for Proposals (RFP) #224 *Economic Development Grants*

Issued by:	Office of Economic and Workforce Development (OEWD)
Date issued:	Thursday, August 11, 2022
Proposals due:	<p>Thursday, September 1, 2022 by 5:00 P.M. Proposal submissions will be accepted online only. A link to the online application will be available at the following website starting Friday, August 12, 2022: https://oewd.org/bid-opportunities/RFP-224</p>
<p>OEWD will host an <i>optional</i> Technical Assistance (“TA”) Conference on:</p> <p style="text-align: center;">DATE: Tuesday, August 16, 2022 TIME: 4:00P.M. – 5:00P.M.</p> <p style="text-align: center;"><i>Please visit www.oewd.org/bid-opportunities/RFP-224 to access the TA Conference</i></p> <p>This event will be conducted remotely, in accordance with public health and accessibility guidelines. The event will include captioning. 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-224</p> <p style="text-align: center;"><i>Please visit the RFP 224 website for more information on technical assistance opportunities.</i></p>	
Questions about this RFP?	<p>All technical assistance will be provided by phone or email in accordance with public health and accessibility guidelines. Please email: oewd.procurement@sfgov.org</p>
<p>Need the RFP or application materials in alternative formats for persons with disabilities? Please send an e-mail to: oewd.procurement@sfgov.org</p>	

Request for Proposals (RFP) #224

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Introduction, Overview and Schedule

The funding in this **Request for Proposals (“RFP”)** provides critical economic development resources to support San Francisco’s residents, businesses and visitors. The total amount of funding anticipated for initial grant awards is **\$3.45 Million**. Additional details regarding the funding limits for each program area, and the expected term of initial grant agreements, are summarized below and detailed in Section II of this document. The funding in this RFP supports programs delivered through OEWD’s **Economic Recovery and Regeneration (“ERR”) Division**.

Strategic Priorities

San Francisco's economic core is the interlocking set of activities that drive the city’s economy – offices, office and office worker serving businesses, hotels, retail, etc. While the economic core has no set geographic boundaries, it is largely contained within San Francisco's downtown region and into Union Square, Mid-Market and South of Market (SOMA), up along the waterfront, and into the East Cut (Rincon Hill/ Transbay), Yerba Buena, and Mission Bay neighborhoods. The economic core is responsible for almost 70% of San Francisco's jobs, holds 42% of the city's small businesses and produced 47% of the city's sales tax prior to the COVID-19 pandemic. This is also the area that has seen the largest and most sustained losses in terms of foot traffic and economic activity - creating a significant threat to the viability of customer facing business located within the economic core and a broader risk to the overall function of the core as a driver of jobs, visitors, and economic activity for the entire city and region.

The focus of this RFP is to invest in projects that can further the public purpose of spurring the return of foot traffic to the economic core in order to drive business back to the small and consumer-facing businesses that are located throughout the economic core. The primary goal is to generate the economic activity necessary to bring the thousands of workers who were laid off from the city's hospitality, entertainment, retail and service industries clustered in the economic core into full employment. OEWD is committed to pursuing this strategy in a manner that creates new opportunities for local entrepreneurs, artists, cultural organizations and others that have likewise experienced some of the largest economic impacts as a result of the COVID-19 pandemic.

About Economic Recovery and Regeneration

The ERR Division coordinates the City’s economic recovery resources and initiatives to ensure that all communities can rebound from the devastating impacts of the COVID-19 pandemic. This team leads the design and delivery of public space activation, beautification, and safety initiatives in targeted areas throughout the City, with particular emphasis on communities and business sectors that have been most adversely impacted by COVID. 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.

A. Eligible Applicants

You are eligible to apply if you:

- Are a nonprofit 501(c)(3), 501(c)(5), or 501(c)(6) organization, registered with the Internal Revenue Service (IRS) and in good standing with State of California's Registry of Charitable Trusts, and eligible to do business with the City and County of San Francisco.
- Are not debarred or suspended from participation in local, State or Federal programs;
- Meet all minimum qualifications as described in Section II below. Failure to satisfy the minimum qualifications will eliminate the applicant from further consideration;
- 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.

If you are a fiscal sponsor to another organization (or group of organizations), you must serve as the lead applicant and meet all criteria described above. While subgrantees do not need to become City Suppliers, subgrantees must be in good standing with the IRS and State of California and be able to comply with all general grant terms and conditions in order to receive pass-through funds.

B. Available Funding

The initial round of funding is expected to be local City funds ("General Fund"). OEWD may also award a variety of federal, state or local funding to support these programs in future program years, 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

Should any additional funding be identified to support these programs in future program years, OEWD will disclose the terms and conditions related to those awards and grantees will be required to demonstrate the ability to comply with the terms.

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, grant terms, and project goals before finalizing awards. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP. If a significant amount of additional funding is identified to support the programs in this RFP, applicants to this RFP may be invited to submit an additional proposal in order to increase the size of a grant award.

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. 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. OEWD will host multiple online drop-in sessions for applicants to receive guidance and support on the application process (please visit the [RFP 224 website](#) for details). 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: oewd.procurement@sfgov.org

D. Service Period

Unless otherwise noted, successful proposals are expected to be funded for an initial term of **twelve (12) months**. All grants are expected to begin November 2022 or later (see program areas to confirm expected start dates). Grants may be negotiated for shorter or longer terms, and funding awards will be adjusted commensurate with the adjusted service period. In some cases, the City may renew or extend programming through fiscal year 2026-2027.

All decisions regarding the size, length, and scope of future funding awards are subject to OEWD approval and budget availability. Some of the service areas may not be funded initially, but OEWD may award unfunded proposals within the term of this RFP if funds become available that align with the services proposed. 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.

E. Schedule

The anticipated schedule for awarding initial funding is as follows:

RFP Phase	Date
RFP is issued by the City	Thursday, August 11, 2022
Technical Assistance Conference <i>Note: Additional technical assistance offerings are listed on the RFP 224 website</i>	Tuesday, August 16, 2022 from 4:00pm-5:00pm
Deadline for submission of written questions*	Friday, August 19, 2022 at 11:59PM
Answers to questions posted online	Initial Posting: Wednesday, August 17, 2022 by end of day Final Posting: Monday, August 22, 2022 by end of day
Proposals due	Thursday, September 1, 2022 by 5:00 P.M.
Committee Review	Early September, 2022
Grantee Selection and award notification	Anticipated September 19, 2022
Protest period ends	5 business days following award notification
Projects begin	Anticipated November 1, 2022 or later

Each date is subject to change. For the latest schedule, check the RFP 224 website, www.oewd.org/bid-opportunities/RFP-224

*Note: Substantive questions regarding the program areas under this RFP – such as clarifying questions regarding the eligibility of proposed projects – must be submitted by Friday, August 19, 2022. Purely technical questions regarding how to complete or submit the online RFP application will be answered until the proposal submission deadline. Send an email to oewd.procurement@sfgov.org if you have technical assistance needs.

Additional Technical Assistance Offerings

In addition to the Technical Assistance Conference, OEWD will host multiple drop-in technical assistance sessions online via Zoom, to provide support to applicants on navigating the RFP materials or online application. At sessions that take place prior to the Q&A deadline posted above, OEWD may collect and/or answer some substantive questions in these sessions and will post the questions and responses on the Q&A log for transparency. Please visit www.oewd.org/bid-opportunities/RFP-224 for more information on these drop-in sessions.

II. Program Areas and Scope of Work

This RFP includes **four (4)** distinct programs.

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

Economic Recovery and Regeneration Programs

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Target Neighborhoods
A	Activation for Economic Core Recovery	\$500,000	Up to 8	Financial District, Union Square, East Cut, Yerba Buena, South of Market Area (SOMA), Embarcadero, Mission Bay, and Market Street
B	Economic Core Recovery Area-Wide Planning and Communications	\$250,000	1 to 2	Financial District, Union Square, East Cut, Yerba Buena, South of Market Area (SOMA), Embarcadero, Mission Bay, and Market Street
C	Pop-up Acceleration and Technical Assistance	\$600,000	1 to 3	Citywide, with initial emphasis on Financial District, Union Square, East Cut, Yerba Buena, South of Market Area (SOMA), Embarcadero, Mission Bay, Market Street
D	Visitor Attraction Campaign	\$600,000	1 to 2	Citywide

Program Area A: Activation for Economic Core Recovery

Anticipated Number of Awards: Up to 8

Initial Funding Awards: Total amount of funding available under this program area is currently anticipated to be up to \$2 million for 12 months of services; however, grant agreements may be negotiated for longer terms (e.g. 2 years or 4 years) and funding awards will be adjusted commensurate with the adjusted service period.

Applicants may propose budgets of between **\$100,000** and **\$500,000** but are encouraged to submit requests commensurate with the scale and/or duration of the activity proposed. The number of funded proposals and the scale of funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives. The City reserves the right to make initial funding awards above the \$500,000 limit in order to fully allocate the \$2 million available amount.

Grant Renewals: There may be funding to continue activities following the initial grant period; however, the precise amount cannot be anticipated at the time of this RFP. Renewals are contingent on available funding, as well as the selected grantee's performance in the initial grant period. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP and subsequently negotiated with selected grantees. By way of example, in the event additional funding becomes available to OEWD following the issuance of this RFP, any grant awarded under this program area may be renewed at an amount as high as **\$2.5 million**, such award to be commensurate with to the cost-per-deliverable or cost-per-client.

In the event that recovery needs change for a particular neighborhood within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers to other highly-ranked applicants not selected for funding in the first round. If more than \$2.5 million in additional funding is identified to support the services in this program area, applicants to this program area may be invited to submit an additional proposal in order to justify a new grant or increase the size of an existing grant award.

Expected Start Date: November 2022 or later

Eligible Neighborhood(s): Applicants must demonstrate experience providing services to the City's economic core, with the ability to work in one or more of the neighborhoods comprising the economic core inclusive of the Financial District, Union Square, East Cut, Yerba Buena, South of Market Area (SOMA), Embarcadero, Mission Bay, and Market Street. Target areas are available on [this "Areas of Vulnerability" map](#).

Target Population(s): Small businesses, residents and property owners in the economic core neighborhoods, prioritizing those with the most sustained economic impacts from the COVID-19 pandemic.

Scope of Work:

The purpose of this program area is to provide funding for nonprofit organizations to begin to address the evolution of San Francisco's economic core brought about by the pandemic, through public space and storefront activation. "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. The goal for this activity is to support adjacent businesses, improve the perception that an area is safe, and to improve overall desirability of an area to workers, residents, visitors and others. OEWD is seeking applicants with the ability to quickly deliver high quality activation projects at an impactful scale as part of a strategic recovery effort throughout San Francisco's economic core.

In response to the decrease in the natural daytime worker population, creating new, positive experiences and destinations in the public realm, including outdoor spaces and vacant or underutilized storefronts, will be a critical strategy for the recovery of our economic core. OEWD is seeking proposals from **nonprofit organizations** that currently or have previously operated programs in the economic core to partner with the City, small businesses, community stakeholders and other partners to activate public spaces and vacant storefronts within their neighborhoods using a variety of activation types at different scales in order to create a continuous sense of activity and generate interest in areas of the Economic Core that continue to suffer significant losses of foot traffic, while creating opportunities for local and/or underrepresented arts, entertainment, culture, and small businesses.

Proposals should outline a plan for activations intended to generate foot traffic to a specific location, including public outdoor spaces, existing businesses, and/or vacant storefronts in a neighborhood within the economic core. The focus of this request is on creating hubs of activity that engage workers, residents and visitors in safe community building, entertainment, shopping, eating and drinking, recreation, arts and culture and micro-retail activity. This type of work requires extensive partnership-building, stakeholder engagement, event management, and marketing.

Proposals should articulate a plan for **ongoing, re-occurring, or seasonal** activations with a daily, weekly or monthly cadence, rather than a single one-day event. While long-term vacancy-filling may be an ultimate goal, short-term leases, pop-ups and beautification that support the achievement of that goal will be prioritized. Beautification, landscaping, lighting and other small-scale amenities and infrastructure are encouraged to the extent they support programming. Proposals that offer a plan for thoughtfully and strategically engaging local entrepreneurs, small businesses, and/or artists and cultural organizations in implementing activations will be given priority, as will proposals that are especially accessible (i.e. free

events). Proposals that include programming components that are deliberately inclusive of and/or create economic opportunities for underrepresented communities will also be prioritized.

Awardees will be expected to participate in a strategic planning process led by OEWD to ensure specific plans among neighborhoods are complementary and to facilitate collective permitting and marketing.

Evaluation Process for this Program Area

Please note that in order to ensure that funding in this Program Area is (a) allocated to prioritize the neighborhoods within the economic core displaying the slowest economic recovery and (b) distributed throughout the economic core rather than concentrated only in one neighborhood, for **Program Area A only**, OEWD will cluster proposals received that address the same neighborhood within the Economic Core, review and rank within neighborhoods, and allocate funding according to the neighborhoods with the greatest recovery needs.

It is recommended that mission aligned organizations that have experience working in partnership on similar programming in the same geographic area consider submitting collaborative proposals for larger-scale or ongoing activations, to reduce competition among partners.

Collaborative proposals should include a clear description of each partner organization's role in the project, as well as how much funding will be allocated to them within the budget request. If funding is awarded, OEWD reserves the right to negotiate the proposed partner roles and amounts with the selected partners, toward ensuring that the ultimate goals of this RFP are met.

If you plan to submit a collaborative proposal, please identify a lead agency that can serve as a fiscal sponsor, and ensure that entity meets all minimum qualifications. Fiscal sponsors may request Fiscal Fees (not to exceed 12%) to administer subgrants to partner organizations.

Performance Measures:

- Number of outdoor activations
- Number of vacant space activations
- Number of days activated for each of the activations proposed
- Estimated number of attendees for each of the activities proposed
- Number of local and/or underrepresented arts, entertainment, culture and small business entities participating in activations

Minimum Qualifications:

- Applicant must be a fully established nonprofit organization, duly formed, validly existing, in good standing with State of California and eligible to do business with the City and County of San Francisco.
- Applicant must have a mission that allows it to work in the proposed neighborhood(s) and a track record of completing successful projects in the neighborhood for which the applicant is proposing work
- Applicant must have experience working with multiple jurisdictions and agencies in San Francisco
- Applicant must have a track record managing project budgets of at minimum the amount proposed in this application

Preferred Qualifications:

- Track record of participation in partnerships, including those with small businesses, artists, cultural organizations, large employers, and area residents – proposals from collaborations encouraged
- Thoughtful plan for engaging San Francisco based and/or underrepresented artists, cultural organizations, entrepreneurs, and small businesses in the proposed activities in an equitable and inclusive manner.
- Track record in fundraising from private businesses
- Board and committee representation from the neighborhood is desirable
- The proposed budget for this Program Area including some leveraged, private resources (e.g. financial commitments, in-kind donations, staff time, etc.) equal to at least 25% of the budget request is desirable.

Supplementary Questions:

The following questions must be addressed under Section II, “Approach, Activities and Outcomes”, in your proposal narrative.

- a) If not already described elsewhere in your proposal, please describe how the proposed scope will include and/or benefit those most impacted by the COVID-19 pandemic.
- b) Please describe how your organization has interfaced with public jurisdictions in similar projects activating public spaces and/or store fronts in the past.
- c) Please describe past projects that involved partnerships with local small businesses, artists, cultural organizations, large employers or area residents and the plan for engaging local and neighborhood-based partners for the proposed project(s).
- d) Please identify additional strategic partners in this effort and how they have been/will be engaged.
- e) Please describe how non-City funding will be leveraged and/or raised as match funding
- f) Please describe a project with a budget the size of the one proposed in this application that your organization has completed previously.

Supplementary Attachments:

- Please submit **2-3 letters of support** from community stakeholders that can speak to your organization's ability to deliver activation projects

Program Area B: Economic Core Recovery Area-Wide Planning and Communications

Anticipated Number of Awards: 1 to 2

Initial Funding Awards: Total amount of funding available under this program area is currently anticipated to be up to \$250,000 for 12 months of services; however, grant agreements may be negotiated for longer terms (e.g. 2 years or 4 years) and funding awards will be adjusted commensurate with the adjusted service period.

Applicants may propose budgets of up to **\$250,000** but are encouraged to submit requests commensurate with the scale and/or duration of the activity proposed. The number of funded proposals and the scale of funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives.

Grant Renewals: There may be funding to continue activities following the initial grant period; however, the precise amount cannot be anticipated at the time of this RFP. Renewals are contingent on available funding, as well as the selected grantee's performance in the initial grant period. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP and subsequently negotiated with selected grantees. By way of example, in the event additional funding becomes available to OEWD following the issuance of this RFP, any grant awarded under this program area may be renewed at an amount as high as **\$1 million**, such award to be commensurate with to the cost-per-deliverable or cost-per-client.

In the event that recovery needs change for a particular neighborhood within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers to other highly-ranked applicants not selected for funding in the first round. If more than \$1 million in additional funding is identified to support the services in this program area, applicants to this program area may be invited to submit an additional proposal in order to justify a new grant or increase the size of an existing grant award.

Expected Start Date: November 2022 or later

Eligible Neighborhood(s): Applicants must demonstrate experience providing services to the City's economic core, with the ability to work throughout the neighborhoods comprising the economic core inclusive of the Financial District, Union Square, East Cut, Yerba Buena, South of Market Area (SOMA), Embarcadero, Mission Bay, and Market Street

Target Population: Businesses, residents, and property owners in the economic core neighborhoods, as well as the labor force with jobs based in the economic core with particular emphasis on those experiencing disproportionate and sustained economic impact from the COVID-19 pandemic. Target areas are available on [this "Areas of Vulnerability" map](#).

Scope of Work:

In the new economic landscape brought about by the COVID-19 pandemic, there has arisen a profound need to re-articulate the value proposition of the city's economic core to employers, employees, residents and visitors. This will require a new level of collaboration between public and private-sector stakeholders to seize opportunities and overcome challenges. OEWD is seeking a citywide nonprofit partner that can address the challenges of San Francisco's economic core through strategy and leadership development, stakeholder engagement, partnership-building and communications, toward the goal(s) of attracting residents and visitors to key economic corridors, expanding economic opportunity, and increasing the accessibility of public space in the City's economic core.

OEWD seeks a nonprofit with the ability to leverage existing relationships with local small businesses, community institutions, and constituent groups across the economic core neighborhoods. While project teams may include other firms or individuals with specialized skillsets, the lead applicant must demonstrate the ability to manage community engagement and convening efforts citywide, across multiple stakeholder groups, and successfully market and communicate these efforts to the public in a variety of modalities. Relevant experience may include serving in a leadership role in collaborative community initiatives and/or leading evaluation or survey efforts. Proposals should outline a plan to undertake a range of activities including community engagement and convening, area-wide activation planning and implementation, and marketing and communications, in partnership with a broad cross-section of economic core stakeholders.

Performance Measures:

- Number of convenings
- Number of partners engaged and diversity of the stakeholder groups they represent
- Documentation of outcomes from convening efforts, i.e. reports, meeting minutes, white papers
- Documentation of marketing/communications/outreach outcomes (i.e. number of followers, visitors, impressions, etc.)

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing, in good standing with State of California and eligible to do business with the City and County of San Francisco
- Applicant must have a mission that allows it to work citywide or across multiple economic core neighborhoods
- Applicant must have successfully served in a leadership role in previous projects to engage multi-faceted representatives of the stakeholders located in San Francisco's economic core

- Applicant must have a track record managing project budgets in excess of \$250,000

Preferred Qualifications:

- Track record of successfully convening and facilitating the formation of coalitions and partnerships to advance initiatives reflecting the needs and/or interests of stakeholders within the economic core, including those with small businesses, large employers, and the City
- Proven success in developing broad-based strategies reflecting the interests and needs of a multi-faceted set of stakeholders
- Document ability to lead successful communications and/or PR campaigns
- Track record in fundraising from private businesses

Supplementary Questions:

The following questions must be addressed under Section II, “Approach, Activities and Outcomes”, in your proposal narrative.

- a) Please describe your organization’s experience convening a broad base of stakeholders
- b) Please describe your organization’s experience working with and/or representing stakeholders in San Francisco’s economic core
- c) Please describe your organization’s approach to developing plans for economic recovery and advancing initiatives generated through that process over the next year
- d) Please describe your organization’s experience leading complex and multifaceted communications and/or Public Relations campaigns

Supplementary Attachments:

- Please submit **2 to 3 letters of support** from community stakeholders that can speak to your organization’s ability to build effective cross-sector partnerships.

Program Area C: Pop-up Acceleration and Technical Assistance

Anticipated Number of Awards: 1 - 3

Initial Funding Awards: Total amount of funding available under this program area is currently anticipated to be up to **\$600,000** for 12 months of services to deliver some or all of the services described below, however, applicants are encouraged to submit proposed budgets that are commensurate with the scale and/or comprehensiveness of the activity proposed. See the “Anticipated Funding Table”, below, for more information on the deliverables associated with the expected limits to funding requests. Grant agreements may be negotiated for longer terms (e.g. 2 years or 4 years) and funding awards will be adjusted commensurate with the adjusted service period. The number of funded proposals and the scale of funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives.

Grant Renewals: There may be funding to continue activities following the initial grant period; however, the precise amount cannot be anticipated at the time of this RFP. Renewals are contingent on available funding, as well as the selected grantee’s performance in the initial grant period. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP and subsequently negotiated with selected grantees. By way of example, in the event additional funding becomes available to OEWD following the issuance of this RFP, any grant awarded under this program area may be renewed at an amount as high as **\$1.5 million**, such award to be commensurate with to the cost-per-deliverable or cost-per-client.

In the event that recovery needs change for a particular neighborhood within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers to other highly-ranked applicants not selected for funding in the first round. If more than \$1.5 million in additional funding is identified to support the services in this program area, applicants to this program area may be invited to submit an additional proposal in order to justify a new grant or increase the size of an existing grant award.

Expected Start Date: November 2022 or later

Eligible Neighborhood(s): Applicants must demonstrate experience providing services to the city’s economic core, including, but not limited to, the following neighborhoods: the Financial District, Union Square, East Cut, Yerba Buena, SOMA, Embarcadero, Mission Bay, Market Street, etc. There is a possibility that the scope of this RFP will be expanded to serve additional neighborhoods throughout the city; however, the economic core neighborhoods should be centered in the proposal. Target areas are available on [this “Areas of Vulnerability” map](#).

Target Population: Small businesses, entrepreneurs, artists and cultural organizations and economic core property owners with particular emphasis on local and underrepresented tenants and/or those experiencing disproportionate and sustained economic impact from the COVID-19 pandemic.

Scope of Work:

As a result of COVID-19 and the sustained loss of foot traffic from both tourists and office workers during the pandemic, key areas of San Francisco are struggling with ground floor vacancy rates of more than 25%, creating a perception of desolation and the loss of amenities that perpetuate and exacerbate the loss of interest and visitors to those areas. As an intervention aimed both at filling spaces in the interim and at supporting the City's ultimate goal of filling vacancies with permanent tenants, OEWD is soliciting one or more nonprofit partners to support local and/or underrepresented artists, entrepreneurs, small businesses and cultural and other institutions to create pop-up activations. "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. Activations should offer sought-after services, amenities, and experiences that materially contribute to interest in, and generate foot traffic to, areas within economic core, while offering opportunities for entrepreneurs and small businesses to open physical locations, support local artists in gaining exhibition skills and representing the communities and cultures that are located in San Francisco.

Grantees will be funded to offer services that support potential pop-up entities in successfully and efficiently inhabiting strategic locations with temporary and/or interim uses. Services are anticipated to include the following:

- Outreach to property owners, determined in partnership with OEWD to be located in strategic areas within the economic core, that are willing to make space available for temporary uses
- Outreach to entrepreneurs, micro and small businesses, artists and arts organizations, cultural institutions and/or others in order to develop a group of interested and qualified entities that can program space, particularly local and/or underrepresented groups
- Technical assistance and consulting on business plans, budgets, and revenue generating strategies to ensure the success of potential temporary uses
- Technical assistance and support to potential pop-up entities in negotiating lease and/or licensing agreements and fulfilling property owner requirements such as insurance, security and maintenance of space
- Technical assistance and support to potential pop-up entities in navigating permitting processes and obtaining necessary permits to operate

- Issuing micro grants through the awarded amount of between \$1,000 - \$10,000 that support small capacity entities to successfully inhabit and program a space including move in and set up costs and programming stipends, etc.
- Partnering with property owners, tenants and others to create marketing, communications and promotion strategies that showcase and support the success of the pop-up and activations.

OEWD envisions this program area to be accomplished in two phases – lead development and implementation. In the first phase, grantees funded for outreach will work in close coordination with OEWD to identify strategic areas within the economic core to focus pop-up activities and determine strategic temporary uses that have the most potential for success based on the location and surrounding uses. Based on the strategy developed in this phase, grantees will conduct outreach to strategically located property owners and to potential pop-up entities. In the second phase, grantees funded for technical assistance will support interested and viable potential pop-up entities in successfully inhabiting the space and implementing programming.

OEWD will consider proposals from organizations offering some or all of the services listed above. Applicants that apply to provide the full menu of services for an array of potential pop-ups may be considered for larger awards. Applicants that submit proposals focused on only a subset of services and/or can serve only specific potential pop-up types (i.e. artists, cultural organizations, entrepreneurs, etc.) will be evaluated against other similarly scoped applicants for smaller award amounts.

Performance Measures:

Performance measures will be specific to the services proposed and could include measures such as the following:

- Number of property owners contacted and number of vacant ground floor spaces available for pop-up uses
- Number of businesses, entrepreneurs, artists, culture and other organizations and their representatives (merchant groups, incubators and accelerators, cultural districts, arts organizations, etc.) engaged and made aware of pop-up opportunities and proportion that are local and/or underrepresented
- Number of successful space negotiations completed with property owners and leading to inhabitation of a pop-up
- Number of successful permitting applications completed allowing operations to begin
- Development of marketing materials and strategies, and degree of awareness and engagement in pop-up activations
- Number of micro-grants made to pop-up tenants with description of costs supported through grant funds
- Number of pop-up tenants that are referred to brokers, leasing agents, property owners, etc. to sign long term leases

- Number of pop-up tenants that successfully advance their business through securing additional financing, move into permanent locations, etc.

Anticipated Funding Table

The following table includes the anticipated not-to-exceed funding levels for the initial project period, for each kind of activity expected under this program area.

ACTIVITIES	AMOUNT
Outreach (Property Owners and Potential Tenants)	Up to \$100,000
Technical Assistance	Up to \$200,000
Marketing and Promotion	Up to \$100,000
Micro Grants (includes grant funding and any admin costs)	Up to \$200,000

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing, in good standing with State of California and eligible to do business with the City and County of San Francisco.
- Applicant must have a mission that allows it to work citywide or across multiple economic core neighborhoods (i.e. those listed above)
- Applicant must have previous experience in facilitating and/or structuring a “pop-up” or temporary use in a vacant retail space
- For organizations applying for outreach activities, applicant must have previous experience in working with large property owners AND with at least one of the following: small businesses, entrepreneurs, artists and/or cultural organizations or the groups representing them
- For organizations applying for technical assistance activities, applicant must have previous experience in providing technical assistance (TA) referenced above, including lease negotiations and permitting assistance to small businesses, non-profits, and/or arts and culture groups

Preferred Qualifications:

- Existing relationships and/or past projects with property owners and real estate brokers operating in San Francisco’s economic core
- Existing relationships and/or past projects with San Francisco based entrepreneur and small business incubators, funders, TA providers, and brand and public relations firms and/or arts and culture organizations, collectives, coalitions, funders and/or other representative groups.

- Track record of participation in partnerships, including those with small businesses, property owners, and the City
- Thoughtful plan for working with San Francisco based artists, cultural organizations and small businesses in the proposed activities in an equitable and inclusive manner.
- Experience successfully supporting pop-up activities within San Francisco
- For applicants applying to offer micro grant services, experience sub-granting funds to organizations or businesses

Supplementary Questions:

The following questions must be addressed under Section II, “Approach, Activities and Outcomes”, in your proposal narrative.

- a) If not already described elsewhere in your proposal narrative, please provide detailed information on your approach to fulfilling the scope as described above to facilitate pop-ups in key vacant spaces throughout the economic core over the next year, including identifying locations, outreach strategies to property owners and potential tenants, and/or providing technical assistance and implementation support as appropriate to scope being proposed. You are encouraged to include specific potential pop-up ideas that you intend to generate and pursue with this funding but should also address how you will offer services more generally to a broad base of potential owners and tenants.
- b) Please describe past projects that involved partnerships with San Francisco based small businesses, artists, cultural organizations, and/or property owners, including experience in outreach, technical assistance, promotions, and grant making activities as appropriate to services being proposed and including any direct experience with activating and/or facilitating pop-ups in vacant ground floor spaces and any direct experience facilitating subgrants.
- c) Please describe the plan for engaging local, neighborhood-based, and under-represented partners for the proposed project(s).
- d) Please identify additional strategic partners in this effort and how they have been/will be engaged.

Program Area D: Visitor Attraction Campaign

Anticipated Number of Awards: 1 to 2

Initial Funding Awards: Total amount of funding available under this program area is currently anticipated to be up to \$600,000 for 12 months of services; however, grant agreements may be negotiated for longer terms (e.g. 2 years or 4 years) and funding awards will be adjusted commensurate with the adjusted service period.

Applicants may propose budgets of up to **\$600,000** but are encouraged to submit requests commensurate with the scale and/or duration of the activity proposed. The number of funded proposals and the scale of funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives.

Grant Renewals: There may be funding to continue activities following the initial grant period; however, the precise amount cannot be anticipated at the time of this RFP. Renewals are contingent on available funding, as well as the selected grantee's performance in the initial grant period. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP and subsequently negotiated with selected grantees. By way of example, in the event additional funding becomes available to OEWD following the issuance of this RFP, any grant awarded under this program area may be renewed at an amount as high as **\$2.5 million**, such award to be commensurate with to the cost-per-deliverable or cost-per-client.

In the event that recovery needs change for a particular neighborhood within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers to other highly-ranked applicants not selected for funding in the first round. If more than \$2.5 million in additional funding is identified to support the services in this program area, applicants to this program area may be invited to submit an additional proposal in order to justify a new grant or increase the size of an existing grant award.

Expected Start Date: November 2022 or later

Eligible Neighborhood(s): Citywide

Target Population(s): Domestic and international tourists, meetings and convention professionals.

Scope of Work:

The COVID-19 pandemic chilled San Francisco's \$10B tourism industry and emptied offices in and around the economic core as employers adopted remote working schedules. Both of these

areas have continued to lag in economic recovery. Despite lifting its travel advisory in June 2021, San Francisco closed out 2021 with a 70% loss in hospitality industry revenue in 2021 as compared with 2019, equating to a 69% loss in tax revenues to the City. As of June 2022, San Francisco still had only recovered 80% of its domestic travel and 60% its international travel. As travel recovers nationally, capturing a large portion of the tourist market will be an important component to San Francisco's recovery.

San Francisco is a dynamic urban environment that is home to an array of communities and cultures, thriving businesses, world renowned cultural assets, natural beauty, state of the art institutions, and some of the most creative and talented people in the world. In order to attract regional, national, and international travelers back to San Francisco, the City aims to develop and launch marketing campaigns that promote the City as a fun, cultural, and world-class destination with a range of amenities and offerings for visitors. To recapture market share in the tourism sector, San Francisco needs a proactive marketing campaign to raise its appeal as a destination for recreational, leisure, and business travel.

The intent of a Recovery Campaign would be to:

- Remind people of San Francisco's jaw dropping beauty, one-of-a-kind culture, and unparalleled status as an innovation capital of the world.
- Brand San Francisco as a year-long destination filled with uniquely creative people and immersive urban outdoor experiences.
- Re-establish San Francisco as a city with worldwide appeal that speaks to businesses and individuals alike.
- Drive interest in communities and businesses that need support recovering from the COVID-19 pandemic.
- Enhance existing and build new lasting partnerships between industry, arts, cultural districts and tourism groups that maximize returns to all in a virtuous cycle that outlives this campaign and preserves San Francisco's competitiveness into the future.

The ideal campaign would use some or all of the following strategies to connect with people:

- Resonant visual images with a strong call to action
- Traditional media such as television and billboards in key domestic and international markets
- Digital media
- Social media channels and influencers
- Public relations and communications pieces that reinforce campaign messages
- Grassroots "viral" marketing opportunities to increase awareness of the campaign

Other creative strategies may be proposed and included as part of this campaign.

Performance Measures:

- Reach of digital marketing ads
- Increase in visits from target demographics
- Increase in meetings booked from demographics reached by campaign
- Increase in number of hotel nights booked
- Increase in air passenger travel into San Francisco International Airport (SFO)
- Increase in parking garage revenues
- Increase in Bay Area Rapid Transit (BART) exits at key stations

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing, in good standing with State of California and eligible to do business with the City and County of San Francisco.
- Applicant must have experience managing large scale travel-oriented marketing campaigns.

Preferred Qualifications:

- Existing relationships and/or past projects with San Francisco based community groups, arts and culture organizations, and industry and tourism groups, with experience in engaging with underrepresented groups.
- Track record of participation in partnerships, including those with industry groups, property owners, and the City.
- Experience managing nationally and internationally directed marketing campaigns centered on tourism.
- The proposed budget for this Program Area including some leveraged, private resources (e.g. financial commitments, in-kind donations, staff time, etc.) equal to at least 25% of the budget request is desirable.

Supplementary Questions:

The following questions must be addressed under Section II, “Approach, Activities and Outcomes”, in your proposal narrative.

- a) Please describe your vision for San Francisco’s brand, including how your organization would tailor the brand to specific target audiences referenced above.
- b) Please explain the expected focus on domestic travelers, international travelers, or both and detail why there is more opportunity in that demographic.
- c) Please explain if and how your organization would target meetings and convention professionals.

- d) Please describe how your organization would leverage private sector, nonprofit or governmental partners to achieve the goals of this grant.

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 www.oewd.org/bid-opportunities/RFP-224

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

Templates provided as Appendices to RFP 224:

- Appendix B, Proposed Budget** template – Please list your proposed project budget on this template and upload it where prompted before you submit your application. Please do not convert this file to a PDF document before you upload it; the application will only accept Excel (.xls) file format.

Additional required attachments:

- Organizational Budget** (no template) – Organizational Budget for the current or last completed Fiscal Year for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
- Organizational Chart** (no template) – Organizational Chart for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
- 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 oewd.procurement@sfgov.org before the submission deadline.

Additional Reference Materials, Requirements and Guidelines

The following documents are for reference only.

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-224> starting Friday, August 12, 2022. 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 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 the standard administrative and compliance requirements, as well as providing 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, submit the entire Proposal Package through the online system by **5:00 p.m. on September 1, 2022**. Complete proposal packages must be received in the online system by the deadline.

Upon successful submission, you will receive an e-mail response 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 outlined above, and ensure that the revised submission is submitted before the deadline. Please also contact owd.procurement@sfgov.org and confirm when that you are replacing your prior submission so that OEWD is able to identify the correct proposal that the Review Committee receives.

Again, all submissions, including all appendices, must be received by 5:00 p.m. on September 1, 2022 to be considered as part of the Proposal Review Process. **Early submission is highly encouraged.**

If you have any challenges with the application templates, 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

- 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.
- 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.
- Include 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. Proposals submitted under Program Area A will be clustered by target neighborhood and ranked against other proposals that address the same neighborhood. 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.

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.

Proposals will be evaluated on a **100-point scale**, broken down as follows:

Applicant Qualifications and Staff Assignments (30 points)

- The applicant's professional qualifications and the experience of proposed partners, subcontractors/subgrantees, 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.

Approach, Activities, and Outcomes (50 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.
- The application demonstrates community support for the proposed project or program

Performance Measurement and Reporting (10 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 (10 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 (preferred)

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.

Clarifications

The City may contact applicants to clarify any portion of the proposal. All questions to the applicants will be submitted in writing and the answers, in writing, will be submitted, along with the proposals, to the Review Committee for scoring. Any attempt by an applicant to contact a member of the Review Committee during the proposal review process (other than submitting clarification questions or responding to any City-initiated contact) may result in the elimination of that proposal from consideration.

Selection

After the Review Committees have concluded the evaluation and scoring of the proposals, the results will be submitted to the Director of OEWD, and the appropriate oversight bodies, if necessary, for review and determination of the award. The tentative awardees whose proposal(s) are determined to meet the needs of the City will be recommended to negotiate a grant. If an applicant submits multiple proposals, the organization's overall capacity in relation to the number of projects proposed will also be considered when proposals are recommended for funding. All applicants will be notified of the results of the evaluation.

Applicants acknowledge that OEWD reserves the right to reject or cancel this RFP in whole or in part at any time prior to entering into a grant agreement.

The tentative award may be conditioned on inclusion of changes/additional terms. Negotiations over the specific terms and language may be required before submission to the Civil Service Commission for approval, if applicable. If the City is unable to negotiate a satisfactory agreement with the winning applicant(s), the City may terminate negotiations with that applicant and proceed to negotiate with other qualified applicants in the order of their ranking in the evaluation process. This process may be repeated until a satisfactory grant agreement has been reached. Final award of the grant may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

Applicants who do not receive an award may appeal the decision by filing a protest (described below). Applicants who receive a grant will be contacted to begin the grant negotiation process.

Negotiation Process

Following the conclusion of the protest process (described below), OEWD will contact all awardees to begin scope and budget negotiations. During the negotiation period, OEWD will provide additional details to include an offer of funding, the expected start date of the grant, a proposed scope of work and budget, and to disclose any fund source-specific criteria that the

grantee will need to adhere to. OEWD will also request necessary compliance documentation that is required for all City grants.

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

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 protestor can anticipate a written response from the City within 10 calendar days of submission of the letter of protest. **All protest determinations made by the Director of OEWD are final.**