

City and County of San Francisco
Sourcing Event ID 0000011140
Dept Contract ID: OEWD RFP 234

Formal Request for Proposals for:
Community Economic Development; Workforce Development; and Office of Small
Business Divisions
Office of Economic and Workforce Development

This RFP can be viewed at <https://www.sf.gov/information--bid-opportunities>
and on the City's Supplier Portal at: <https://sfcitypartner.sfgov.org/pages/index.aspx>



Proposal Phase	Tentative Date
Request for Proposals Issued	Friday, October 3, 2025
Optional Virtual Technical Assistance (TA) Conference	<p>Tuesday, October 14, 2025, 03:00 PM Pacific Time (US and Canada)</p> <p>Enter location details Location: Zoom Meeting</p> <p>Zoom Webinar Link: Register here</p> <p>Zoom Meeting ID: 864 3667 7294</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 RFP 234 website following the event. For accommodation due to a disability, contact 628-652-8400 or TDD 800-735-2929 (CRS), or email oewd.procurement@sfgov.org at least 3 business days prior to the meeting to ensure availability.</p>
Written Questions Due Date	<p>Friday, October 17, 2025, by 5:00 P.M. PST</p> <p>Email Written Questions to: oewd.procurement@sfgov.org</p> <p>Answers to questions will be posted online to the RFP 234 website: https://www.sf.gov/information--bid-opportunities</p> <p>Initial Posting of Answers: Wednesday, October 15, 2025, by 11:59 P.M. PST</p> <p>Final Posting of Answers: Monday, October 20, 2025, by 11:59 P.M. PST</p>

Proposal Due Date	Friday, November 7, 2025, by 12:00 P.M PST Proposal submissions will be accepted online only. A link to the online application is published to the RFP 234 website: <u>https://www.sf.gov/information--bid-opportunities</u>
Notice of Intent to Award	Friday, November 21, 2025
Period for Protesting Notice of Intent to Award	Within three (3) business days of the City's issuance of a Notice of Intent to Award.
Questions about this RFP?	Technical assistance will be provided by phone or email in accordance with public health and accessibility guidelines. Need the RFP or application materials in alternative formats for people with disabilities? Please email: <u>oezd.procurement@sfgov.org</u>

Attachments

Attachment A: Proposal Questions – for reference only
Attachment B: Proposed Budget Template– required document
Attachment C: City’s Grant Agreement Terms – for reference only
Attachment D: City’s Contract Terms – for reference only
Attachment E: Supplier Registration Instructions – for reference only
Attachment F: HCAO and MCO Declaration Forms
Attachment G: First Source Hiring Form

SUBMISSION REQUIREMENT (SR) CHECKLIST

Proposers must submit the following items with their online Proposal.

SR #	Description
SR 1	Completed Proposal submitted via online system by the deadline.
SR 2	Completed Attachment B, Proposed Budget template in Excel file format.
SR 3	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).
SR 4	Organizational Chart for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
SR 5	Supplementary Questions and Attachments – Supplementary Questions and Minimum Qualification requirements stated under each Program Area are completed in the online narrative application, while attachments must be uploaded using the upload buttons in the online application.

I. INTRODUCTION AND SOLICITATION SCHEDULE

A. Introduction

1. General

This Request for Proposals (hereinafter “RFP” or “Solicitation”) is being issued by Office of Economic and Workforce Development (hereinafter, “OEWD” or “City”). OEWD’s mission is to advance equitable and shared prosperity for San Franciscans. We support businesses of all sizes, create great places to live and work, and help everyone achieve economic self-sufficiency. Learn more about our work at the following website: <https://sf.gov/departments/office-economic-and-workforce-development>.

OEWD is seeking qualified suppliers (“Proposers” or “Applicants”) to provide proposals (“Proposal”) in various program areas. Some programs that are in furtherance of the public purpose of providing critical economic and workforce development resources to support San Francisco’s residents, businesses and visitors, will be administered as **grants**, while other services provided for the City’s benefit will be administered as **professional services contracts**. The total amount of funding anticipated for initial contract awards is **\$7,818,869**. Additional details regarding the funding limits for each program area, the expected term of initial agreements, and whether the program is a grant or professional service contract, are summarized below and detailed in Section II of this document. The funding intends to deliver critical programs and initiatives citywide, with particular emphasis on economic corridors, communities and business sectors that have been most adversely impacted by the COVID-19 pandemic. These programs will be administered through OEWD’s **Community Economic Development; Workforce Development; and Office of Small Business Divisions**.

When applicable and practical, Proposers are encouraged to reflect the diversity of the City and include participation of businesses and residents from the City’s most disadvantaged communities including, but not limited to the Bayview/Hunters Point, Chinatown, Mission, South of Market, Tenderloin, Visitacion Valley and Western Addition neighborhoods. While encouraged to reflect the diversity of San Francisco, Proposers should not submit, and the City will not consider the race, ethnicity, gender, sexual orientation, or national origin of Proposer’s staff, leadership, and/or board of directors when making funding decisions.

About Community Economic Development

The Community Economic Development (CED) Division is committed to advancing 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, CED 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 CED for which more information can be found at <https://sf.gov/departments/office-economic-and-workforce-development/community-economic-development>

About Workforce Development

The Workforce Development Division of OEWD trains and connects San Franciscans to sustainable jobs with career growth opportunities and promotes prosperity for all residents, including the unemployed, underemployed, and hard-to-employ residents. Our workforce system supports training and development pipelines for qualified candidates toward some of San Francisco's core industries, including construction, health care, hospitality and tech. For more information, visit: <https://sf.gov/departments/office-economic-and-workforce-development/workforce-development-division>

About the Office of Small Business

The Office of Small Business (OSB) is the City's central point of information for small businesses located in the City and County of San Francisco.

Our mission is to equitably support, preserve and protect small businesses in San Francisco. We provide high quality direct services and programs, drive practical policy solutions, and serve as a champion for San Francisco's diverse small business community.

For more information, visit: <https://sf.gov/departments/office-economic-and-workforce-development/office-small-business>

2. Selection Overview

You are eligible to apply if you:

- Are a nonprofit (501(c)(3), 501(c)(4), 501(c)(6)) or for-profit organization (as specified in the relevant Program Area), registered with the Internal Revenue Service (IRS) and in good standing with the California Secretary of State (SOS), the Franchise Tax Board, the State of California's Registry of Charities and Fundraisers, and eligible to do business with the City and County of San Francisco. This includes Community Benefit Districts (CBDs) and Business Improvement Districts (BIDs).
- Are not debarred or suspended from participation in local, State or Federal programs;
- Meet all submission requirements as described in Section V below. Failure to satisfy the submission requirements will eliminate the Applicant from further consideration.
- Can comply with all local, state or federal laws and regulations if funded. Please see **Attachment C** if you are applying for a grant, and **Attachment D**, City's Contract Terms, if you are applying for a professional services contract, for more information about general terms and conditions of City funding opportunities.

As noted above, to be considered for funding under this Solicitation, Proposer must be in good standing with the California Secretary of State, the Franchise Tax Board and the Internal Revenue Service. If Proposer is a **nonprofit organization**, it must also be in good standing with the California Attorney General's Registry of Charities and Fundraisers. Proposer must comply with all applicable legal requirements by the time of contract execution and must remain in good standing with these requirements during the term of the agreement. Upon request, Proposer must provide documentation to the City demonstrating its good standing with applicable legal requirements. If Proposer will use any subcontractors/subgrantees/subrecipients to perform the agreement, Proposer will be responsible for ensuring they are also in compliance with all applicable legal requirements at the time of contract execution and for the duration of the agreement.

Fiscal Sponsor for Contracts

If you are a **fiscal sponsor** to another organization (or group of organizations), and you

are applying for a contract, you must serve as the lead applicant and meet all criteria described above. While your subcontractors/ subgrantees/ subrecipients do not need to become City Suppliers, they must meet all other applicable compliance requirements.

Should a fiscal sponsorship relationship terminate during the course of the agreement, OEWD will require documentation that proves that the new lead entity (which may be an approved subcontractor or a new fiscal sponsor) can meet all of the initial award criteria and can accept the terms of the remaining agreement. In the event that a new qualified fiscal sponsor cannot be identified, OEWD reserves the right to cancel the award and terminate the agreement.

Please note: The City reserves the right to decline to enter into a contract due to the failure of a nonprofit organization to be eligible to do business as a result of its non-compliance with the requirements of a governmental agency having jurisdiction, including, but not limited to, the organization's failure to be in good standing with the California Registry of Charities and Fundraisers. The City shall award a contract to the Proposer(s) that meet the Submission Requirements of this Solicitation and obtain the highest-ranking score(s) on their Proposal(s). Responsive Proposals will be evaluated by a panel ("Evaluation Panel") consisting of one or more parties with expertise related to the services being procured through this Solicitation. The Evaluation Panel may include staff from various City departments. Proposals will be evaluated based on the criteria outlined herein. If applicable, a Contract Monitoring Division (CMD) Contract Compliance Officer will assess Proposal compliance with Local Business Enterprise (LBE) requirements and assign a rating bonus to Proposal scores. The CMD-adjusted scores (if applicable) will then be tabulated, and Proposers will be ranked starting with the Proposer receiving the highest score, then continuing with the Proposer receiving the second highest score, and so on. The City does not guarantee that any number of contracts will be awarded.

B. Anticipated Contract Term

Contracts awarded pursuant to this Solicitation are expected to begin in **January 2026 or later** and shall be non-exclusive with an original term of up to two years. OEWD and the City, at its sole, absolute discretion, shall have the option to extend the term for four additional years for a total of six years, concluding no later than June 2032. Contracts may be negotiated for shorter or longer terms, and funding awards will be adjusted commensurate with the adjusted service period.

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 or contractor ("Contractor") 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.

C. Anticipated Contract Not to Exceed Amount

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's 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, contract terms, and project goals before finalizing awards. This amount is based on the City's estimated spend over the advertised initial contract term. Should City's actual spend exceed its estimated spend for the initial term, City may in its sole discretion increase the NTE for the initial term. **The amount of any initial funding award may be as much as 400% of the proposed budget amount listed under the limits in this RFP.** Should City

exercise its options to extend beyond the initial term, City may also elect to increase the NTE proportionally. 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 for the Program Area.

Unless otherwise noted, the initial round of funding included in this RFP is expected to be local City funds (“General Fund”). OEWD may also award a variety of federal, state or local funding to support the program in future program years, including, but not limited to:

- Department of Labor - Workforce Innovation and Opportunity Act (WIOA), National Dislocated Worker Grant, 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 the program in future program years, OEWD will disclose the terms and conditions related to those awards to the chosen Contractor, and such Contractor will be required to demonstrate the ability to comply with any additional terms and conditions prior to entering into or renewing a contract. Additional funding may become available through OEWD or other City departments, to be used for specific, targeted services. If there is an alignment between the targeted services and services provided in the program within the RFP, such additional funding may be used to fund the program in this RFP, under the terms and conditions of this Solicitation. Another City department other than OEWD may decide to award funding for a professional services contract based on alignment of services requested. OEWD, or other City agencies, will disclose any additional regulations or requirements during the negotiation process for contracts that are awarded through this RFP and funded by other local, state, federal or non-city sources.

D. Reserved.

E. Cooperative Agreement

Any other City department, public entity or non-profit made up of multiple public entities, may use the results of this Solicitation to obtain some or all of the services to be provided by Proposer under the same terms and conditions of any professional services contract awarded pursuant to this Solicitation.

F. Solicitation Schedule

The anticipated schedule for this Solicitation is set forth below. These dates are tentative and subject to change. It is the responsibility of the Proposer to check for any Addenda to this Solicitation or other published pertinent information.

Proposal Phase	Tentative Date
Request for Proposals Issued	Friday, October 3, 2025
Optional Virtual Technical Assistance (TA) Conference	Tuesday, October 14, 2025 03:00 PM Pacific Time (US and Canada) Enter location details Location: Zoom Meeting Zoom Webinar Link: Register here Zoom Meeting ID: 864 3667 7294

	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 RFP 234 website following the event. For accommodation due to a disability, contact 628-652-8400 or TDD 800-735-2929 (CRS), or email owd.procurement@sfgov.org at least 3 business days prior to the meeting to ensure availability.
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The optional virtual Technical Assistance Conference will begin at the specified time. Proposers' representatives are urged to arrive on time. Topics already covered will not be repeated for the benefit of late arrivals. Any change or addition to the requirements contained in this Solicitation as a result of the Technical Assistance Conference will be executed by a written Addendum to this Solicitation posted on the RFP website. It is the responsibility of the Proposer to check for any Addendum to this Solicitation or other published pertinent information. All Proposals and contracts awarded pursuant to this RFP must adhere to requirements of any additional Addendums to the Solicitation. Failure to attend the Technical Assistance Conference or to check for any Addendums to this Solicitation is at Proposer's own risk.

Each date is subject to change. For the latest schedule, check the RFP 234 website at <https://www.sf.gov/information--bid-opportunities>.

*Note: Substantive questions regarding the program area under this RFP – such as clarifying questions regarding the eligibility of proposed projects – must be submitted by the above deadline.

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 with substantive questions regarding the program area, or technical assistance needs. Applicants are responsible for reviewing all portions of this RFP, including the attached Addenda and seeking clarification of any ambiguity, discrepancy, omission, or error in the RFP, prior to submitting their Proposal.

G. Contract Terms and Negotiations

The successful Proposer will be required to enter into a contract substantially in the form attached hereto. For Proposers applying to grants, see Attachment C, City's Grant Agreement Terms; for Proposers applying to Professional Services Contracts, see Attachment D, City's Contract Terms. If a satisfactory contract(s) cannot be negotiated within a reasonable time, the City, in its sole discretion, may terminate negotiations. Upon termination of negotiations, City may begin negotiation with the Proposer that meets the Submission Requirements of this Solicitation whose Proposal receives the next highest-ranking score.

II. SERVICES REQUESTED

A. Services Requested

This Solicitation is being issued by OEWD. OEWD is seeking qualified Proposers to provide Proposals for twelve distinct programs under three OEWD Divisions.

Community Economic Development

A	<u>ScaleUp SF: Training Program for the Growth of Small Businesses in San Francisco</u>	\$1,500,000	7 or more	\$224,000	Citywide	Nonprofit
B	<u>Community Benefit District – Technical Support</u>	\$155,000	1 or more	\$155,000	Citywide	Both Nonprofit and For-profit
C	<u>Citywide Business Outreach and Strengthening Targeting Spanish-Language Businesses</u>	\$300,000	1 or more	\$300,000	Citywide for services provided, but must have offices in both the Mission and Excelsior neighborhood	Nonprofit
D	<u>Technical Assistance to Small Businesses in Low-Moderate Income Neighborhoods (18B)</u>	\$1,500,000	7 or more	\$200,000	<p>Mission Chinatown South of Market (SoMa) Western Addition Tenderloin Excelsior Bayview</p> <p>Service providers may choose between 1-4 target neighborhoods they would serve under this program area.</p>	Nonprofit
E	<u>Small Business and Commercial Property Owner Legal Support Services</u>	\$250,000	1 or more	\$250,000	Citywide	Nonprofit
F	<u>Citywide Business Outreach and Strengthening</u>	\$300,000	1 or more	\$300,000	Citywide	Nonprofit

	<u>Targeting Chinese-Language Businesses</u>					
G	<u>Mission Street Food Incubator and Kitchen Capacity Program</u>	\$300,000	1 or more	\$300,000	Mission	Nonprofit

Workforce Development Division

H	<u>Public Safety Academy</u>	\$2,300,000	2 or more	\$1,600,000	N/A	Nonprofit
I	<u>Industries of Opportunity - Arts and Entertainment</u>	\$350,000	1 or more	\$350,000	N/A	Nonprofit
J	<u>Industries of Opportunity – Education</u>	\$600,000	1 or more	\$600,000	N/A	Nonprofit
K	<u>Industries of Opportunity – Urban Agriculture</u>	\$250,000	1 or more	\$250,000	N/A	Nonprofit

Office of Small Business (“OSB”)

L	<u>Manufacture of Legacy Business Brushed-Aluminum Plaques</u>	\$50,000	1	\$50,000	Citywide	Both nonprofit and for-profit

Program Area A: ScaleUp SF: Training Program for the Growth Small Businesses in San Francisco (Grant)

Division: Community Economic Development

Total Funding Available: \$1,500,000

Anticipated Number of Awards: 7 or more

Maximum Funding per Applicant: \$214,000 for each Core Service Area for Small Business Service to cover 12 months of service.

Funding Source: General Fund

Term of Service: One (1) year with options to extend, not to exceed a total of six (6) years

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods: Citywide

Physical Location: None specified

Target Population(s): Eligible small businesses and entrepreneurs (“Eligible Businesses”) are those that have been operational for at least two years and are able to demonstrate a verifiable track record of experience demonstrating two years of having sales. In addition, Eligible Businesses must have successfully completed at least one training program, during fiscal years 2021 to 2024, under the Office of Economic and Workforce Development (OEWD) and the Community Economic Development Division (CED). Eligible Businesses should be in a growth phase and be ready to hire either one full-time employee or two part-time employees. ScaleUp SF is meant to support businesses in their growth phase, aiming to enhance operations while ensuring financial stability and preparing for workforce expansion.

Program Area Summary: Total amount of funding available under this program area is \$1,500,000. Applicants may propose budgets of up to \$214,000 for each Core Service Area for Small Business Service (defined below) to cover 12 months of services. OEWD expects to offer an initial 1-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the Grantee’s performance in the initial grant period.

If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2032) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Scope of Work:

Small Business Technical Assistance Partner Collaboration

Community Economic Development Division is looking to partner with San Francisco-based nonprofits awarded under this area to provide targeted technical assistance and support to small businesses in their growth phase. Under this model of small business technical assistance, partner collaboration will be key and each Grantee will bring unique expertise and resources, creating a robust ecosystem designed to empower small businesses and promote sustainable growth across diverse industries.

Under the guidance of OEWD, Grantees will be required to collaborate on a shared portfolio of small business clients that will apply through a common application process and the selected applicants will come together to review the applications and decide on the 75 businesses that will receive support in core service areas for small business growth and sustainability. The common application process and selection of businesses will be conducted in a fair and transparent manner and will not take race, ethnicity, gender, sexual orientation, or national origin of the staff or leadership of the businesses into account when choosing the businesses that will receive support under this program.

Grantees should anticipate engaging in meetings and receiving ongoing feedback from OEWD to refine services in alignment with evolving business needs. Applicants should detail their approach to managing partner referrals and case management with specialized service partners. Applicants should demonstrate a commitment to collaborating with community-based organizations to provide a comprehensive suite of wrap-around services, while specializing in one core service area.

By leveraging the individual strengths of each Grantee, ScaleUp SF aims to assist the growth of over 75 small businesses within the first year, by providing them access to the essential tools, knowledge, and connections necessary for success, enabling them to thrive and positively impact the local economy.

Services shall be tailored for the following businesses:

- Small businesses in the growth phase that are looking to scale operations and increase profitability.
- Small businesses preparing to expand their staff with new hires to support business expansion.
- Companies seeking comprehensive support across multiple facets of their business to ensure sustainable growth.

Core Service Areas: Applicants awarded under this area shall be specifically focused on assisting small businesses in their growth phase, helping them increase profits and strategically expand their staff. Services must be tailored to provide comprehensive support that addresses the unique needs of growing business, ensuring they have the necessary tools and resources to thrive in competitive markets.

Core Service Areas for Small Business Services:

1. Business Coaching and Client Intake
2. Business Strategy Development
3. Loans, Financial and Accounting Coaching
4. Business Branding and Marketing Development
5. Digital Promotions and Web Development

6. Legal and Leasing Assistance

Service Area Selection Process

1. Applicant shall submit one Proposal per Core Service Area, up to a maximum of three (3) submissions.
2. Qualified Applicants will only be awarded in one (1) Cores Service Area based on score.
3. Should an Applicant be the top scorer for multiple Core Service Areas, then OEWD reserves the sole discretion to determine which Proposal will be awarded to the Applicant. OEWD will award the next highest scoring Proposal for the other Core Service Areas not awarded to such Applicant.

Description of Service Areas

Core Service Area 1 – Business Coaching and Client Intake

This Applicant shall demonstrate experience in successful business coaching, emphasizing management development, team leadership, and cultivating a positive corporate culture. The Business Coaching Applicant offers a comprehensive coaching service led by experienced professionals dedicated to helping individuals develop skills, enhance their lives, and achieve specific goals. The Applicant focuses on various disciplines and provides expert guidance in business management, staffing, and nurturing a thriving business culture.

Key Services include, but are not limited to:

- Process Improvement: Streamline operations to boost productivity and reduce inefficiencies.
- Technology Integration: Utilize tools and software to support scalable business operations.
- Assist businesses with grant and loan applications

Action Plan Tasks include, but are not limited to:

- Complete Business Assessment: Determine business strengths and weaknesses
- Business Sustainability Plan (Long-term): Create a growth plan that aligns with the business' goals but also accounts for its strengths and weaknesses
- Additional Scope Service: Business directory that list existing San Francisco businesses that are receiving assistance. To promote business that went through ScaleUp SF, these are existing businesses that are open to the public.
- Outreach to San Francisco businesses for participation in the directory
- Ensure businesses qualify for participation in the directory
- Ensure participating businesses have a virtual landing page
- Ensure participating businesses are equipped to receive business inquiries from the public
- Update directory on ongoing basis in coordination with OEWD staff

Core Service Area 2 – Business Strategy Development

This Applicant shall specialize in Business Strategy Development, offering operational consulting and efficiency optimization services to help businesses scale effectively. The Applicant's staff and consultants shall manage business strategy development services to empower small businesses to grow and expand by providing essential planning, strategic insights, and training. The Applicant's development consultants assist businesses in navigating

the complexities of expansion, market-entry, and strategic partnerships, delivering tailored advice that aligns with specific goals and industry dynamics.

Key Services include, but are not limited to:

- Customized Growth Plans: Develop tailored strategies that align with business objectives and market opportunities.
- Strategic Planning: Creating a clear roadmap to achieve objectives.
- Product and Market Strategy: Developing a cohesive vision and actionable plans.
- Partnership Development: Establishing strategic alliances.
- Training: Equipping business owners with the skills necessary for growth.
- Marketing and Lead Generation: Managing the entire marketing process.
- Outreach: Cultivating relationships with potential clients.
- Repositioning: Strategically repositioning the company for success.
- Assist businesses with grant and loan applications

Action Plan Tasks including, but not limited to:

- Personnel and Payroll Plan: A plan to ensure the business has the proper systems to manage personnel and payroll
- Strategic Hiring Plan: A strategy for recruiting applicants as for newly created employment roles within the business
- Sales Strategy and Implementation Plan: A strategy for increasing sales to targeted customers

Core Service Area 3 – Loans, Financial and Accounting Coaching

This Applicant shall work with businesses to develop their financial literacy, including credit counseling, to ensure they are able to access diverse sources of capital which include traditional lenders. There will also be a heavy emphasis on creating and maintaining accurate and up-to-date financial statements, and on leveraging accounting services. Both will be used to ensure the business is able to strategically plan their growth strategy, pay their taxes, access capital, and seek outside investment.

Key Services include, but are not limited to:

- Profit Maximization: Analyze financial statements to uncover cost savings and revenue growth opportunities.
- Budgeting and Forecasting: Develop comprehensive budgets and forecasts to facilitate informed decision-making.
- Funding Assistance: Connect businesses with potential funding sources, including loans, grants, and investment opportunities.
- Accounting Coaching: Provides complimentary online accounting courses featuring visual tutorials that clarify accounting concepts in an intuitive manner.
- Small Business Tax Solutions: Comprehensive tax preparation, review, and filing support, all designed to meet the unique needs of small businesses. This program includes personalized assistance to ensure a seamless experience.
- Assist businesses with grant and loan applications

Action Plan Tasks including, but not limited to:

- Current/Projected Financial Statements (Sales Forecast, Profit and Loss, Cash Flow, Break-even analysis)

- Assess Impact on Community and Economy
- Accounting System Set-up
- Strategies for Tax Management Plan and Filing Assistance

Core Service Area 4 – Business Branding and Marketing Development

The Applicant shall support a branding strategy designed to enhance business brand awareness and identity by effectively communicating its core values through social media, public relations, and digital marketing campaigns. It will prioritize brand positioning and establish measurable long-term goals, as this aspect of the marketing strategy is crucial for defining a company's visual identity. The Applicant should have a well developed strategy for guiding businesses in branding, and should be willing to collaborate with marketing and branding professionals that can provide participants with well tested strategies in defining and engaging target audiences to improve customer attraction.

Key Services include, but are not limited to:

- Marketing and Sales Enhancement: Boost business marketing initiatives and refine sales processes for maximum impact.
- Online Marketing and Promotions: Leverage digital platforms to enhance business's visibility and outreach.
- Targeted Marketing Strategies: Develop and implement marketing campaigns that resonate with business target audience.
- Sales Optimization: Improve conversion rates and foster customer loyalty by refining sales processes.
- Brand development plan: A roadmap that guides the creation or rebranding of a business, covering all aspects of the business, including the logo, website, and marketing strategy
- Market Analysis: Perform comprehensive market research to identify new opportunities and gain competitive advantages.
- Market Research and Analysis: Identifying growth opportunities.
- Assist businesses with grant and loan applications

Action Plan Tasks including, but not limited to:

- Crafting a Compelling Business Narrative
- Marketing Plan
- Community Engagement and Partnerships
- Business Communication Strategy

Core Service Area 5 - Digital Promotions and Web Development

This Applicant is dedicated to supporting small businesses in their digital transformation journey. The Applicant awarded shall coordinate technical assistance alongside OEWD's digital marketing services to ensure comprehensive support.

Key Services include, but are not limited to:

- Web Hosting and Design
- Search Engine Optimization
- Digitizing Operations: Automating internal processes to minimize manual tasks and boost productivity is a critical aspect of digital transformation.
- Technology: Embracing the right technologies to streamline operations and improve efficiency.

- Digital Culture: Cultivating a digital mindset within the organization to encourage innovation and adaptability.
- Leadership: Leading by example to inspire and guide the team through the transformation process.
- Customer Experience: Enhancing the customer journey through better engagement and service delivery.
- Assist businesses with grant and loan applications

Action Plan Tasks include, but are not limited to:

- Website Development/Revamp: Ensure each business has a landing page for their business
 - Domain Name: Assist in the creation and purchase of a domain name that fits the business
 - Hosting Platform: Assist businesses with the identification and purchase of appropriate online hosting for their website
 - Website Designer: Provide or connect businesses with website design services
 - Content/Copywriter: Ensure website content is unique to the business
 - Photographer: Assist in identifying and contracting a photographer that can take professional pictures of business services and/or products
 - E-Commerce platform: Ensure businesses engaged in e-commerce are using the correct platform to align with their target market, and can leverage its use effectively
- Professional Online Presence and SEO Plan

Core Service Area 6 - Legal and Leasing Assistance

This Applicant offers expert legal and leasing assistance, providing valuable guidance on regulatory compliance to mitigate risks effectively.

Key Services include, but are not limited to:

- Hiring Strategy: Effectively formulate a strategic hiring plan for onboarding one or two part-time employees.
- Lease Negotiation
- Rules and Regulations (zoning)

Action Plan Tasks include, but are not limited to:

- Risk Analysis and Mitigation Plan
- Lease Negotiation (If needed)

Performance Measures: In this program area, we expect that the nonprofit partners receiving funding will work together as a cohesive collective. The funded Proposals will be required to meet with Program Manager and each other on a regular and on-going basis. The table below details the shared outcomes that all partners will aim to achieve.

GOAL OUTCOMES PER YEAR

Outcomes	Project Goal	Reporting Tool
Businesses Served	75 businesses	SmallBusinessCentral

Hours of one-on-one technical assistance	600 hours (8hrs/client)	SmallBusinessCentral
Completed Action Plan Tasks based on selected Core Service Area	75 Completed Tasks (1 task/client)	Airtable

Outcomes - completed only by Core Service Area 2		
Applicants selected for Core Services Area 2 will have to complete the individual goals listed below		
Outcomes	Project Goal	Reporting Tool
Number of Grant Applications Submitted	7 Grant Applications	SmallBusinessCentral

Outcomes - completed only by Core Service Area 3		
Applicants selected for Core Services Area 3 will have to complete the individual goals listed below		
Outcomes	Project Goal	Reporting Tool
Number of Loan Applications Submitted	5 Loan Applications Submitted	SmallBusinessCentral

Outcomes - completed only by Core Service Area 6		
The Applicant selected for Core Service Area 6 will have to complete the individual goal listed below		
Outcomes	Project Goal	Reporting Tool
Property Acquired or Leases Signed	12 leases negotiated	SmallBusinessCentral

Action Plan Tasks (Based on Service Areas)

Each Applicant awarded will be responsible for working with each business to complete the Action Plan tasks below that align with their core service area. An action plan is considered complete when all of the below tasks have been submitted.

Action Plan Tasks may include, but are not limited to the below (Based on Core Service Areas)	
Each Applicant awarded will be responsible for working with each business to complete the Action Plan tasks below that align with their Core Service Area. An action plan is considered complete when all of the below tasks have been submitted.	
Core Service Area	Action Plan Tasks
Business Coaching	1.Business Assessment
	2. Business Sustainability Plan
Business Strategy Development	3. Personnel and Payroll Plan
	4. Strategic Hiring Plan
	5. Sales Strategy and Implementation Plan
Loans, Financial and Accounting	6. Current/Projected Financial Statements (Sales Forecast, Profit and Loss, Cash Flow, Break-even analysis)
	7. Impact Assessment on Community and Economy
	8. Accounting System Setup
	9. Strategies for Tax Management Plan and Tax Filing Assistance
Business Branding and Marketing Development	10. Compelling Business Narrative
	11. Marketing Plan

	12. Community Engagement and Partnerships Plan
	13. Business Communication Strategy
Digital Promotions and Web Development	14. Website Development/Revamp
	15. Professional Online Presence and SEO
Legal and Leasing Assistance	16. Risk Analysis and Mitigation Plan
	17. Lease Negotiation (If Necessary)

Minimum Qualifications:

- Applicant must be a fully established **nonprofit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicant must have a minimum of three (3) years of experience providing similar services to small businesses and entrepreneurs.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the target industry.

Preferred Qualifications: None requested.

Supplementary Questions:

1. Describe your experience in providing counseling in both one-on-one settings and small group settings. Include your process in onboarding clients and how you deliver technical assistance.
2. Explain your ability to develop and conduct training programs. Please provide 2-3 examples of training you have conducted, and the outcomes associated with them.
3. Please describe the relevant skills, tools and approaches your organization deploys to support businesses in key areas of operation including, but not limited to: marketing, access to capital, business operations, etc. Use specific examples.
4. Describe how you support businesses at different stages, please use specific examples based on the stage of the business. For example: pre-venture, startup, existing, or expanding.
5. Describe your approach with clients. How do you maintain communication and follow up with businesses when providing technical assistance to business owners that may have limited time to engage with your organization?
6. Describe your success in helping small business clients expand and grow their business including, but not limited to: hiring, expanding sales, and opening in a new storefront. Please provide the number of businesses within each scenario that you have helped in growing in the past year.
7. How do you ensure clients from the listed target population in this program area are receiving the necessary resources to start and grow in SF? Describe the top 3 most common barriers businesses from these communities' experience and how you have supported them in overcoming these. Please use specific examples.
8. What is the size of your organization's technical assistance team? What roles do they each play in assisting businesses?
9. How does your organization guide businesses toward long-term success and provide a clear roadmap for achieving small business sustainability?

10. Describe the support you provide to small businesses in leveraging capital, loans, grants, crowdsourcing, private investments etc.
11. Language Proficiency: Indicate which languages, other than English, your organization can assist businesses in and the level of proficiency:
 - a) Level 1 – Elementary proficiency
 - b) Level 2 – Limited working proficiency
 - c) Level 3 – Professional working proficiency
 - d) Level 4 – Full professional proficiency
 - e) Level 5 – Native proficiency

Supplementary Materials: 2 letters of support from previous clients

All Applicants must include the following with the application submission:

1. Two (2) letters of support from past small business clients that have been able to grow because of your assistance. Please ensure they detail what support they received and how they were able to grow.

If you are proposing as a collaboration, please also include one (1) Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the Proposal.

Program Area B: Community Benefit District – Technical Support (Professional Services Contract)

Division: Community Economic Development

Total Funding Available: \$155,000

Anticipated Number of Awards: 1 or more

Maximum Funding per Applicant: \$155,000 to cover 12 months of service.

Funding Source: General Fund

Term of Service: One (1) year with options to extend, not to exceed a total of six (6)

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Citywide

Physical Location: None specified

Target Population(s): Business and neighborhood organizations, and existing Community Benefit Districts.

Program Area Summary: Provide as-needed consulting services to support the growth and development of San Francisco’s Community Benefit District (CBD) program, including guidance around best practices for CBD management, formation, governance, compliance, and opportunities to enhance operational effectiveness, efficacy, efficiency and community impact.

Scope of Work: The Office of Economic and Workforce Development (OEWD) is seeking qualifications from nonprofit and for-profit organizations to provide consulting services on an as-needed basis to support the continued growth and development of the City’s CBD program. The selected consultant will possess extensive experience with CBD/Business Improvement District (BID) management, formations and renewals, and an in-depth understanding of the state and local laws that govern these organizations. Services may include technical assistance for the establishment of new CBDs throughout San Francisco, trainings both for City Team and existing CBDs on the Brown Act, and governance trainings.

The Contractor(s) will play a role in advising the City and its partner organizations in managing all steps of the CBD formation process as well as the operational and governance aspects of current districts.

Services provide assistance with CBD formation process and organizational support including, but not limited to, the following:

- Determining appropriate and/or alternative approach to CBD formations
- Setting and mapping boundaries
- Developing an assessment methodology and assessment rates

- Developing a services plan and budget
- Brown Act and Board Governance Best Practice Trainings for existing CBD portfolio at least two times per year.
- Guidance around Public Records Act (PRA) requests to support timely and compliant responses from CBDs.
- As-needed clarification of state and local law that governs CBDs in San Francisco
- Guidance regarding best practices of CBD or non-profit program administration
- General technical assistance for City and CBD staff as needed and appropriate
- As it relates to district formation feasibility, Contractor will be required to develop a process with the Office of Economic and Workforce Development (OEWD) to ensure coordination among neighborhoods, alignment with complementary initiatives, and equitable decision-making.

Through these services, the Contractor will enhance the effectiveness, transparency, and compliance of the CBD program, supporting the City's mission of fostering vibrant commercial districts and strong community partnerships.

Performance Measures:

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

- Number of trainings (Brown Act, Board Member Onboarding, Renewal)
- Number of feasibility assessments provided (Annually)
- Number of technical assistance sessions provided to provide clarification on state and local that legislates Community Benefit Districts in San Francisco (Annually)
- Outreach to be provided (surveys, open house meetings, door-to-door/on-site support)
- Submission of semi-annual reports to OEWD detailing activities, challenges, and measurable outcomes achieved in reporting period.

Minimum Qualifications:

- Applicant must be a fully established non-profit or for-profit 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 at least two years previous experience in facilitating the type of program/project proposed in economic core neighborhoods (i.e. those listed above).
- Extensive experience in CBD formation services, including at least five (5) CBDs formed within the State of California.
- Detailed knowledge of state and local laws enabling CBD formation and governance.
- Detailed knowledge of the Brown Act and California Public Records Act.

Preferred Qualifications:

- Experience with CBD formation or renewal in the City of San Francisco.
- Existing relationships and/or past projects with property owners, community organizations, and/or small businesses operating in San Francisco.

Supplementary Questions:

1. Describe your organization's experience with CBD formation processes.
2. Describe your organization's experience providing trainings to CBDs/BIDs as it relates to compliance with the Brown Act and the California Public Records Act.
3. Describe how your organization engages with appropriate stakeholders throughout the CBD/BID formation process.
4. How does your organization approach boards or executive directors not willing to implement changes? Please provide an example.
5. Provide a list of key personnel assigned to this project and their qualifications.

Supplementary Materials: 2 letters of support from previous clients

Supplementary Materials Criteria: Two (2) letters of support from previous clients (BIDs/CBDs and/or City agencies) that can speak to your organization's ability to deliver support relevant to this scope of work.

Program Area C: Citywide Business Outreach and Strengthening Targeting Spanish-language Businesses (Grant)

Division: Community Economic Development

Total Funding Available: \$300,000

Anticipated Number of Awards: 1 or more

Maximum Funding per Applicant: \$300,000 to cover 12 months of services.

Funding Source: General Funding

Term of Service: 1 Year

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods: Citywide for services provided, but must have offices in both the Mission and Excelsior neighborhoods.

Physical Location: Mission And Excelsior offices and services

Target Population(s): Small businesses, including but not limited to Spanish speaking small businesses and businesses with experience serving Latino communities. The program shall not turn away anyone due to their race, ethnicity, gender, sexual orientation, or national origin in the target neighborhoods but prioritize community members with limited English proficiency, historically marginalized and/or underrepresented communities, women, and populations from low-income backgrounds. Though outreach to these communities, Grantee will not exclude services and support to those who may otherwise qualify but do not identify with one of these target populations.

Program Area Summary: OEWD seeks partnerships with San Francisco-based nonprofit organizations to enhance economic vitality in commercial corridors citywide, with a focus on neighborhoods such as the Mission and Excelsior to provide support. Through coordinated outreach, technical assistance, business retention, and small-scale capital improvements, selected partners will support small businesses, entrepreneurs, and street vendors. Activities may include business referrals, public space activation, cultural preservation, and vacancy tracking. Strong Proposals will demonstrate deep community connections, staff capacity, and experience in implementing equitable, community-informed economic development strategies.

Scope of Work:

OEWD is seeking Proposals from nonprofit organizations to collaborate with OEWD to enhance and support the businesses in the Citywide commercial corridors with emphasis in neighborhoods including but not limited to the Mission and Excelsior. Partnership through programs and services should include, but is not limited to: business outreach, community networking, technical assistance to support small business operations, street vendors, entrepreneurs and micro-enterprises, appropriate referrals, legacy business retention and

improvement, industry-focused recruitment and development, activations to increase business foot traffic and revenue, small business public realm improvements on commercial corridors and cultural preservation.

A strong Proposal shall demonstrate a supportive structure deeply rooted and have the cultural competency skills and capacity to compensate, supervise, support staff and report on grant deliverables. It shall also include a detailed description of the coordination and implementation of activities. The budget shall reflect compensation for staff as well as operational and potential project budget for activities. Projects and activities proposed under this program area are not limited to the following and may include some or all of the following:

Partnerships, Coordination and Engagement:

- Engage community and partners in providing input on projects that align with small business priorities, including but not limited to businesses with experience serving the Latino community Spanish-speaking businesses, and any other businesses seeking services.
- Collaborate and support activities that spur economic development, support existing businesses, improve physical conditions, increase quality of life, or build community capacity.
- Report, collaborate and support activities that spur economic development, support existing businesses, improve physical conditions, increase quality of life, or build community capacity.
- Collaborate to support coordination of activities between multiple parties including, but not limited to: business owners, property owners, public agencies, nonprofit organizations
- Maintain relationships with City agencies and partners that support neighborhood efforts and can respond to needs
- Connect resources to related partners and projects
- Conduct activities that leverage private resources, including financial commitments, in-kind donations, volunteer time, etc.

Business Outreach, Attraction, and Retention:

- Support attraction and retention of neighborhood serving businesses that promote the history and strengthen the character of the neighborhood and especially those who have been part of historically disenfranchised communities
- Conduct regular door-to-door business owner outreach to assess needs, connect businesses to programs and projects, and provide referrals and support
- Support troubleshooting issues between small businesses and the City
- Promote and provide information on City services and programs to business owners
- Provide services and referrals that will strengthen small businesses and increase their longevity in the corridors.

Activities funded under this program area may include, but are not limited to:

- Conducting outreach services to update businesses on vital programs
- Providing technical assistance to small businesses to open, stabilize, grow, etc.
- Implementing individual business strengthening projects to improve compliance with codes, expand revenue sources, enhance operational sustainability, etc.
- Supporting small businesses with permitting needs

- Supporting street vendors with permitting needs and business development
- Assisting small businesses in building capacity and establishing partnerships with local merchant groups
- Developing a community-driven economic development strategy that focuses on business attraction and retention, and preserving cultural and historical character in the Mission
- Coordinating and facilitating bi-annual meetings to enhance stakeholders' engagement towards economic revitalization and community improvement
- Assisting merchant/neighborhood organizations, property and business owners, and other stakeholders in promoting and strengthening neighborhood-serving businesses

Economic Development Programming and Marketing:

- Conducting and coordinating activities that complement and enhance existing efforts that support activities that celebrate the areas unique offerings while spurring economic activity.

Activities may include, but are not limited to supporting and/or implementing:

- Enhancements of public space. e.g., public art installations, neighborhood landmarks, outdoor furniture and amenities, lighting installations
- Outdoor space activation. e.g., performances, physical exercise activities, public marketplace, or other activities, occurring in a public plaza or other public space.
- Neighborhood beautification projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement program.
- Branding or marketing campaigns. e.g., shop local campaign, banners.
- Events. e.g., neighborhood street fair or festival, art walk, local event series. Economic development planning. e.g., merchant and community surveys, retail strategy development.
- Minor Storefront Improvements support. e.g., awning replacements, minor painting, graffiti removal, window film placement.
- Developing and/or managing storefront incubation program

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 direct costs)

While Applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Note: All projects must obtain the necessary City permits.

Performance Measures:

Supplier shall submit the following reports on each objective to the City's Team on/before the report due dates. Specifics of reports will be determined during the contract negotiation process

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

- Business Process Improvement and Business Action Plan Report;
- Implementation and Evaluation Report.
- If providing support to small businesses, must enter client data into City's database (Small Business Central)

Note that specifics of reports will be determined during the contract negotiation process.

Minimum Qualifications:

- Applicant must be a fully established **nonprofit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicant must have a minimum of three (3) years of experience providing similar services to small businesses and entrepreneurs.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco, and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the target industry.
- Ability to provide language services in Spanish.
- Must have offices in San Francisco District 9 and District 11 while still being able to serve the target community Citywide.
- Has experience managing street vendor related programs.
- Experience with managing a storefront incubation site.

Preferred Qualifications:

- Success in spurring economic activities, supporting existing businesses, and increasing community capacity
- Success in organizing joint-effort and leveraging resources from City departments, local merchants and community partners
- Experience serving Small businesses including street vendors, entrepreneurs, and micro-enterprises

Supplementary Questions:

1. Describe your experience in providing counseling in both one-on-one settings and small group settings. Include your process in onboarding clients and how you deliver technical assistance.
2. Explain your ability to develop and conduct training programs. Please provide 2-3 examples of training you have conducted, and the outcomes associated with them.
3. Please describe the relevant skills, tools and approaches your organization deploys to support businesses in key areas of operation including, but not limited to: marketing, access to capital, business operations, etc. Use specific examples.
4. Describe how you support businesses at different stages, please use specific examples based on the stage of the business. For example: pre-venture, startup, existing, or expanding.
5. Describe your approach with clients. How do you maintain communication and follow up with businesses when providing technical assistance to business owners that may have limited time to engage with your organization?
6. Describe your success in helping small business clients expand and grow their business including, but not limited to: hiring, expanding sales, and opening in a new storefront.

Please provide the number of businesses within each scenario that you have helped grow in the past year.

7. How do you ensure clients from the listed target population in this program area are receiving the necessary resources to start and grow in SF? Describe the top 3 most common barriers businesses from these communities' experience and how you have supported them in overcoming these. Please use specific examples.
8. What is the size of your organization's technical assistance team? What roles do they each play in assisting businesses?
9. How does your organization guide businesses toward long-term success and provide a clear roadmap for achieving small business sustainability?
10. Describe the support you provide to small businesses in leveraging capital, loans, grants, crowdsourcing, private investments etc.
11. Language Proficiency: Indicate which languages, other than English, your organization can assist businesses in and the level of proficiency:
 - a) Level 1 – Elementary proficiency
 - b) Level 2 – Limited working proficiency
 - c) Level 3 – Professional working proficiency
 - d) Level 4 – Full professional proficiency
 - e) Level 5 – Native proficiency

Supplementary Materials: Two (2) letters of support from previous clients

Supplementary Materials Criteria:

All Applicants must include the following with the application submission:

1. Two (2) letters of support from past small business clients that speak to your organization's ability to implement the activities proposed.
2. If you are proposing as a collaboration, also include one (1) Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the Proposal.

Program Area D: Technical Assistance to Small Businesses in Low-Moderate Income Neighborhoods (18B HUD Matrix Code) (Grant)

Division: Community Economic Development

Total Funding Available: \$1,500,000

Anticipated Number of Awards: 7 or more

Maximum Funding per Applicant: \$200,000 to cover 12 months of service.

Funding Source: Community Development Block Grant Funding (United States Department of Housing and Urban Development (HUD))

Term of Service: Up to 4 years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods:

- Mission
- Chinatown
- South of Market (SoMa)
- Western Addition
- Tenderloin
- Excelsior
- Bayview

Applicants may propose to serve between one and four target neighborhoods under this program area, although Applicants will be awarded in only one area. Applicants must demonstrate a track record of supporting small businesses in the identified commercial corridors, or present a clear plan for expanding into the neighborhood with the capacity to effectively serve its population. OEWD seeks partners who can address the language needs of the diverse populations within priority neighborhoods.

OEWD reserves the right to award or not award any grants based on demonstrated need in eligible neighborhoods, and may also direct Grantees to address gaps in targeted areas.

Physical Location: None specified.

Target Population(s): Small businesses located in commercial corridors that provide goods and services to the public, where at least 51% of the residents are classified as low to moderate income. Low to moderate income (LMI) is defined by census tracts data, compared to the Area Median Income (AMI) of that region.

Program Area Summary: Technical Assistance to Small Businesses in Low-Moderate Income Neighborhoods.

Scope of Work:

OEWD is seeking Proposals from nonprofit organizations to support the start and growth of microenterprises, small businesses, and entrepreneurs through one-on-one technical assistance, workshops, and trainings. Proposals must prioritize businesses that provide goods and services to the public in a low-moderate income Eligible Neighborhood. The purpose of this program area is to assist microenterprises, small businesses, and entrepreneurs to start, stay and grow in San Francisco. A strong application will clearly articulate a program model that describes the expertise and understanding of small business development as well as a customized approach that best serves the intended audience. Applicants should list all anticipated partner organizations and consultants with demonstrated expertise to implement a robust program that supports new and existing small businesses and entrepreneurs. While outreach and referrals may be part of the Proposal, Applicants must have robust expertise in providing one-on-one technical assistance and consulting on key components related to business operations.

Eligible Activities:

- One-on-one technical assistance
- One-on-one counseling involves service providers providing knowledge and recommendations on business activities in addition to assisting the small business owner or entrepreneur in drafting plans, implementing and/or executing plans. This supports business viability and business retention. Topics include but are not limited to:
 - Accounting and Financial Analysis
 - Business Operations
 - Business Planning
 - Access to Financing, Grants and Loans
 - Legal Services
 - Marketing and Sales
 - Real Estate and Lease Assistance
 - Regulatory Compliance and Permitting
 - Startup Assistance
 - Cohort Trainings
 - A series of related training sessions offered to the same group of participants over a period of time
 - Workshops
 - A one-time, hands-on session focused on helping participants build or strengthen a specific skill they can apply directly to their business
 - Outreach and Referrals
 - Directing small business clients to appropriate business resources for their needs

Service Area Selection Process

1. Applicant shall submit one Proposal per Eligible Neighborhood, up to a maximum of four (4) submissions.
2. Qualified Applicants will be awarded in only one (1) Eligible Neighborhood, determined by score.
3. In cases where an Applicant ranks as the top scorer in multiple Eligible Neighborhoods, OEWD reserves the sole discretion to determine which Proposal will be awarded to the Applicant. OEWD will award the next highest scoring Proposal for the other Eligible Neighborhoods not awarded to such Applicant.

Performance Measures: HUD Indicators of Success

- Number of businesses assisted via one-on-one technical assistance
- Number of hours of one-on-one technical assistance provided
- Number of businesses engaged in a language other than English
- Number of training workshops offered
- Number of attendees at workshops offered

Applicant that get awarded under this program area will keep track of the Indicators of Success listed above via SmallBusinessCentral. These Indicators of Success will be negotiated on an annual basis with the Office of Economic and Workforce Development (OEWD). Failure to meet negotiated metrics may result in future loss of funding.

SmallBusinessCentral data must be entered on a monthly basis.

In addition to the Indicators of Success that will be submitted via SmallBusinessCentral, Grantees will be expected to provide quarterly narratives that include, but are not limited to, successes, challenges, organizational changes, and an overall summary of the quarter.

Minimum Qualifications:

- Applicant must be a fully established **nonprofit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicants demonstrate a deep and meaningful connection to micro-enterprises, 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
- Ability to meet federal compliance standards and program monitoring for CDBG funds. Failure to do so may result in future loss of funding
- If funded, Grantees will participate in a quarterly convening, which will be facilitated by OEWD

Preferred Qualifications:

- 3 - 5 years of experience working with small businesses
- Ability to provide services in languages other than English
- Ability and systems in place to track client technical assistance and outcomes
- Proven experience managing and meeting compliance requirements for federal grants
- The Applicant's mission, values, and programs are aligned with advancing economic empowerment initiatives for supporting microenterprises, small businesses, and entrepreneurs
- Strong understanding of the unique challenges facing small businesses in San Francisco

Supplementary Questions:

1. Describe your experience in providing counseling in both one-on-one settings and small group settings. Include your process in onboarding clients and how you deliver technical assistance.
2. Explain your ability to develop and conduct training programs. Please provide 2-3 examples of training you have conducted, and the outcomes associated with them.
3. Please describe the relevant skills, tools and approaches your organization deploys to support businesses in key areas of operation including, but not limited to: marketing, access to capital, business operations, etc. Use specific examples.
4. Describe how you support businesses at different stages. Please use specific examples based on the stage of the business for example: pre-venture, startup, existing, or expanding.
5. Describe your approach with clients. How do you maintain communication and follow up with businesses when providing technical assistance to business owners that may have limited time to engage with your organization?
6. Describe your success in helping small business clients expand and grow their business including, but not limited to: hiring, expanding sales, and opening in a new storefront. Please provide the number of businesses within each scenario that you have helped in growing in the past year.
7. How do you ensure clients from the listed target population in this program area are receiving the necessary resources to start and grow in SF? Describe the top 3 most common barriers businesses from these communities' experience and how you have supported them in overcoming these. Please use specific examples.
8. What is the size of your organization's technical assistance team? What roles do they each play in assisting businesses?
9. How does your organization guide businesses toward long-term success and provide a clear roadmap for achieving small business sustainability?
10. Describe the support you provide to small businesses in leveraging capital, loans, grants, crowdsourcing, private investments etc.
11. Language Proficiency: Indicate which languages, other than English, your organization can assist businesses in and the level of proficiency:
 - a. Level 1 – Elementary proficiency
 - b. Level 2 – Limited working proficiency
 - c. Level 3 – Professional working proficiency
 - d. Level 4 – Full professional proficiency
 - e. Level 5 – Native proficiency

Supplementary Materials: Two (2) letters of support from previous clients

Supplementary Materials Criteria:

All Applicants must include the following with the application submission:

1. Two (2) letters of support from past small business clients that speak to your organization's ability to implement the activities proposed.
2. If you are proposing as a collaboration, also include one (1) Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the Proposal.

Program Area E: Small Business and Commercial Property Owner Legal Support Services (Grant)

Division: Community Economic Development

Total Funding Available: \$250,000

Anticipated Number of Awards: 1 or more

Maximum Funding per Applicant: \$250,000 to cover 12 months of service

Funding Source: General Fund

Term of Service: One (1) year with options to extend, not to exceed a total of six (6) years

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods: Citywide

Physical Location: None specified

Target Population(s): Small businesses and property owners with a small business tenant, or those seeking to fill a vacancy with a small business.

Scope of Work: OEWD is seeking Proposals from non-profit organizations to provide legal and non-legal support to small business owners and commercial property owners citywide. Services should focus on preventing conflict, mediating, and resolving lease and related disputes in multiple languages and in a culturally responsive manner. Applicants must demonstrate a proven track record of delivering these services, including successfully onboarding and triaging businesses in need of mediation and legal consultation.

Program Area Summary:

- Mediation – Provide triage, client consultation, and situational analysis; offer individual conflict coaching and conflict navigation, including but not limited to two-party or more negotiation through a confidential, professionally mediated dialogue neutral party. Deliver case management for matters requiring ongoing support.
- Legal Consultation – Provide holistic and comprehensive legal consultation with a licensed attorney, as appropriate, focusing on business tenancy issues, situational reviews, and matters that may not require extended case management.
- Lease and Contract Review – Provide specialized PSC review of commercial leases and related contracts by a professional or licensed attorney with expertise in commercial leasing issues.
- Non-legal Consultation – Provide non-legal triage, counseling, consultation, and educational support with experts in tenant-landlord relations.
- Educational Seminars – Develop and present workshops and educational materials for small business owners and managers. Activities may include course design, preparation

of online resources, outreach (including print mailers), marketing, coordination, and delivery of both in-person and virtual classes, as appropriate.

Performance Measures:

- Number of businesses assisted
- Number of hours of one-on-one technical assistance provided
- Number of businesses engaged in a language other than English
- Number of training workshops offered
- Number of attendees at workshops offered

Service providers that get awarded under this program areas will keep track of the indicators of the metrics listed above via Small Business Central. These metrics will be negotiated on an annual basis with the Office of Economic and Workforce Development (OEWD). Failure to meet negotiated metrics may result in future loss of funding.

Small Business Central data must be entered on a monthly basis.

In addition to the indicators of success that will be submitted via Small Business Central, service providers will be expected to provide quarterly narratives that include, but are not limited to, successes, challenges, organizational changes, and an overall summary of the quarter.

Minimum Qualifications:

- Applicant must be a fully established **nonprofit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicants demonstrate a deep and meaningful connection to micro-enterprises, 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

Preferred Qualifications:

- 3 - 5 years of working with small businesses and providing legal and mediation services
- Ability to provide services in languages other than English
- Ability and systems in place to track client technical assistance and outcomes
- The Applicant's mission, values, and programs are working to advance economic empowerment initiatives supporting microenterprises, small businesses, and entrepreneurs
- Strong understanding of the unique challenges facing small businesses in San Francisco

Supplementary Questions:

1. Describe your experience in providing counseling in both one-on-one settings and small group settings. Include your process in onboarding clients and how you deliver technical assistance.

2. Explain your ability to develop and conduct training programs. Please provide 2-3 examples of training you have conducted, and the outcomes associated with them.
3. Please describe the relevant skills, tools and approaches your organization deploys to support businesses in key areas of operation including, but not limited to: marketing, access to capital, business operations, etc. Use specific examples.
4. Describe how you support businesses at different stages. Please use specific examples based on the stage of the business. For example: pre-venture, startup, existing, or expanding?
5. Describe your approach with clients. How do you maintain communication and follow up with businesses when providing technical assistance to business owners that may have limited time to engage with your organization?
6. Describe your success in helping small business clients expand and grow their business including, but not limited to: hiring, expanding sales, and opening in a new storefront. Please provide the number of businesses within each scenario that you have helped in growing in the past year.
7. How do you ensure clients from the listed target population in this program area are receiving the necessary resources to start and grow in SF? Describe the top 3 most common barriers businesses from these communities' experience and how you have supported them in overcoming these. Please use specific examples.
8. What is the size of your organization's technical assistance team? What roles do they each play in assisting businesses?
9. How does your organization guide businesses toward long-term success and provide a clear roadmap for achieving small business sustainability?
10. Describe the support you provide to small businesses in leveraging capital, loans, grants, crowdsourcing, private investments etc.
11. Language Proficiency: Indicate which languages, other than English, your organization can assist businesses in and the level of proficiency:
 - a. Level 1 – Elementary proficiency
 - b. Level 2 – Limited working proficiency
 - c. Level 3 – Professional working proficiency
 - d. Level 4 – Full professional proficiency
 - e. Level 5 – Native proficiency

Supplementary Materials: Two (2) letters of support from previous clients

Supplementary Materials Criteria:

All Applicants must include the following with the application submission:

1. Two (2) letters of support from past small business clients that speak to your organization's ability to implement the activities proposed.
2. If you are proposing as a collaboration, also include one (1) Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the Proposal.

Program Area F: Citywide Business Outreach and Strengthening Targeting Chinese-Language Businesses (Grant)

Division: Community Economic Development

Total Funding Available: \$300,000

Anticipated Number of Awards: 1 or more

Maximum Funding per Applicant: \$300,000 to cover 12 months of service

Funding Source: General Fund

Term of Service: One (1) year with options to extend, not to exceed a total of six (6) years

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): Small businesses, including but not limited to Chinese-speaking businesses, are eligible for this program. Services shall be accessible to all, regardless of race, ethnicity, gender, sexual orientation, and national origin within the target neighborhoods, with priority given to community members with limited English proficiency, historically marginalized or underrepresented groups, women, and individuals from low-income backgrounds. While the program is designed to outreach to these priority populations, Grantee must not exclude other small businesses that qualify for services and support but do not identify with the target population.

Program Area Summary: OEWD is seeking Proposals from nonprofit organizations to partner with the City in strengthening businesses across San Francisco's commercial corridors.

Scope of Work: OEWD is seeking Proposals from nonprofit organizations to partner in strengthening businesses within San Francisco's commercial corridors. Proposed programs and services may include, but are not limited to: business outreach, community networking, technical assistance, referrals, legacy business retention and improvement, industry-focused recruitment and development, activations to increase foot traffic and revenue, and cultural preservation.

Strong Proposals will demonstrate an organizational structure that is deeply rooted in and having the cultural competency skills, with the capacity to compensate, supervise, and support staff, as well as to report on grant deliverables. Proposals should also include a detailed description of how activities will be coordinated and implemented. Budgets must reflect appropriate staff compensation, operational expenses, and potential project costs.

Projects and activities under this program area are not limited to the examples listed and may include some or all of the following:

Partnerships, Coordination and Engagement:

- Engage community and partners to provide input on projects that align with small business priorities, including but not limited to Chinese-speaking businesses and
- Collaborate on and support activities that promote economic development, strengthen existing businesses, improve physical conditions, enhance quality of life, and build community capacity
- Collaborate and coordinate efforts among multiple stakeholders, including business owners, property owners, public agencies, and nonprofit organizations.
- Maintain strong relationships with City agencies and partners that support neighborhood efforts and can respond to emerging needs.
- Connect resources to related partners and projects to maximize impact.
- Leverage private resources such as financial contributions, in-kind donations, and volunteer time to support activities.

Business Attraction and Retention:

- Support attraction and retention of neighborhood-serving businesses that promote history and strengthen the character of the neighborhood and especially those who have been part of historically disenfranchised communities

Outreach:

- Conduct regular door-to-door business owner outreach to assess needs, connect businesses to programs and projects, and provide referrals and support

Develop relationships with business owners, property owners and nonprofit partners to:

- Follow up with businesses on the progress of services and referrals.
- Support and assist in troubleshooting issues between small businesses and the City.
- Promote and share information about City services and programs with business owners.

Referrals:

- Provide services and referrals that strengthen small businesses and increase their long-term sustainability in the corridor.
- Activities funded under this program area may include, but are not limited to:
 - Conducting outreach services to keep businesses informed about vital programs.
 - Conducting and tracking vacancies and updating commercial inventory data.
 - Providing technical assistance to help small businesses to open, stabilize, grow, etc.
 - Implementing business-strengthening projects to improve code compliance, expand revenue sources, and enhance operational sustainability, etc.
 - Assisting small businesses in building capacity and establishing partnerships with local merchant groups.
 - Developing a community-driven economic development strategy focused on business attraction, retention, and preserving cultural and historical assets in Chinatown.
 - Coordinating and facilitating bi-annual meetings to strengthen stakeholders' engagement in economic revitalization and community improvement.

- Assisting merchants and neighborhood organizations, property owners, business owners, and other stakeholders in promoting and strengthening neighborhood-serving businesses.

Economic Development Programming and Marketing:

- Conduct and coordinate activities and launch projects that complement and strengthen existing efforts that support activities that celebrate the areas unique offerings while spurring economic activity.

Activities may include, but are not limited to supporting and/or implementing:

- Enhancements of public space. e.g., public art installations, neighborhood landmarks, outdoor furniture and amenities, lighting installations
- Outdoor space activations. e.g., including performances, physical exercise activities, public marketplaces, or other activities, held in public plazas or public space.
- Neighborhood beautification projects. e.g., such as awning and window sign improvements, sidewalk cleaning, graffiti and the vandalism abatement program.
- Branding or marketing campaigns. e.g., shop local campaigns and banners.

Performance Measures: Supplier shall submit the following reports on each objective to the City's Team on/before the report due dates.

- Quarterly Outreach and Vacancy Tracking Report.
- Business Process Improvement and Business Action Plan Report.
- Business Attraction Strategy Development Report;
- Business and Community Engagement Report.
- Business Process Improvement and Business Action Plan Report;
- Implementation and Evaluation Report.
- If providing support to small businesses must enter client data into City's database (SmallBusinessCentral)

Minimum Qualifications:

- Applicant must be a fully established **nonprofit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicant must have a minimum of three (3) years of experience providing similar services to small businesses and entrepreneurs
- Applicant must have experience with conducting broad outreach to all communities within San Francisco, and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the target industry.

Preferred Qualifications:

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

Supplementary Questions:

1. Describe your experience in providing counseling in both one-on-one settings and small group settings. Include your process in onboarding clients and how you deliver technical assistance.
2. Explain your ability to develop and conduct training programs. Please provide 2-3 examples of training you have conducted, and the outcomes associated with them.
3. Please describe the relevant skills, tools and approaches your organization deploys to support businesses in key areas of operation including, but not limited to: marketing, access to capital, business operations, etc. Use specific examples.
4. Describe how you support businesses at different stages, please use specific examples based on the stage of the business. For example: pre-venture, startup, existing, or expanding.
5. Describe your approach with clients. How do you maintain communication and follow up with businesses when providing technical assistance to business owners that may have limited time to engage with your organization?
6. Describe your success in helping small business clients expand and grow their business including, but not limited to: hiring, expanding sales, and opening in a new storefront. Please provide the number of businesses within each scenario that you have helped in growing in the past year.
7. How do you ensure clients from the listed target population in this program area are receiving the necessary resources to start and grow in SF? Describe the top 3 most common barriers businesses from these communities' experience and how you have supported them in overcoming these. Please use specific examples.
8. What is the size of your organization's technical assistance team? What roles do they each play in assisting businesses?
9. How does your organization guide businesses toward long-term success and provide a clear roadmap for achieving small business sustainability?
10. Describe the support you provide to small businesses in leveraging capital, loans, grants, crowdsourcing, private investments etc.
11. Language Proficiency: Indicate which languages, other than English, your organization can assist businesses in and the level of proficiency:
 - a. Level 1 – Elementary proficiency
 - b. Level 2 – Limited working proficiency
 - c. Level 3 – Professional working proficiency
 - d. Level 4 – Full professional proficiency
 - e. Level 5 – Native proficiency

Supplementary Materials: Two (2) letters of support

Supplementary Materials Criteria:

All Applicants must include the following with the application submission:

1. Two (2) letters of support from past small business clients that speak to your organization's ability to implement the activities proposed.
2. If you are proposing as a collaboration, also include one (1) Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the Proposal.

Program Area G: Mission Street Food Incubator and Kitchen Capacity Program (Grant)

Division: Community Economic Development

Total Funding Available: \$300,000

Anticipated Number of Awards: 1 or more

Maximum Funding per Applicant: \$300,000

Funding Source: Addback

Term of Service: 1 year, multi-year encouraged

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Mission

Physical Location: Mission

Target Population(s): Food microentrepreneurs, street food vendors, Mission District

Program Area Summary: This program area responds to the growing demand for a structured food incubation program, reflecting the increasing number of food entrepreneurs in the City and specifically addressing the needs of street food vendors.

OEWD is seeking Proposals from local nonprofit organizations to provide food incubation services for microbusinesses and entrepreneurs along the Mission Street commercial corridor. Applicants should demonstrate experience supporting entrepreneurs through business development and technical assistance, as well as access to permitted commercial kitchen space for program participants.

Scope of Work: The scope of work for selected Applicant(s) may include, but is not limited to, the following:

Commissary Kitchen Access

- Provide access to an existing commercial kitchen that complies with the Planning Code and Department of Public Health regulations for preparing food for public consumption.
- Develop or secure access to a permitted kitchen along Mission Street for use by program participants.

Outreach and Recruitment

- Provide assistance in developing guidelines for vendor acceptance into the program.
- Assist in identifying and recruiting potential microbusinesses and entrepreneurs to participate in the program.
- Identify, screen and prepare clients who are ready to establish successful food businesses.

Food Vendor Compliance Navigation

Provide participants with guidance and operational support, including:

- Referrals to appropriate City departments, case management, and navigation assistance
- Workshops and group training sessions.
- One-on-one coaching.
- Business plan development.
- Marketing support for program participants.
- Technical assistance in areas such as business launch, site identification, and regulatory compliance.

Compact Mobile Food Operation (CMFO) Push Carts

- Identify push carts that comply with state and local compliance regulations.
- Research procurement options for carts to be used by active program participants.
- Develop or recommend push cart models tailored to different types of food operations.

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

Performance Measures:

- Number of commissary kitchen plans developed and implemented
- Number of participants in incubation program
- Number of street vendors assisted
- Number of hours of one-on-one technical assistance provided
- Number of businesses engaged in a language other than English
- Number of training workshops offered number of attendees at workshops offered
- number of compliant cart models identified, researched, or procured.
- Number of outreach events held, marketing materials distributed, and recruitment partnerships established.

Quarterly Reports

Grantees under this program area will keep track of the indicators of the metrics listed above via Small Business Central. These metrics will be negotiated on an annual basis with the Office of Economic and Workforce Development (OEWD). Failure to meet negotiated metrics may result in future loss of funding.

SmallBusinessCentral data must be entered on a monthly basis.

In addition to the indicators of success that will be submitted via Small Business Central, Grantees will be expected to provide quarterly narratives that include, but are not limited to, successes, challenges, organizational changes, and an overall summary of the quarter.

Minimum Qualifications:

Experience establishing incubation spaces, knowledge of street vending regulations both locally and statewide, understanding of local and state health regulations around compact mobile food operations.

Applicants shall have Commercial kitchen space available for proposed program, either directly or through established partnerships. Note: Applicants solely proposing to provide outreach and recruitment services must also demonstrate existing partnerships with one or more organizations with access to kitchen space.

Preferred Qualifications:

- Knowledge of prevailing wages and competitive bidding processes.
- Established programs and offices in the Mission
- Ability to provide services in Spanish.
- Ability and systems in place to track client technical assistance and outcomes.
- The organization's mission, values, and programs are working to advance economic empowerment initiatives supporting microenterprises, small businesses, and entrepreneurs.
- Knowledge of prevailing wages and competitive bidding processes.
- Strong understanding of the challenges that street vendors face in San Francisco.

Supplementary Questions:

1. Describe your experience in providing counseling in both one-on-one settings and small group settings. Include your process in onboarding clients and how you deliver technical assistance.
2. Explain your ability to develop and conduct training programs. Please provide 2-3 examples of training you have conducted, and the outcomes associated with them.
3. Please describe the relevant skills, tools and approaches your organization deploys to support businesses in key areas of operation including, but not limited to: marketing, access to capital, business operations, etc. Use specific examples.
4. Describe how you support businesses at different stages, please use specific examples based on the stage of the business for example: pre-venture, startup, existing, or expanding.
5. Describe your approach with clients. How do you maintain communication and follow up with businesses when providing technical assistance to business owners that may have limited time to engage with your organization?
6. Describe your success in helping small business clients expand and grow their business including, but not limited to: hiring, expanding sales, and opening in a new storefront. Please provide the number of businesses within each scenario that you have helped in growing in the past year.
7. How do you ensure clients from the listed target population in this program area are receiving the necessary resources to start and grow in SF? Describe the top 3 most common barriers businesses from these communities' experience and how you have supported them in overcoming these. Please use specific examples.
8. What is the size of your organization's technical assistance team? What roles do they each play in assisting businesses?
9. How does your organization guide businesses toward long-term success and provide a clear roadmap for achieving small business sustainability?

10. Describe the support you provide to small businesses in leveraging capital, loans, grants, crowdsourcing, private investments etc.
11. Language Proficiency: Indicate which languages, other than English, your organization can assist businesses in and the level of proficiency:
 - a) Level 1 – Elementary proficiency
 - b) Level 2 – Limited working proficiency
 - c) Level 3 – Professional working proficiency
 - d) Level 4 – Full professional proficiency
 - e) Level 5 – Native proficiency

Supplementary Materials: Two (2) letters of support from previous clients

Supplementary Materials Criteria:

All Applicants must include the following with the application submission:

1. Two (2) letters of support from past small business clients that speak to your organization's ability to implement the activities proposed.
2. If you are proposing as a collaboration, also include one (1) Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the Proposal.

Program Area H: Public Safety Academy (Grant)

Division: Workforce Development

Total Funding Available: \$2,300,000

Anticipated Number of Awards: 2 or more

Maximum Funding per Applicant: \$1,600,000 to cover 24 months of service

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: Two (2) years with options to extend, not to exceed a total of six (6) years

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112, 94127, 94131, 94132, 94134, 94158.

Program Area Summary: Public safety requires community-led, prevention-oriented solutions to reduce crime, increase safety, promote public and community health and well-being, and provide meaningful economic opportunity through employment and training services that place job seekers into career pathways.

Public safety careers and careers that promote community health can provide long term financial stability and a strong career trajectory, and they require training which can be community-led in partnership with industry, employers, and union stakeholders. With multiple entry points into the workforce across emergency response, community health, mental and behavioral health, security, and other areas, short-term public safety occupations training can provide a variety of long-term, middle wage career pathways in healthcare and social assistance, educational services, and public administration industries.

Scope of Work: Public Safety service providers will be responsible for creating, vetting, and implementing public safety services curricula to effectively equip unemployed or underemployed job seekers with the knowledge, skills, and certifications required to attain employment in the public safety field, in both the public and private sector, which may include disaster readiness, emergency healthcare occupations, mental and behavioral health services, community health work, fire safety occupations, security, community policing occupations, and others. To support programming that will enhance success rates for participants to enter the public safety workforce, the following components should be integrated into programming:

- Develop a targeted outreach, information and orientation strategy to effectively engage with community members to enroll in public safety services programming. This work should be in collaboration with local community organizations, industry experts, employer partners, and government agencies.
- Provide short-term training programming that provides state certifications, competitive wages and transferable skills in occupations such as Emergency Medical Technician, Safety Dispatcher, Community Health Worker, Security Guard or Officer, Peer Mental Health Counselor or Behavioral Health Clinician, and other public safety sector occupations may be accepted with corresponding validated labor market information (justifying tangible opportunities for employment).
- Incorporate job readiness training for soft skills development, basic computer skills and industry awareness to fully prepare participants to be competitive candidates in the public safety occupations and associated industries. Training should incorporate curriculum and/or workshops in developing an employment portfolio and career skills necessary for employment (application, resume, interview skills, developing online professional profiles if deemed industry necessary).
- Establish employer partnerships, networks and commitments to effectively refer and place graduates into public safety employment.
- If feasible, provide paid monthly stipends during duration of programming (ranging for example from \$500-\$2,500) to financially support program participants and to enhance program commitment, retention and success. Stipends must be issued by the supplier (not the City), with payments made by check, ACH, or reloadable debit card—no cash. Suppliers must report stipend distributions monthly to OEWD and other stakeholders.
- Communicate with OEWD and other necessary stakeholders on the progress and outcomes of participant success and persistence and the overall participation rates.
- Report and track participant demographic information, programmatic outcomes and other data as required by OEWD.

Performance Measures:

- Number of Participants enrolled in Public Safety Services Training - 100% of all enrolled participants
- Number of Participants completed Public Safety Services Training - 70-80% of participants completed occupational skills training
- Number of participants placed in public safety employment - 60-70% of participants placed in unsubsidized employment

Minimum Qualifications:

Public Safety Services Proposals are required to demonstrate the following:

- Existing connections to the community-based organizations to successfully conduct outreach, information, and orientation sessions to inform job seekers about public safety occupations, associated industries, and employment opportunities.

- Capacity to create and implement vocational and job readiness training to prepare entry-level workers for public safety occupations and associated industries.
- Develop an effective employer engagement plan to enhance participant successful transition into the public safety workforce.
- Serve participants in-person, virtually, and through a hybrid model, with in-person models preferred.

Preferred Qualifications:

Public Safety Services Proposals that highlight the following qualifications will be considered strong and competitive for this funding opportunity:

- Previous experience in implementing public safety occupations coursework with successful employment outcomes for graduates.
- Established employer partnerships with employers such as City and County of San Francisco, UCSF, Sutter Health, and Kaiser, including commitments to partner on one or more of the following: Curriculum development/input; acting as a class guest speaker or partaking in an employment panel; offering clinical hours (if required for state certification), internship or mentorship hours; hiring qualified graduates.
- Success in effectively facilitating health services training and successfully placing participants into industry employment.

Supplementary Questions:

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

- Applicants should effectively facilitate job readiness and occupational training to prepare participants for career opportunities in this industry. Describe your overarching fundamental strategies to successfully delivering industry-recognized curriculum (provide a minimum of 3 bullet points to address your strategy).
- Describe your organization’s strategy around employer engagement efforts that will enhance participant transition into employment.
- Describe your desired impact on the San Francisco community and how your programming will support this desired impact.

Supplementary Materials: Two (2) letters of support

Supplementary Materials Criteria: Two (2) letters of support from an employer partner within the last 12 months.

- Submit at least one (1) letter of support from an established employer partner in the targeted industry that should include specific examples of collaboration or express an intent to partner in effort to create an effective vocational training program that leads to employment opportunities for participants that complete the training. Collaboration efforts to highlight can include business consulting or providing input to shape the vocational training curriculum and participation in events or activities that lead to the direct employment of participants.
- Submit at least one (1) letter of commitment from an employer/business that intends to partner and hire from your program.

Program Area I: Industries of Opportunity - Arts and Entertainment (Grant)

Division: Workforce Development

Total Funding Available: \$350,000

Anticipated Number of Awards: 1 or more

Maximum Funding per Applicant: \$350,000 to cover 24 months of service

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: Two (2) years with options to extend, not to exceed a total of six (6) years

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods: None specified

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112, 94127, 94131, 94132, 94134, 94158.

Program Area Summary: While the Office of Economic and Workforce Development (OEWD) has focused on providing nationally recognized, sector-specific training within construction, health care, hospitality and tech, San Francisco has many industries which provide sustainable, livable wages with opportunities for growth. Through this RFP, OEWD seeks Proposals for Industries of Opportunity – Arts and Entertainment that provide short-term training leading to employment while uplifting San Francisco’s diverse cultural traditions, supporting organizations such as those rooted in historically underrepresented communities, and building career pathways that sustain the City’s cultural identity.

Scope of Work:

Industries of Opportunity - Arts and Entertainment suppliers will be responsible for creating, vetting and implementing curricula that effectively equips unemployed and underemployed job seekers with the knowledge, skills and certifications required to attain employment in arts and entertainment industry. To support programming that will enhance success rates for job seekers to enter the workforce, the following components should be integrated into programming:

- Develop a targeted outreach, information and orientation strategy to effectively engage with local community members to enroll into proposed area of programming. If feasible, partner with community-based organizations rooted in historically underserved neighborhoods to strengthen outreach, build trust, and ensure programs are accessible and responsive to community needs.

- Provide short-term training that provides industry-recognized credentials or certifications, competitive wages and transferrable skills in occupations validated by labor market information.
- Incorporate job readiness training for soft skills development, basic computer skills and industry awareness to fully prepare participants to be competitive candidates within the selected industry. Training should incorporate curriculum and/or workshops in developing an employment portfolio and career skills necessary for employment (application, resume, interview skills, developing an online professional profile – LinkedIn, etc.).
- Integrate culturally responsive curricula that reflect the lived experiences and artistic traditions of local communities.
- Establish employer partnerships, networks and commitments to effectively refer and place graduates into industry-relevant employment.
- If feasible, provide paid monthly stipends during duration of programming (\$500-\$2,500) to financially support program participants and to enhance program commitment, retention and success. Stipends must be issued by the supplier (not the City), with payments made by check, ACH, or reloadable debit card—no cash. Suppliers must report stipend distributions monthly to OEWD and other stakeholders.
- Incorporate and leverage experiential learning, including paid or unpaid internships, on-the-job training, earn-and-learn models.
- Facilitate training through a cohort model or through open enrollment, as appropriate for participants.
- Address participants' training and non-training needs by connecting them to resources for financial aid, basic skills training, unemployment benefits, CalWORKs, emergency aid, Vocational English as a Second Language (VESL) training, GED assistance, housing, and other wrap-around support services.
- Adapt the proposed training and curriculum to serve clients in a safe and effective manner. Implementation of training curriculum should be flexible and include options for virtual participation when needed. Applicants should detail their ability to offer both in-person and remote training services, as well as the digital tools they will leverage to better serve clients.
- Report and track participant demographic information, programmatic outcomes and other programmatic data as required by OEWD.

Performance Measures:

- Number of participants enrolled in Industry of Opportunity - Arts and Entertainment Training - 100% of all enrolled participants
- Number of participants completing Industry of Opportunity - Arts and Entertainment Training - 70-80% of participants completed training
- Number of participants placed in Employment - 60-70% of participants placed in unsubsidized employment

Minimum Qualifications:

Industries of Opportunity - Arts and Entertainment Proposals are required to demonstrate the following:

- Applicant must be a fully established nonprofit entity or regionally or nationally accredited institution of higher education, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General (as applicable), and eligible to do business with the City and County of San Francisco.
- Curriculum is vetted by employers, labor organizations, and/or industry experts to ensure labor market demand. Where applicable, trainings should lead to industry-recognized certification(s) or degrees and clearly exhibits skill development.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Capacity to create and implement vocational and job readiness training to prepare job seekers for identified industry.
- Partnerships with employer commitments to hiring training graduates.
- Develop an effective employer engagement plan to enhance successful participant transition into industry-relevant workforce.
- Demonstrated history of successful connection of trainees to training related employment.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must have experience utilizing a data tracking system for capturing client information, program activities, placement outcome data and retention data.
- Provider (or sub-grantee) must have organizational capacity to provide paid monthly stipends during duration of programming (ranging from \$500-\$2500).

Preferred Qualifications: Industries of Opportunity - Arts and Entertainment Proposals that highlight the following qualifications will be considered strong and competitive for this funding opportunity:

- Previous experience implementing industry-relevant coursework with successful employment outcomes for participants.
- Established employer partnerships with commitments to partner on one or more of the following: Curriculum development/input; acting as a class guest speaker or partaking in an employment panel; offering internship or mentorship hours; hiring qualified graduates.
- Demonstrated success in effectively facilitating workforce training and successfully placing participants into industry employment.
- Demonstrated success in partnering with culturally rooted, community-based organizations to implement workforce and arts programming.
- Evidence of advancing equity, inclusion, and representation in arts and entertainment employment.
- Commitment to sustaining local cultural institutions and traditions while building pathways to family-sustaining wages.

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

- Industries of Opportunity - Arts and Entertainment Applicants should effectively facilitate job readiness and occupational training to prepare job seekers for career opportunities in this industry. Describe your overarching fundamental strategies to successfully delivering industry-recognized curriculum (provide a minimum of 3 bullet points to address your strategy).
- Describe your organization’s strategy around employer engagement efforts that will enhance job seeker transition into employment.
- Describe your desired impact on the community and how your programming will support this desired impact.

Supplementary Materials: Two (2) letters of support

Supplementary Materials Criteria: Two (2) letters of support from an employer partner within the last 12 months.

- One (1) letter of support from an established employer partner in the targeted industry that should include specific examples of collaboration or express an intent to partner in effort to create an effective vocational training program that leads to employment opportunities for participants that complete the training. Collaboration efforts to highlight can include business consulting or providing input to shape the vocational training curriculum and participation in events or activities that lead to the direct employment of participants.
- One (1) letter of commitment from an employer/business that intends to partner and hire from your program.

Program Area J: Industries of Opportunity – Education (Grant)

Division: Workforce Development

Total Funding Available: \$600,000

Anticipated Number of Awards: 1 or more

Maximum Funding per Applicant: \$600,000 to cover (24) months of service.

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: Two (2) years with options to extend, not to exceed a total of six (6) years

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods: None specified

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112, 94127, 94131, 94132, 94134, 94158.

Program Area Summary:

Through this RFP, OEWD seeks Proposals to ensure successful postsecondary completion rates within San Francisco. Providing additional financial information and incentives for students to persist and complete their postsecondary education goals is of the utmost importance, and financial stability acts as an incredible determinant of larger academic success. Additionally, this effort will support students from career planning and work experience to successfully transition to the workforce after completing their education.

The Office of Economic and Workforce Development (OEWD) aim to create higher persistence and completion rates for postsecondary students and work experience for San Franciscans. This opportunity targets students who completed high school within San Francisco and are seeking postsecondary education within or outside San Francisco. The Industries of Opportunity – Education programming is a unique initiative that blends workforce and postsecondary programming to build a comprehensive retention-centered initiative for students.

Scope of Work:

These funds aim to support student retention and completion by ensuring organizations provide the following:

Comprehensive Wrap-Around Financial and Educational Services

- Workshops, trainings, educational seminars and one-on-one sessions with students enrolled in postsecondary education to ensure financial literacy, financial aid supports, educational and career counseling and overall successful retention of student participants within postsecondary education.
- Develop methods of communicating with participants to ensure they receive resources and information about this incentive program and build trusted communication mechanisms with program staff.
- Provide financial aid literacy education (including FAFSA, Cal Grant, Pell Grant, loan options and other scholarship information) and ensure participants complete all necessary financial aid applications annually.
- Provide educational preparation programming for individuals to plan their course schedules.
- Assist participants with navigating retention and success services, such as academic tutoring, counseling, additional financial aid supports, academic advising, etc.
- Where relevant, incorporate job readiness training for postsecondary completers which may include resume support, interview skills, and other job ready supports as deemed necessary.
- Provide paid stipends during the duration of programming and/or supportive services to cover potential costs of educational tools or equipment (i.e., Books, laptops, lab equipment, etc.) to enhance program commitment, retention, and success. Stipends must be issued by the supplier (not the City), with payments made by check, ACH, or reloadable debit card—no cash. Suppliers must report stipend distributions monthly to OEWD and other stakeholders.
- Incorporate job readiness training for soft skills development, basic computer skills and career exploration and planning to fully prepare participants to be competitive candidates within their individual career pursuits. Training, coaching, or counseling should incorporate curriculum and/or workshops in developing an employment portfolio and career skills necessary for employment (application, resume, interview skills, developing an online professional profile – LinkedIn, etc.).
- Establish employer partnerships, networks and commitments to effectively refer and place participants into relevant employment.
- Incorporate and leverage paid experiential learning or work-based learning, including paid internships, on-the-job training, pre-apprenticeships or apprenticeships, and earn-and learn models.

Additionally, the selected supplier will be responsible for the following grant management activities:

- Communication with OEWD and other necessary stakeholders on the progress and outcomes of student success and persistence, completion of monetary distribution to scholarship recipients and the overall participation rates of participants in any relevant programming.
- Report and track participant demographic information, programmatic outcomes and other programmatic qualitative and quantitative data as required by OEWD.
- Provide financial incentive funds during the duration of programming to financially support program participants and to enhance postsecondary retention and success.

Performance Measures:

- Number of participants who enroll in Industries of Opportunity – Education - 100% of all enrolled participants
- Number of participants who complete their first year within Industries of Opportunity – Education programming - 65% of participants completed Industries of Opportunity – Education programming
- Number of participants placed in Employment or paid Work-Based Learning (paid internship, pre-apprenticeship or apprenticeship, on-the-job training, paid work experience, etc.) - 50-70% of participants placed in employment or paid work-based learning

Minimum Qualifications:

Educational Pathway Proposals are required to demonstrate the following:

- Existing connections to the local community to successfully conduct outreach and information sessions to inform potential participants of intended programming.
- An understanding of the challenges students face within the higher education system and challenges with postsecondary retention.
- The ability to distribute checks to students and/or the academic institution(s) or other relevant entities connected to student needs, including equipment and tools related to student success.
- Serve participants in-person, virtually and through a hybrid model; with in-person models preferred.

Preferred Qualifications:

Industries of Opportunity – Education Proposals that highlight the following qualifications will be considered strong and competitive for this funding opportunity:

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations that are connected to the San Francisco community.
- Have experience with and knowledge of postsecondary-relevant financial aid, educational support practices and how to administer programs that lead to postsecondary retention and success for students. Can demonstrate experience working with postsecondary institutions.

Supplementary Questions:

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

- The Industries of Opportunity – Education Applicants should have the ability to effectively facilitate financial aid literacy and college success curriculum to ensure the participants not only receive financial incentives for their retention but also are more successful students. Describe your overarching strategies to successfully deliver this curriculum and how your organization will ensure retention in postsecondary education for students.
- Describe your organization’s outreach and communications strategy that will enhance retention in your programming and postsecondary education.

- Describe your desired impact on the community and how your programming will support this desired impact.

Supplementary Materials: Two (2) letters of support

Supplementary Materials Criteria: Two (2) letters of support from an employer partner within the last 12 months

- One (1) letter of support from an established employer partner in the targeted industry that should include specific examples of collaboration or express an intent to partner in effort to create an effective vocational training program that leads to employment opportunities for participants that complete the training. Collaboration efforts to highlight can include business consulting or providing input to shape the vocational training curriculum and participation in events or activities that lead to the direct employment of participants.
- One (1) letter of commitment from an employer/business that intends to partner and hire from your program.

Program Area K: Industries of Opportunity – Urban Agriculture (Grant)

Division: Workforce Development

Total Funding Available: \$250,000

Anticipated Number of Awards: 1 or more

Maximum Funding per Applicant: \$250,000 to cover (24) months of service.

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: Two (2) years with options to extend, not to exceed a total of six (6) years

Expected Start Date: January 1, 2026, or later

Eligible Applicants: Nonprofit organizations

Eligible Neighborhoods: None specified

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112, 94127, 94131, 94132, 94134, 94158.

Program Area Summary: While the Office of Economic and Workforce Development (OEWD) has focused on providing nationally recognized, sector-specific training within construction, health care, hospitality and tech, San Francisco has many industries which provide sustainable, livable wages with opportunities for growth. Through this RFP, OEWD seeks Proposals for Industries of Opportunity - Urban Agriculture that aim to meet the demand for employment in urban agriculture through short-term training opportunities that lead to employment.

Scope of Work:

Industries of Opportunity - Urban Agriculture suppliers will be responsible for creating, vetting and implementing curricula that effectively equips unemployed and underemployed job seekers with the knowledge, skills and certifications required to attain employment in the urban agriculture industry. To support programming that will enhance success rates for job seekers to enter the workforce, the following components should be integrated into programming:

- Develop a targeted outreach, information and orientation strategy to effectively engage with local community members to enroll into proposed area of programming. If feasible, partner with community-based organizations rooted in historically underserved neighborhoods to strengthen outreach, build trust, and ensure programs are accessible and responsive to community needs.

- Provide short-term training that provides industry-recognized credentials or certifications, competitive wages and transferrable skills in occupations validated by labor market information.
- Incorporate job readiness training for soft skills development, basic computer skills and industry awareness to fully prepare participants to be competitive candidates within the selected industry. Training should incorporate curriculum and/or workshops in developing an employment portfolio and career skills necessary for employment (application, resume, interview skills, developing an online professional profile – LinkedIn, etc.).
- Integrate culturally responsive curricula that reflect the lived experiences and artistic traditions of local communities.
- Establish employer partnerships, networks and commitments to effectively refer and place graduates into industry-relevant employment.
- If feasible, provide paid monthly stipends during duration of programming (\$500-\$2,500) to financially support program participants and to enhance program commitment, retention and success. Stipends must be issued by the supplier (not the City), with payments made by check, ACH, or reloadable debit card—no cash. Suppliers must report stipend distributions monthly to OEWD and other stakeholders.
- Incorporate and leverage experiential learning, including paid or unpaid internships, on-the-job training, earn-and-learn models.
- Facilitate training through a cohort model or through open enrollment, as appropriate for participants.
- Address participants' training and non-training needs by connecting them to resources for financial aid, basic skills training, unemployment benefits, CalWorks, emergency aid, Vocational English as a Second Language (VESL) training, GED assistance, housing, and other wrap-around support services.
- Adapt the proposed training and curriculum to serve clients in a safe and effective manner. Implementation of training curriculum should be flexible and include options for virtual participation when needed. Applicants should detail their ability to offer both in-person and remote training services, as well as the digital tools they will leverage to better serve clients.
- Report and track participant demographic information, programmatic outcomes and other programmatic data as required by OEWD.

Performance Measures:

- Number of participants enrolled in Industries of Opportunity - Urban Agriculture training - 100% of all enrolled participants
- Number of participants completing Industries of Opportunity - Urban Agriculture training - 70-80% of participants completed training
- Number of participants placed in Employment - 60-70% of participants placed in unsubsidized employment

Minimum Qualifications:

Industries of Opportunity - Urban Agriculture Proposals are required to demonstrate the following:

- Applicant must be a fully established nonprofit entity or regionally- or nationally accredited institution of higher education, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General (as applicable), and eligible to do business with the City and County of San Francisco.
- Curriculum is vetted by employers, labor organizations, and/or industry experts to ensure labor market demand. Where applicable, trainings should lead to industry-recognized certification(s) or degrees and clearly exhibits skill development.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Demonstrate capacity to design and implement vocational and job readiness training that prepares participants for careers in urban agriculture and related fields. Establish and maintain partnerships with employers committed to hiring program graduates, supported by an effective employer engagement plan. Provide evidence of a successful track record connecting trainees to training-related employment outcomes. Show demonstrated experience working with historically underserved communities, addressing systemic barriers to workforce entry, and advancing community-based economic empowerment. Experience in culturally affirming workforce pathways and restorative economic models will be highly valued. Maintain and utilize a data tracking system for capturing client information, program activities, outcomes, and retention data. Have organizational capacity to administer stipends (\$500–\$2,500/month, if feasible) during the program in compliance with City policy, with accurate reporting of disbursements to OEWD.

Preferred Qualifications:

Industries of Opportunity - Urban Agriculture Proposals that highlight the following qualifications will be considered strong and competitive for this funding opportunity:

- Previous experience implementing industry-relevant coursework with successful employment outcomes for participants.
- Established employer partnerships with commitments to partner on one or more of the following: Curriculum development/input; acting as a class guest speaker or partaking in an employment panel; offering internship or mentorship hours; hiring qualified graduates.
- Success in effectively facilitating workforce training and successfully placing participants into industry employment.
- Demonstrated commitment to advancing equity in emerging agriculture industries for communities disproportionately excluded from traditional economic systems.
- Experience designing restorative, sustainable, and culturally affirming workforce programs that connect residents to career pathways.

Supplementary Questions:

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

- Industries of Opportunity - Urban Agriculture Applicants should effectively facilitate job readiness and occupational training to prepare job seekers for career opportunities in this industry. Describe your overarching fundamental strategies to successfully delivering

industry-recognized curriculum (provide a minimum of 3 bullet points to address your strategy).

- Describe your organization's strategy around employer engagement efforts that will enhance job seeker transition into employment.
- Describe your desired impact on the community and how your programming will support this desired impact.
- How will your program reduce systemic barriers that have historically limited participation in agriculture-related industries for communities most impacted by disinvestment and displacement?
- Describe how your programming will promote sustainability, cultural preservation, and restorative economies while building equitable workforce opportunities.
- How will your organization ensure that residents from historically excluded communities are not only participants but leaders in shaping this industry's growth?

Supplementary Materials: Two (2) letters of support

Supplementary Materials Criteria: Two (2) letters of support from an employer partner within the last 12 months

- One (1) letter of support from an established employer partner in the targeted industry that should include specific examples of collaboration or express an intent to partner in effort to create an effective vocational training program that leads to employment opportunities for participants that complete the training. Collaboration efforts to highlight can include business consulting or providing input to shape the vocational training curriculum and participation in events or activities that lead to the direct employment of participants.
- One (1) letter of commitment from an employer/business that intends to partner and hire from your program.

Program Area L: Manufacture of Legacy Business Brushed-Aluminum Plaques (Professional Services Contract)

Division: Office of Small Business

Total Funding Available: \$50,000

Anticipated Number of Awards: 1

Maximum Funding per Applicant: \$50,000

Funding Source: General fund

Term of Service: 4 Years

Expected Start Date: January 1, 2026

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Citywide

Physical Location: None specified

Target Population(s): Non-profit or for-profit foundries, design firms, and printing companies.

Program Area Summary: The Office of Small Business is seeking a business to manufacture numerous brushed-aluminum plaques or work with a foundry to manufacture the plaques. As part of the Legacy Business Program, commemorative plaques will be provided to Legacy Businesses to demonstrate their cultural and historical contributions to San Francisco. The plaques have already been designed and include the following specifications: brushed aluminum with black color fill (or similar); raised copy with recessed background to portray an engraved appearance; round; 15-inches in diameter; and 1/8-inch thick. Each plaque includes the business name and additional business information that can be easily added to each plaque via Adobe Illustrator prior to manufacture.

Scope of Work:

Contractor must do the following: (1) make one minor edit to the plaque text in Adobe Illustrator (changing "Business Start Date" to "Established"); (2) confirm that the recommended material and installation options are feasible and ideal, providing alternatives if necessary; (3) for each business receiving a plaque, enter the business name and business information - to be provided - in Adobe Illustrator; (4) manufacture the plaques; (5) for each plaque, provide threaded studs and epoxy for mounting; (6) deliver the manufactured plaques to the Office of Small Business office in San Francisco City Hall.

Performance Measures: Contractor will be paid for each manufactured plaque.

Minimum Qualifications: Experience with graphic design; expertise in Adobe Illustrator; capable of manufacturing brushed-aluminum plaques or working with a foundry to manufacture plaques.

Preferred Qualifications: None specified

Supplementary Questions:

1. Describe your experience in graphic design.
2. Describe your experience with Adobe Illustrator.
3. Describe your experience manufacturing brushed-aluminum plaques or working with a foundry to manufacture plaques.

Supplementary Materials: Two (2) letters of recommendation

Supplementary Materials Criteria: Two (2) letters of recommendation from customers who have ordered brushed aluminum plaques from the Contractor.

B. Regulatory and Compliance Requirements Specific to the Services Solicited

Prior to submitting a Proposal in response to this Solicitation, Proposers must ensure they have fully read and understood the terms of the agreement. If you are applying for a Grant, review Attachment C, City's Grant Agreement Terms, and if you are applying for a Professional Service Contract, review Attachment D, City's Contract Terms.

C. Reserved.

D. Reserved.

E. Reserved.

**III. LOCAL BUSINESS ENTERPRISE (LBE) PROGRAM REQUIREMENTS
(PROFESSIONAL SERVICES CONTRACTS ONLY)**

A. CMD Compliance Officer

The CMD Compliance Officer (CCO) for this Solicitation and any Contract awarded pursuant to this Solicitation is:

Regina Chan
Contract Monitoring Division
City and County of San Francisco
Email: regina.chan@sfgov.org
Website: www.sfgov.org/cmd

B. Application of LBE Rating Bonuses

LBE Rating Bonuses shall be applicable at each phase of the Solicitation evaluation and selection process, in accordance with the values shown below.

1. **Reserved.**

2. **General and Professional Services**

Estimated Contract Value	Small/Micro LBEs Rating Bonus	SBA LBEs Rating Bonus
Greater than \$10,000 but less than or equal to \$400,000.	10%	0%
Greater than \$400,000 but less than or equal to \$10,000,000.	10%	5% <i>So long as it does not adversely affect a Small or Micro-LBE Proposer's participation or, for Professional Services, a JV Proposer's participation.</i>

3. **Professional Services by Joint Ventures**

Estimated Contract Value	Small/Micro LBE Subcontracting Level	Rating Bonus
Greater than \$10,000 but less than or equal to \$10,000,000.	Equals or exceeds 35%, but less than 40%	5%

	Equals or exceeds 40%, but less than 100%	7.5%
	100%	10%
If applying for an LBE rating discount as a Joint Venture (JV), the Micro and /or Small-LBE must be an active partner in the JV and perform work, manage the job and take financial risks in proportion to the required level of participation stated in the Proposal, and must be responsible for a clearly defined portion of the work to be performed and share in the ownership, control, management responsibilities, risks, and profits of the JV. The portion of the Micro and/or Small-LBE JV's work shall be set forth in detail separately from the work to be performed by the non-LBE JV. The Micro and/or Small-LBE JV's portion of the contract must be assigned a commercially useful function.		

C. LBE Subcontracting Participation Requirements

There shall be no LBE Subcontracting Requirement in this Solicitation because the LBE Subcontracting Requirements were deemed not applicable by the Contract Monitoring Division.

D. Reserved.

E. Reserved.

IV. PROPOSAL EVALUATION CRITERIA

Evaluation Phase	Maximum Points
Written Proposal – All Program Areas	100 Points
Supplemental Questions – Only Program Areas A, C, D, E, F, G, and H	160 Points
TOTAL	100 (or 260) Points

V. SUBMISSION REQUIREMENTS DOCUMENTATION REQUIRED WITH PROPOSAL

Proposers must submit documentation for each Submission Requirement (SR) listed below. Each Proposal will be reviewed for initial determination on whether Proposer meets the SRs referenced in this section. The City reserves the right to request clarifications from Proposers prior to rejecting a Proposal for failure to meet the Submission Requirements.

SR #	Description
SR 1	Completed Proposal submitted via online system by the deadline.
SR 2	Completed Attachment B, Proposed Budget template in Excel file format.
SR 3	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).
SR 4	Organizational Chart for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).

SR 5	Supplementary Questions and Attachments – Supplementary Questions and Minimum Qualification requirements stated under certain Program Areas are completed in the online narrative application, while attachments must be uploaded using the upload buttons in the online application.
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VI. WRITTEN PROPOSAL (100 POINTS)

In addition to submitting documents supporting each Submission Requirement as required by this Solicitation, Proposers shall also submit a complete Proposal consisting of each item set forth **below or in Attachment A, Proposal Questions (for reference only)**.

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. Disqualified Proposals may not be resubmitted for further consideration.

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 Area in this RFP.

The City will not reimburse Applicants for any costs incurred in traveling to or from the interview location or site visit, or other costs associated with preparing for and submitting the Proposal.

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.

Review of all Proposals will be evaluated using the following **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)

Combined Supplementary Questions for Small Business Technical Assistance Community Economic Development (CED) Division Program Areas A, C, D, E, F, and G Only

Review of Proposals for the Program Areas named above will be evaluated additionally with the following **160-point scale**, broken down as follows:

Category	Scoring Guidance	Max Points
Delivery of Service 1	Excellent responses will describe a structured onboarding process and give specific examples of how technical assistance is delivered and tailored to client needs. Look for a clear explanation of how they engage clients one-on-one and in group settings.	10
Training 2	Excellent responses describe 2–3 real trainings, who they served, and what the outcomes were. Stronger narratives show how the training led to tangible improvements or business growth.	20
Offerings in Key Subject Areas 3	Excellent responses outline tools and methods used across core business areas, with examples of how these supported real businesses. Look for practical strategies and demonstrated impact.	15
Stages of Business 4	Excellent answers show an understanding of different business stages—pre-venture, startup, existing, expanding—and provide examples of how support was adapted at each phase.	10
Client Connection 5	Excellent responses describe how they stay in touch with clients who have limited time. Look for systems or strategies (e.g., follow-ups, flexible scheduling) that prioritize accessibility and consistency.	15
Small Business Growth 6	Look for numbers and examples—how many businesses hired, expanded sales, or opened new locations. Excellent responses link these results directly to the organization’s support.	20
Target Population 7	Excellent responses should identify common barriers faced by target populations listed in RFP and provide examples of how they’ve helped overcome them. Strong narratives reflect cultural and client understanding and ability to adapt.	20
Organizational Capacity 8	Excellent responses describe the size and structure of the team, with clear roles and relevant skills. Look for alignment between team capacity and the services proposed or needed by program area.	10
Small Business Planning 9	Look for a plan or framework that helps businesses think beyond short-term goals. Excellent responses include examples of sustained success supported by the organization.	10
Access to Capital 10	Excellent answers explain how they assist businesses in securing funding, including specific methods and outcomes. The best show breadth (grants, loans, etc.) and depth (hands-on assistance, referrals).	10
Language Capacity 11	Language capacity required for the program area is specified. If none specified in RFP, award full points.	10
Letters of Support 12	Letters of support demonstrate clear alignment with proposed scope of work and providing services successfully.	10
	Total Points	160

Additional Considerations

Depending on the number and quality of Proposals, Applicants may be invited to be interviewed by the review committee to make a final selection in case of a tie.

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 City official, representative, or employee, including a member of the Review Committee, from the time

the RFP is issued until the date the RFP is completed (either by cancellation or final award), other than submitting clarification questions to the OEWD team in charge of this RFP or responding to any City-initiated contact regarding the RFP) 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 Executive Director of OEWD. The tentative awardee(s) whose Proposal(s) are determined to meet the needs of the City will be authorized to negotiate an agreement, and an intent to award notice will be sent to the top-ranked Applicant(s).

Applicants acknowledge that OEWD reserves the right to reject all Proposals or cancel this RFP in whole or in part at any time prior to entering into any agreement and may republish the RFP.

The tentative award may be conditioned on inclusion of changes/additional terms. 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 descending order of their ranking in the evaluation process. This process may be repeated until a satisfactory agreement has been reached. Final award of the contract may be subject to approval by the 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).

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 contract, a proposed scope of work and budget, and disclose any fund source-specific criteria that the Contractor will need to adhere to. OEWD will also request the necessary compliance documentation that is required for City contracts.

VII. PRICE PROPOSAL

A. Price Proposal Format and Allocation of Points

In addition to submitting documents supporting each Submission Requirement as required by this Solicitation, Proposers shall also submit a complete Price Proposal within the online submission consisting of each item set forth **in Attachment B, the Proposed Budget Template**. Price Proposals will be evaluated as explained above in Section VI, under Financial Management and Budget (10 points).

B. Price Proposal Evaluation Period

The City will attempt to evaluate Price Proposals within one-hundred eighty (180) days after receipt of Proposals. If City requires additional evaluation time, all Proposers will be notified in writing of the new expected award date.

C. Reserved.

D. Reserved.

E. Reserved.

VIII. RESERVED

IX. SUPPORTING DOCUMENTATION REQUIRED PRIOR TO CONTRACT EXECUTION

Proposers must provide each Required Supporting Documentation (“RSD”) identified below prior to contract execution. Failure to do so may result in the City, at its option, determining that the Proposer has abandoned its Proposal, and will not enter into contract negotiations with such Proposer.

RSD 1	Approved City Supplier status.
RSD 2	Current City Business Tax Registration.
RSD 3	Evidence that Proposer is compliant with San Francisco Labor and Employment Code Articles 131 (Nondiscrimination in Contracts, formerly known as Chapter 12B).
RSD 4	Attachment F: HCAO and MCO Declaration Forms, as applicable
RSD 5	Attachment G: First Source Hiring Form
RSD 6	Proof of Insurance in accordance with Attachment C, City’s Grant Agreement Terms, or Attachment D, City’s Contract Terms, as applicable.
RSD 7	Active registration with the California Secretary of State, as applicable.
RSD 8	Current status with California Office of the Attorney General’s Registry of Charities and Fundraisers, as applicable.

X. FAILURE TO PROVIDE INSURANCE

Unless otherwise stated, within ten business days of the receipt of a notice of award of a Contract, the Proposer to whom the contract is awarded shall deliver the specified insurance certificates and policy endorsements to City. If the Proposer fails or refuses to furnish the required insurance within ten days after receiving notice to award a Contract, City may, at its option, determine that the Proposer has abandoned its Proposal.

XI. CITY’S SOCIAL AND ECONOMIC POLICY REQUIREMENTS

The San Francisco Municipal Code establishes a number of requirements for people seeking to do business with the City (“Social and Economic Policy Requirements”). These Social and Economic Policy Requirements can be found in Attachment C, City’s Grant Agreement Terms, and in Attachment D, City’s Contract Terms, as applicable, which Proposers are encouraged to carefully review. The Social and Economic Policy Requirements set forth below are not intended to be a complete list of all Social Policy Requirements applicable to this Solicitation and any contracts awarded from it.

A. Nondiscrimination Requirements

A Proposer selected pursuant to this Solicitation may not, during the term of the Contract, in any of its operations in San Francisco, on real property owned by San Francisco, or where work

is being performed for the City elsewhere in the United States, discriminate in the provision of bereavement leave, family medical leave, health benefits, membership or membership discounts, moving expenses, pension and retirement benefits or travel benefits, as well as any benefits other than the benefits specified above, between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of such employees, where the domestic partnership has been registered with a governmental entity pursuant to state or local law authorizing such registration, subject to the conditions set forth in San Francisco Labor and Employment Code Articles 131 and 132. *Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, as applicable, for additional details related to the application of this Ordinance to a contract awarded pursuant to this Solicitation.*

B. Reserved

C. Health Care Accountability Ordinance (HCAO)

A Proposer selected pursuant to this Solicitation shall comply with Labor and Employment Code Article 121. For each Covered Employee, the awarded Contractor shall provide the appropriate health benefit set forth in Article 121.3. If the awarded Contractor chooses to offer the health plan option, such health plan shall meet the minimum standards set forth by the San Francisco Health Commission. Information about and the text of Article 121, as well as the Health Commission's minimum standards, is available on the web at <http://sfgov.org/olse/hcao>. An awarded Contractor is subject to the enforcement and penalty provisions in Article 121. Any Subcontract entered into by the awarded Contractor shall require any Subcontractor with 20 or more employees to comply with the requirements of the HCAO and shall contain contractual obligations substantially the same as those set forth in this Section. *Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, as applicable for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

D. Minimum Compensation Ordinance (MCO)

A Proposer selected pursuant to this Solicitation shall comply with Labor and Employment Code Article 111. For each Covered Employee, the awarded Contractor shall pay no less than the minimum compensation required by San Francisco Labor and Employment Code Article 111, including a minimum hourly gross compensation, compensated time off, and uncompensated time off. An awarded Contractor is subject to the enforcement and penalty provisions in Article 111. Information about and the text of Article 111 is available on the web at <http://sfgov.org/olse/mco>. An awarded Contractor is required to comply with all of the applicable provisions of Article 111, irrespective of the listing of obligations in this Section. *Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

E. First Source Hiring Program

A Proposer selected pursuant to this Solicitation shall comply with all of the applicable provisions of the First Source Hiring Program, Chapter 83 of the San Francisco Administrative Code. *Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

F. Reserved.

G. Non-Profit Entities

To receive a contract under this Solicitation, any nonprofit Proposer must be in good standing with the California Attorney General's Registry of Charitable Trusts by the time of contract execution and must remain in good standing during the term of the agreement. Upon request, Proposer must provide documentation to the City demonstrating its good standing with applicable legal requirements. If Proposer will use any nonprofit subcontractors to perform the agreement, Proposer will be responsible for ensuring they are also in compliance with all requirements of the Attorney General's Registry of Charitable Trusts at the time of Contract execution and for the duration of the agreement.

H. Other Social Policy Provisions

Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, identify the City's applicable social policy provisions related to a contract awarded pursuant to this Solicitation. Proposers are encouraged to carefully review these terms and ensure they are able to comply with them.

XII. TERMS AND CONDITIONS FOR RECEIPT OF PROPOSALS

A. How to Register as a City Supplier

The following requirements pertain only to Proposers not currently registered with the City as a Supplier.

Step 1: Register as a BIDDER at City's Supplier Portal:

<https://sfcitypartner.sfgov.org/pages/index.aspx>

Step 2: Follow instructions for converting your BIDDER ID to a SUPPLIER ID. This will require you to register with the City Tax Collector's Office and submit the online 12B Declaration for Article 131 (Equal Benefits Program) compliance through the Supplier portal. Once these forms have been completed, submitted, and processed, you will be notified via email with your organization's new Supplier ID. That email will also provide instructions for completing your Supplier registration.

- **City Business Tax Registration Inquiries:** For questions regarding business tax registration procedures and requirements, contact the Tax Collector's Office at (415) 554-4400 or, if calling from within the City and County of San Francisco, 311.
- **Equal Benefits Program Inquiries:** For questions concerning the San Francisco Labor and Employment Code Articles 131 and 132, go to: www.sfgov.org/cmd.

B. Proposal Questions and Submissions

1. Proposer Questions and Requests for Clarification

Proposers shall address any questions regarding this Solicitation to owd.procurement@sfgov.org. Proposers who fail to submit questions concerning this Solicitation and its requirements will waive all further rights to protest based on the specifications and conditions herein. Questions must be submitted by email to owd.procurement@sfgov.org no later than Written Questions Due Date. A written Addendum will be issued, addressing each question and answer and posted publicly. It is the responsibility of the Proposer to check for any Addenda and other updates that will be posted on the RFP website at <https://www.sf.gov/information--bid-opportunities>.

2. Proposal Format

Proposals must be submitted online. Information must be provided at a level of detail that enables effective evaluation and comparison between Proposals. Failure to follow submission or content requirements may negatively impact the evaluation of your Proposal.

Best Practice Tips

- Use the Submission Requirement Checklist to ensure a complete Proposal.
- Carefully review the minimum qualifications.
- Write as clearly and succinctly as possible and respond directly to the questions as asked. Do not submit extra materials not requested.
- If submitting multiple Proposals, do not cross-reference content between Proposals. For example, do not respond to questions with statements such as “Please see this answer in my other Proposal”.
- 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 uploaded within the online Proposal prior to submission; these attachments will not be accepted after the deadline.

3. Time and Place for Submission of Proposals

Prior to the Proposal submission deadline, Proposers must submit their complete Proposals through the online system. Late submissions will not be considered. Partial or complete omission of any required content may disqualify Proposals from further consideration. Late Proposal submissions will not be considered and failure to adhere to the above requirements may result in the complete rejection of your Proposal.

Proposers are encouraged to upload their Proposals to the online system as early as possible to address any technical issues that may arise during the submission process. Assistance with technical application issues is available until the submission deadline by contacting owd.procurement@sfgov.org.

C. RFP Addenda

The City may modify this Solicitation, prior to the Proposal Due Date, by issuing an Addendum to the Solicitation, which will be posted on the RFP website. **The Proposer shall be responsible for ensuring that its Proposal reflects any and all Addenda issued by the City prior to the Proposal Due Date regardless of when the Proposal is submitted.** Therefore, the City recommends that the Proposer consult the website frequently, including shortly before the Proposal Due Date, to determine if the Proposer has downloaded all Solicitation Addenda. It is the responsibility of the Proposer to check for any Addenda, Questions and Answers documents, and updates, which may be posted to the subject Solicitation.

THE SUBMITTAL OF A RESPONSE TO THIS SOLICITATION SHALL EXPLICITLY STIPULATE ACCEPTANCE BY PROPOSERS OF THE TERMS FOUND IN THIS SOLICITATION, ANY AND ALL ADDENDA ISSUED TO THIS SOLICITATION, AND THE PROPOSED AGREEMENT TERMS IN ATTACHMENT C OR D, AS APPLICABLE.

D. Public Disclosure

All documents under this solicitation process are subject to public disclosure per the California Public Records Act (California Government Code Section §6250 et. Seq) and the San Francisco Sunshine Ordinance (San Francisco Administrative Code Chapter 67). Contracts,

Proposals, responses, and all other records of communications (“RFP Materials”) between the City and Proposers shall be open to inspection immediately after a contract has been awarded. Nothing in the Administrative Code requires the disclosure of a private person’s or organization’s net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit.

E. Limitation on Communications During Solicitation

From the date this Solicitation is issued until the date the competitive process of this Solicitation is completed (either by cancelation or final Award), Proposers and their subcontractors, vendors, representatives and/or other parties under Proposer’s control, shall communicate solely via email to owd.procurement@sfgov.org. Any attempt to communicate with any party other than the designated email address, owd.procurement@sfgov.org – including any City official, representative or employee – is strictly prohibited. Failure to comply with this communications protocol may, at the sole discretion of City, result in the disqualification of the Proposer or potential Proposer from the competitive process. This protocol does not apply to communications with the City regarding business not related to this Solicitation.

F. Proposal Selection Shall not Imply Acceptance

The acceptance and/or selection of any Proposal(s) shall not imply acceptance by the City of all terms of the Proposal(s), which may be subject to further approvals before the City may be legally bound thereby.

G. Cybersecurity Risk Assessment

As part of City’s evaluation process, City may engage in Cybersecurity Risk Assessment (CRA). CRA may be performed for each entity manufacturing the product, performing technical functions related to the product’s performance, and/or accessing City’s networks and systems. Where a prime contractor or reseller plays an active role in each of these activities, CRA may also be required for the prime contractor or reseller.

To conduct a CRA, City may collect as part of this Solicitation process one of the following two reports:

- **SOC-2 Type 2 Report:** Report on Controls at a Service Organization Relevant to Security, Availability, Processing Integrity, Confidentiality or Privacy; or
- **City’s Cyber Risk Assessment Questionnaire:** Proposer’s responses to a City’s Cyber Risk Assessment Questionnaire.

The above reports may be requested at such time City has selected or is considering a potential Proposer. The reports will be evaluated by the soliciting Department and the City’s Department of Technology to identify existing or potential cyber risks to City. Should such risks be identified, City may afford a potential Proposer an opportunity to cure such risk within a period of time deemed reasonable to City. Such remediation and continuing compliance shall be subject to City’s on-going review and audit through industry-standard methodologies, including but not limited to: on-site visits, review of the entities’ cybersecurity program, penetration testing, and/or code reviews.

H. Solicitation Errors and Omissions

Proposers are responsible for reviewing all portions of this Solicitation. Proposers are to promptly notify the City, in writing and to the Solicitation contact person via email to owd.procurement@sfgov.org if the Proposer discovers any ambiguity, discrepancy, omission, or other error in the Solicitation. Any such notification should be directed to the City promptly after

discovery, but in no event later than the deadline for questions. Modifications and clarifications will be made by Addenda as provided below.

I. Objections to Solicitation Terms

Should a Proposer object on any ground to any provision or legal requirement set forth in this Solicitation, the Proposer must, no later than the deadline for questions, provide written notice to the City setting forth with specificity the grounds for the objection. The failure of a Proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

J. Protest Procedures

1. Protest of Non-Responsiveness Determination

Within three (3) business days of the City's issuance of a Notice of Non-Responsiveness, a Proposer may submit a written Notice of Protest 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 Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

2. Protest of Non-Responsible Determination

Within three (3) business days of the City's issuance of a Notice of Non-Responsibility, a Proposer may submit a written Notice of Protest of Non-Responsibility. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

3. Protest of Contract Award

Within three (3) business days of the City's issuance of a Notice of Intent to Award, a Proposer may submit a written Notice of Protest of Contract 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 Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

4. Delivery of Protests

A Notice of Protest must be written. Protests made orally (e.g., by telephone) will not be considered. A Notice of Protest must be delivered by email to owwd.procurement@sfgov.org and received by the due dates stated above. A Notice of Protest shall be transmitted by a means that will objectively establish the date the City received the Notice of Protest. Scanned and signed protest 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.

K. Proposal Term

Submission of a Proposal signifies that the proposed products, services and prices are valid for 180 calendar days from the Proposal Due Date and that the quoted prices are genuine and not

the result of collusion or any other anti-competitive activity. At Proposer's election, the Proposal may remain valid beyond the 180-day period in the circumstance of extended negotiations.

L. Revision to Proposal

A Proposer may revise a Proposal on the Proposer's own initiative at any time before the deadline for submission of Proposals. The Proposer must submit the revised Proposal in the same manner as the original. A revised Proposal must be received on or before, but no later than the Proposal Due Date and time. Notify owd.procurement@sfgov.org that the prior version is being replaced in order to prevent review of the wrong version. In no case will a statement of intent to submit a revised Proposal, or commencement of a revision process, extend the Proposal Due Date for any Proposer. At any time during the Proposal evaluation process, the City may require a Proposer to provide oral or written clarification of its Proposal. The City reserves the right to make an award without further clarifications of Proposals received.

M. Proposal Errors and Omissions

Failure by the City to object to an error, omission, or deviation in the Proposal will in no way modify the Solicitation or excuse the Proposer from full compliance with the specifications of this Solicitation or any contract awarded pursuant to this Solicitation.

N. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a Proposer in responding to this Solicitation. Proposers acknowledge and agree that their submissions in response to this Solicitation will become the property of the City and may be used by the City in any way deemed appropriate.

O. Proposer's Obligations under the Campaign Reform Ordinance

If a contract awarded pursuant to this Solicitation has (A) a value of \$100,000 or more in a fiscal year and (B) requires the approval of an elected City official, Proposers are hereby advised:

1. Submission of a Proposal in response to this Solicitation may subject the Proposers to restrictions under Campaign and Governmental Conduct Code Section 1.126, which prohibits City contractors, Proposers, and their affiliates from making political contributions to certain City elective officers and candidates; and
2. Before submitting a Proposal in response to this Solicitation, Proposers are required to notify their affiliates and subcontractors listed in the awarded contract or Proposal of the political contribution restrictions set forth in Campaign and Governmental Conduct Code section 1.126.

This restriction applies to the party seeking the contract, the party's board of directors, chairperson, chief executive officer, chief financial officer, chief operating officer, any person with an ownership interest greater than ten percent, and any political committees controlled or sponsored by the party, as well as any subcontractors listed in the awarded contract or Proposal. The law both prohibits the donor from giving contributions and prohibits the elected official from soliciting or accepting them.

The people and entities listed in the preceding paragraph may not make a campaign contribution to the elected official at any time from the submission of a Proposal for a contract

until either: (1) negotiations are terminated and no contract is awarded; or (2) twelve months have elapsed since the award of the contract.

A violation of Section 1.126 may result in criminal, civil, or administrative penalties. For further information, Proposers should contact the San Francisco Ethics Commission at (415) 252-3100 or go to <https://sfethics.org/compliance/city-officers/city-contracts/city-departments/notifying-bidders-and-potential-bidders>.

P. Reservations of Rights by the City

The issuance of this Solicitation does not constitute a guarantee by the City that a contract will be awarded or executed by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, Proposal, or Proposal procedure;
2. Reject any or all Proposals;
3. Reissue the Solicitation;
4. Prior to submission deadline for Proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this Solicitation, or the requirements for contents or format of the Proposals;
5. Procure any materials, equipment or services specified in this Solicitation by any other means; or
6. Determine that the subject goods or services are no longer necessary.

Q. No Waiver

No waiver by the City of any provision of this Solicitation shall be implied from the City's failure to recognize or take action on account of a Proposer's failure to comply with this Solicitation.

R. Other

1. The City may make such investigation, as it deems necessary, prior to the award of any contract to determine the conditions under which the work is to be performed. Factors considered by the City shall include, but not be limited to:
 - a. Any condition set forth in this Solicitation;
 - b. Adequacy of Proposer's plant facilities and/or equipment, location and personnel location to properly perform all services called for under the Purchase Order; and
 - c. Delivery time(s).
2. City reserves the right to inspect an awarded Proposer's place of business prior to award of and/or at any time during the contract term (or any extension thereof) to aid City in determining an awarded Proposer's capabilities and qualifications.
3. Failure to timely execute a contract, or to furnish any and all insurance certificates and policy endorsements, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another Proposer and may proceed against the original selectee for damages.

4. City reserves the right to reject any Proposal on which the information submitted by Proposer fails to satisfy City and/or if Proposer is unable to supply the information and documentation required by this Solicitation within the period of time requested.

5. Any false statements made by a Proposer or any related communication/clarification may result in the disqualification of its Proposal from receiving further evaluation and a contract award.