

City and County of San Francisco
Formal Request for Proposals for:
Office of Economic and Workforce Development
Sourcing Event ID 0000011742 | Dept Contract ID: OEWD ECON RFP 236

This Solicitation can be viewed on [the City's Supplier Portal](#)



Proposal Phase	Tentative Date
Request for Proposals Issued	Monday, June 1, 2026
Virtual Technical Assistance (TA) Conference	<p>Wednesday, June 10, 2026, at 2:00 P.M. Zoom Meeting Zoom Webinar Link: https://us02web.zoom.us/meeting/register/ts4Cad3eQFqW73la3mFcDg Zoom Meeting ID: 839 5040 6932</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 with all presentation materials will be posted to the RFP 236 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.</p>
Written Questions Due Date	<p>Thursday, June 11, 2026, at 12:00 P.M. PDT</p> <p>Email written questions to: owd.procurement@sfgov.org</p> <p>Answers to questions will be posted online to the RFP 236 website.</p> <p>Initial posting of answers: Tuesday, June 9, 2026</p> <p>Final posting of answers: Friday, June 12, 2026</p>

Proposal Due Date	Tuesday, June 23, 2026, at 12:00 P.M. Proposal submissions will be accepted online only. A link to the online application is published on the procurement website .
Notice of Intent to Award	Tuesday, June 30, 2026
Period for Protesting Notice of Intent to Award	Within five (5) 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: owd@procurement@sfgov.org

SUBMISSION REQUIREMENT (SR) CHECKLIST	Proposers <u>must</u> submit the following items to be considered for award. Proposers that do not provide the required SR documentation will not be eligible for further consideration.
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SR #	Description
SR 1	Completed Proposal submitted via online system by the Proposal Due Date
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 Lead Applicant, the entity that will hold the contractual obligation if awarded (no template provided)
SR 4	Organizational Chart for the Lead 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
SR 6	Web Content Accessibility Guidelines 2.1 Level AA (“WCAG”) Attestation. The successful Proposer will be required to sign and complete the Vendor Attestation of Digital Accessibility Compliance attached here as Attachment H.

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
- Attachment H: Vendor Attestation of Digital Accessibility Compliance

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1 RFP Summary

1.1 Introduction

This Request for Proposals (hereinafter “RFP” or “Solicitation”) is being issued by the 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. To learn more about our work, please visit [the OEWD website](#).

OEWD, is seeking qualified suppliers (“Proposers” or “Applicants”) to provide proposals (“Proposal”) in various program areas 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. Programs in this RFP may be administered as **grants** or **professional services contracts**; refer to each Program Area for specific requirements. The total amount of the funding anticipated for initial contract award is **\$14,730,000**. 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 3** of this document. The funding in this RFP intends to deliver critical programs and initiatives citywide, and will be administered through OEWD’s **Business Development Division, Community Economic Development Division, and Office of Small Business**.

When applicable and practical, Proposers are encouraged to engage businesses and residents that reflect the City’s diversity, including businesses and residents from the City’s most disadvantaged communities.

Proposers should not submit information about the race, ethnicity, gender, sexual orientation, or national origin of Proposer’s staff, leadership, and/or board of directors. The City will not consider any such demographic information when scoring this RFP or making funding decisions.

1.2 Selection Overview

The City shall award a contract to the Proposer(s) that submit all the required documentations, and meet the Minimum Qualifications of this Solicitation and obtain the highest-ranking scores on their Proposal. Responsive Proposals will be evaluated by a review panel (“Evaluation Panel”) consisting of one or more parties with expertise related to goods and/or 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. If a Program Area indicates that it will award multiple contracts, then the award will be made in ranking order. The City does not guarantee that any number of contracts will be awarded.

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 (if a nonprofit), 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, and there is no pending administrative, civil, or criminal action against you alleging any misconduct in connection with a City grant or contract;
- 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 (PSC), for more information about general terms and conditions of City funding opportunities.

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.

Please note: The City reserves the right to decline to enter into a contract due to an organization's non-compliance with any requirements of a governmental agency having jurisdiction over the organization, including, but not limited to, the organization's failure to be in good standing with the California Registry of Charities and Fundraisers.

Collaborations

OEWD Strongly encourages collaborative proposals from teams of organizations with complementary skills and experience. Proposals from collaborative consortia, joint ventures, or teams must designate a lead organization that will serve as the lead applicant ("Lead Applicant") for the partners. The Lead Applicant must meet all minimum qualifications and will be responsible and accountable for effectively and efficiently planning, managing, and delivering the services and activities described in this RFP, while providing excellent customer service and achieving the stipulated performance outcomes. For areas limited to nonprofit applicants, nonprofits may choose to add for-profit consultants or contractors to their project team, but the Lead Applicant must be a nonprofit.

The Lead Applicant must also demonstrate the financial capability needed to effectively and efficiently disburse and account for the grant funds, if applying for a grant. Applicants that are formally collaborating with other organizations to deliver services under a program should submit specific details on the commitments each partner has made to support the programming described in the proposal.

The Lead Applicant is the organization that will enter into, and hold the contract with the City.

Fiscal Sponsor for Contracts

A fiscal sponsor is an entity or organization that offers its legal and tax-exempt status to another entity or organization that participates in the operations of such entity or organization by receiving assets and incurring liabilities for the mutual benefit of pursuing charitable goals, and in consideration for the benefit of that entity or organization, the fiscal sponsor has assumed responsibility to manage programs, events, revenue, grants, contributions, contracts and insurance programs. If you are a **fiscal sponsor** to another organization (or group of organizations), and you are applying for a contract on behalf of, or in conjunction with another entity or organization, you must serve as the lead applicant (“Lead Applicant”) and meet all criteria described in this RFP. While your subcontractors/ subgrantees/ subrecipients do not need to become City Suppliers, they must meet all other applicable compliance requirements. Fiscal sponsors will be required to enter into a fiscal sponsorship agreement with the underlying sponsored program and meet other fiscal sponsor specific requirements in the resulting contract. For detailed information, see Attachment C or Attachment D, depending on the program area.

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.

1.3 Anticipated Contract Term

Contracts awarded pursuant to this Solicitation are expected to begin on **July 1, 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, has the option to extend the term for **4** additional years for a total of **6** 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 (collectively, “Contractor”) during the initial award period, as well as need and other policy considerations as determined by OEWD. Contractors 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.

1.4 Anticipated Contract Not to Exceed Amount

The funding amounts listed in this RFP are anticipated initial funding awards, based on current budget availability, and actual funding may be less or more. Actual awards will be determined by the actual budget availability at the time of award, the actual need of services of the

program area at the time of award, and number of responsive Proposals that meet OEWD’s strategies and objectives. **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.

The initial round of funding included in this RFP is expected to be, but not limited to, local City general funds (“General Fund”).

1.5 Reserved.

1.6 Cooperative Purchasing and Use by Other City Departments

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 professional services to be provided by Proposer under the same terms and conditions of any professional services contract (PSC) awarded pursuant to this Solicitation.

1.7 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 in a reasonable time, the City, in its sole discretion, may terminate negotiations. Upon termination of negotiations, City may begin negotiation with the Proposer whose Proposal receives the next highest-ranking score.

2 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	Monday, June 1, 2026

Virtual Technical Assistance (TA) Conference	<p>Wednesday, June 10, 2026 at 2:00 P.M. Zoom Meeting Zoom Webinar Link: https://us02web.zoom.us/meeting/register/ts4Cad3eQFqW73la3mFcDg Zoom Meeting ID: 839 5040 6932</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 with all presentation materials will be posted to the RFP 236 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.</p>
Proposal Due Date	<p>Tuesday, June 23, 2026, at 12:00 P.M.</p> <p>Proposal submissions will be accepted online only. A link to the online application is published on the procurement website.</p>
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Questions about this RFP?	<p>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: owd.procurement@sfgov.org</p>
<p style="text-align: center;">Technical Assistance Conference Details</p> <p>The optional virtual Technical Assistance Conference will begin at the time specified. 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 Pre-Proposal 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 Addenda to the Solicitation. Failure to attend the Technical Assistance Conference or to check for any Addenda to this Solicitation is at Proposer’s own risk; all Proposals must conform with any changes or additions made in the Addenda, and any awarded Contractor must comply with requirements pursuant to the Addenda.</p>	

*Each date is subject to change. For the latest schedule, check [the RFP website](#).

****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 oezd.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 Attachments, and seek clarification of any ambiguity, discrepancy, omission, or error in the RFP, prior to submitting their Proposal.

3 Requirements for Requested Goods and Services

3.1 Goods and/or Services Requested

This Solicitation is being issued by OEWD. OEWD is seeking qualified Proposers to provide Proposals for the following areas outlined below:

Business Development: Professional Services Contracts (PSC)

Area	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
A	SF LIVE Arts and Culture Website/ Platform and Campaign	\$400,000	1	Up to \$200,000	2 Years	Both nonprofit and for-profit

Business Development: Grants

Area	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
B	SF Music Week and Related Music Industry Programming	\$400,000	1	Up to \$200,000	2 Years	Both nonprofit and for-profit

Business Development: Professional Services Contracts (PSC)

Area	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
C	Skills-Based Volunteer Matching	\$300,000	1	Up to \$150,000	2 Years	Both nonprofit and for-profit

Community Economic Development: Grants

Area	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
D	Access to Loan Capital Small Business Technical Assistance	\$1,000,000	1	\$250,000	4 years	Nonprofit Community Development Financial Institutions (CDFI)
E	American Indian Cultural Corridor Economic Vitality – 16th & Mission	\$200,000	1	Up to \$100,000	2 years	Both nonprofit and for-profit
F	Bayview Third Street Cultural Economy Entrepreneur Fellows Program	\$300,000	1	Up to \$150,000	2 Years	Both nonprofit and for-profit
G	Castro Cares	\$830,000	1	Up to \$415,000	2 Years	Nonprofit
H	Commercial Corridor Customer Attraction Activations	\$750,000	Up to 13	\$50,000 or \$100,000	1.5 Years	Nonprofit
I	Jane Warner Plaza	\$200,000	1	Up to \$100,000	2 Years	Nonprofit

J	Neighborhood Commercial Corridor Economic Vitality	\$1,100,000	Up to 3	Up to \$250,000	2 Years	Nonprofit
K	ScaleUp SF: Financial Coaching and Loan Assistance for Small Businesses	\$400,000	Up to 2	Up to \$100,000	2 Years	Both nonprofit and for-profit
L	ScaleUp SF: Legal & Leasing Assistance for Small Businesses	\$300,000	Up to 2	Up to \$75,000	2 Years	Both nonprofit and for-profit
M	Western Addition Commercial Kitchen Program	\$500,000	1	Up to \$500,000	1 Years	Nonprofit

Community Economic Development: Professional Services Contracts (PSC)

Area	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
N	Small Business Grant Payment Support	\$8,000,000	Up to 3	Up to \$2,000,000	4 Years	Both nonprofit and for-profit

Office of Small Business: Professional Services Contracts (PSC)

Area	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
O	Manufacture of Legacy Business Brushed-Aluminum Plaques	\$50,000	1	Up to \$12,500	4 Years	Both nonprofit and for-profit

Program Area A: SF LIVE Arts and Culture Website/Platform and Campaign (Professional Services Contract)

Division: Business Development

Total Funding Available: \$400,000

Anticipated Number of Awards: 1

Term of Service: 2 Years

Anticipated Annual Funding Per Contract: Up to \$200,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Citywide

Physical Location: None Specified

Target Population(s): The selected provider will serve forming and established nonprofits in the City and County of San Francisco.

Program Area Summary: SF LIVE is a citywide initiative managed by the Office of Economic and Workforce Development (OEWD) to promote San Francisco arts, culture, and entertainment sector and catalyze the City's economic recovery.

The goals of the SF LIVE initiative are to:

- Build awareness of and drive attendance toward San Francisco arts, culture, and entertainment venues, especially among local and regional audiences.
- Reinforce messaging around San Francisco's status as an "arts city" that is a vibrant place to live, work, and visit.
- Identify opportunities, needs, and lessons learned to support ongoing investment in audience-building initiatives for San Francisco's arts, culture, and entertainment sector.

The SF LIVE initiative currently includes an online calendar of citywide arts, culture, and entertainment events at <https://sflive.art/>, social media at <https://instagram.com/sflive.art>, and an online marketing campaign.

This initiative was designed in partnership with a steering committee of arts, culture and entertainment stakeholders, who are expected to continue advising its direction moving forward.

Scope of Work: OEWD seeks an applicant to continue executing the SF LIVE initiative, which will include, but not be limited to, all the following:

- Hosting and maintaining the SF LIVE web site, ensuring accuracy of the arts calendar, creating additional web site content as appropriate, and, where appropriate, expanding web site features

- Designing and executing a marketing campaign to build awareness of the SF LIVE calendar web site and of San Francisco’s vibrant arts ecosystem; while OEWD expects that the campaign will be primarily through online channels, the marketing campaign could also include other channels as appropriate
- Working with OEWD and steering committee of arts and culture stakeholders to ensure that the initiative continues to reflect arts leaders’ priorities in audience development
- Expanding the SF LIVE web site and campaign to include additional artistic disciplines; while SF LIVE has, to date, focused on promoting live arts and entertainment performances, OEWD expects the selected grantee to expand the campaign into other disciplines, such as museums and other visual arts, film, and/or fairs and festivals

Performance Measures:

- Web site traffic to SFLive.art and traffic from the SF LIVE calendar to the web sites of arts, culture, and entertainment venues
- Social media impressions and engagement for SF LIVE accounts
- Visibility of marketing campaign and audience engagement with marketing efforts
- Feedback from SF LIVE steering committee members and other arts, culture, and entertainment stakeholders
- Improvement in San Francisco’s reputation, globally and locally, as a cultural hub, as measured through attendance at cultural institutions and tourism metrics

Minimum Qualifications:

- Experience producing marketing campaigns to promote arts, culture, and/or entertainment events
- Experience designing and/or maintaining a web site that includes a calendar of arts, culture, and/or entertainment events

Preferred Qualifications:

- Experience producing a marketing campaign to promote San Francisco arts, culture, and/or entertainment events across multiple artistic disciplines (e.g., music, comedy, dance, theater, visual arts, etc.)
- Experience designing and/or maintaining a web site that includes a calendar of San Francisco arts, culture, and/or entertainment events
- Experience working with San Francisco arts, culture, and entertainment businesses and nonprofit organizations to develop and/or execute a campaign focused on attracting citywide and/or regional audiences

Supplementary Questions:

1. Please describe your experience producing arts, culture, and/or entertainment marketing campaigns. Cite any metrics useful in understanding the impact of these campaigns?
2. What is your experience maintaining a website including a calendar of arts, culture, and/or entertainment events? Please describe the web site and calendar platforms/technologies with which you are familiar.

3. Please describe your familiarity with the audience-development needs of San Francisco arts, culture, and entertainment businesses and organizations.
4. How have you worked with arts businesses and organizations to develop marketing campaigns that reflect their work?
5. Looking at the existing SFLIVE.art web site and Instagram account, describe at least one strategy you would pursue to increase engagement with this web site and/or marketing campaign.

Supplementary Materials: None

Supplementary Materials Criteria: N/A

Program Area B: SF Music Week and Related Music Industry Programming (Grant)

Division: Business Development

Total Funding Available: \$400,00

Anticipated Number of Awards: 1

Term of Service: 2 Years

Anticipated Annual Funding Per Contract: Up to \$200,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Citywide

Physical Location: None Specified

Target Population(s): Music industry businesses and organizations, musicians, music fans

Program Area Summary: San Francisco, despite its rich musical heritage, struggles with industry connectivity, artist career development, and national recognition. For the past two years, the Office of Economic and Workforce Development (OEWD) has funded the production of “SF Music Week,” a project designed to celebrate San Francisco’s rich music legacy and strengthen the local music sector’s growth and economic vitality.

To date, SF Music Week has been an annual citywide celebration that includes two city-funded conferences, an Industry Summit (focused on industry development) and an Artist Development Day (focused on resources for emerging artists), and bring together creators, innovators, and industry leaders to inspire collaboration, share knowledge, and advance the future of music in the Bay Area. SF Music Week has also promoted “partner events” during the week that are produced by music industry leaders. For reference, more information about SF Music Week 2026 can be found at <https://sfmusicweek.org/>

Scope of Work: OEWD seeks a grantee to design, produce, and promote future installments of SF Music Week, beginning in 2027, as well as related year-round programming to support music industry growth. Programming should be designed in consultation with music industry leaders to ensure that it is targeted toward the local industry’s most pressing needs.

While the grantee will lead the design of future SF Music Week events, OEWD expects that SF Music Week should include an annual convening of local music professionals, and that future installments will build off the successes and lessons learned from past events. While SF Music Week programming should, at its core, serve the local music industry, future installments could expand to include additional regional or national participation.

The grantee will be expected to develop clear and measurable metrics for success with OEWD. Following each annual SF Music Week, the grantee must identify recommendations regarding next steps for future SF Music Week programming and other initiatives to support the local music industry.

The grantee will be expected to identify additional funding streams to support the execution of these activities, and to develop a strategy for long-term financial sustainability without city support, with the expectation that city funding for SF Music Week could be reduced or eliminated in future years.

Performance Measures:

- Registrations for and attendance at SF Music Week events
- Media coverage, social media mentions, and web site impressions related to SF Music Week programming
- Feedback from local music industry members, including any industry leaders engaged in the design of programming
- Funding secured to sustain music industry programming with reduced city support
- Improvement in San Francisco's reputation as a music city

Minimum Qualifications:

- Experience designing, producing, and/or marketing conferences, festivals, or events to support development in one of the creative industries (e.g., music, film, nightlife, performing arts, etc.)
- Experience working with stakeholders in the creative industries to design industry development programming
- Knowledge of San Francisco music industry needs and opportunities

Preferred Qualifications:

- Experience designing, producing, and/or marketing conferences, festivals, or events to support music industry development in San Francisco.
- A deep knowledge of San Francisco's music industry, including key stakeholders, needs, and opportunities across music business segments (e.g., venues, artists, other music professionals).

Supplementary Questions:

1. What are the current needs and opportunities facing the San Francisco music ecosystem? How do you know?
2. What is your experience producing a conference, festival, or event to support a local creative industry? Please identify any experience you have producing an event to support San Francisco music industry development.
3. Did you attend SF Music Week 2025 or 2026? Based on your attendance at or after reviewing the schedule of SF Music Week 2026 events (available at sfmusicweek.org), how would you improve upon prior installments to more effectively serve the San Francisco music industry?
4. In addition to an annual SF Music Week convening, how would you propose to support music industry development through year-round programming? Describe how this programming would support the local music industry.
5. How would you approach developing a strategy for SF Music Week's long-term financial sustainability without solely relying on city support? Please describe your ability to

identify and secure additional non-governmental funding to support the execution of these activities.

Supplementary Materials: None

Supplementary Materials Criteria: N/A

Program Area C: Skills-Based Volunteer Matching (Professional Services Contract)

Division: Business Development

Total Funding Available: \$300,000

Anticipated Number of Awards: 1

Term of Service: 2 Years

Anticipated Annual Funding Per Contract: Up to \$150,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Citywide

Physical Location: Virtual

Target Population(s): The selected provider will serve forming and established nonprofits in the City and County of San Francisco.

Program Area Summary: Skilled-Based Volunteer Matching. This program area seeks to provide a capacity resource to assist organizations to connect with skilled volunteers to meet capacity support needs in Environment, Social and Governance (ESG), Operations and Scaling.

Scope of Work: The Office of Economic and Workforce Development (OEWD) is seeking proposals from both nonprofit and for-profit entities to support nonprofits in starting up, building resources, addressing operational challenges and scaling up through skills-based volunteer matching that connects professionals who want to donate their time with nonprofits on projects that need their skills. Examples of projects include but are not limited to: Board Development, Change Management Coaching, Fund Development, Policy Design, Technology adoption and implementation, and a S.W.O.T. Analysis.

Performance Measures:

- Number of pre-scoped volunteer projects available to nonprofits
 - Service goal: Applicant must have at-least 150 pre-scoped projects
- Number of nonprofit projects completed
 - Service goal: Applicant must complete at least 200 nonprofit projects
- Number of volunteer hours provided to nonprofits
 - Service goal: Applicant must provide at least 2500 matched volunteer hours to nonprofits
- Number of nonprofits matched with volunteers
 - Service goal: Applicant must match at least 75 nonprofits with volunteers

Minimum Qualifications:

- Five-year track record matching City and County of San Francisco nonprofits with skilled volunteers for pro-bono projects.
- Applicant must operate a current skilled volunteer matching service in the city and county of San Francisco.

Preferred Qualifications:

- Ability to support very small nonprofits with volunteer staff.
- Strong record of rapidly matching nonprofits with skilled volunteers as needed.
- Expertise and demonstrable success providing support to nonprofits with limited experience using volunteers for organizational capacity projects.
- Over 5 year track record matching nonprofits with skilled volunteers for pro-bono projects and working with the City and County of San Francisco.

Supplementary Questions:

1. Describe your organization's methodology for scoping, matching, and launching skills-based volunteer projects. How do you ensure rapid and high-quality matches between volunteers and nonprofits?
2. Provide examples of past success supporting very small or volunteer-run nonprofits. What specific strategies or adaptations did your organization use to serve nonprofits with limited administrative capacity?
3. How does your organization ensure equitable access to volunteer support for nonprofits of all operating budgets, leadership and staff sizes. Include details on outreach, relationship-building, and any culturally responsive practices.
4. Explain your process for onboarding volunteers and preparing them for pro-bono capacity-building projects. How do you maintain quality, professionalism, and project completion rates among volunteers?
5. OEWD's goal is to serve at least 150 nonprofits through this program. Describe your organization's plan to meet or exceed this service level. Include expected number of pre-scoped projects, volunteer hours, and key milestones for engagement and project delivery.

Supplementary Materials: Three (3) letters of support

Supplementary Materials Criteria:

All applicants must include the following with the application submission:

1. Please provide up to three (3) letters of support from nonprofit businesses/organizations of different areas (e.g. arts, economic development, food security, environmental security, homelessness, youth development, workforce development) located in San Francisco, describing how your skills-based volunteer matching service has supported their organization.

Program Area D: Access to Loan Capital Small Business Technical Assistance (Grant)

Division: Community Economic Development

Total Funding Available: \$1,000,000

Anticipated Number of Awards: 1

Term of Service: 4 Years

Anticipated Annual Funding Per Contract: Up to \$250,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit Community Development Financial Institutions (CDFI)

Eligible Neighborhoods: Citywide

Physical Location: None Specified

Target Population(s): Small businesses located in San Francisco, with a focus on businesses that are under-resourced, underbanked, or face barriers to accessing traditional capital. Services should be accessible to diverse small business owners citywide and responsive to the needs of historically underserved communities.

Program Area Summary: OEWD is seeking proposals from Community Development Financial Institutions (CDFIs) to provide small business technical assistance that prepares San Francisco small businesses to access and responsibly repay loan capital. While support to small businesses is citywide, due to our economic priorities in Downtown we are seeking a partner with a strong track record of serving startups and expansion of small businesses within the Downtown area.

Funded services will focus on financing readiness, including loan readiness assessment, financial document preparation, loan packaging, and advising on capital options. While applicants must demonstrate experience in small business lending and an understanding of underwriting and capital deployment, OEWD funding under this Program Area is strictly for technical assistance and advisory services, and does not fund the direct provision of loan capital or lending operations.

CDFIs are uniquely positioned to deliver these services due to their experience underwriting and deploying capital. Strong proposals will demonstrate how the applicant leverages this expertise to prepare businesses, particularly those that are underbanked or face barriers to traditional financing, to successfully access external capital.

Scope of Work: OEWD is seeking proposals from CDFIs to deliver citywide small business technical assistance to San Francisco-based businesses citywide, with a focus on preparing businesses to pursue external financing. While services may be available to eligible small businesses throughout San Francisco, OEWD is seeking a partner with a demonstrated track record of serving small businesses in Downtown San Francisco. Services provided may include, but are not limited to:

- Conducting loan readiness and financial capacity assessments

- Assisting clients with preparation of financial statements, cash flow projections, and documentation required for financial applications
- Supporting development of business plans and financial narratives aligned with lender expectations
- Providing one-on-one advising on credit readiness, debt capacity, and repayment planning
- Assisting with loan packaging and preparing complete, lender-ready applications
- Educating clients on underwriting criteria and what lenders look for in financing decisions
- Identifying appropriate financing options and making referrals or warm handoffs to capital providers (including, but not limited to, the applicants own lending programs where appropriate)
- Provide follow-up technical assistance to help clients respond to lender requests and improve readiness over time
- Delivering workshops or group training on financing readiness, credit, and capital navigation
- Conducting targeted outreach to underserved, underbanked, and historically excluded small business communities

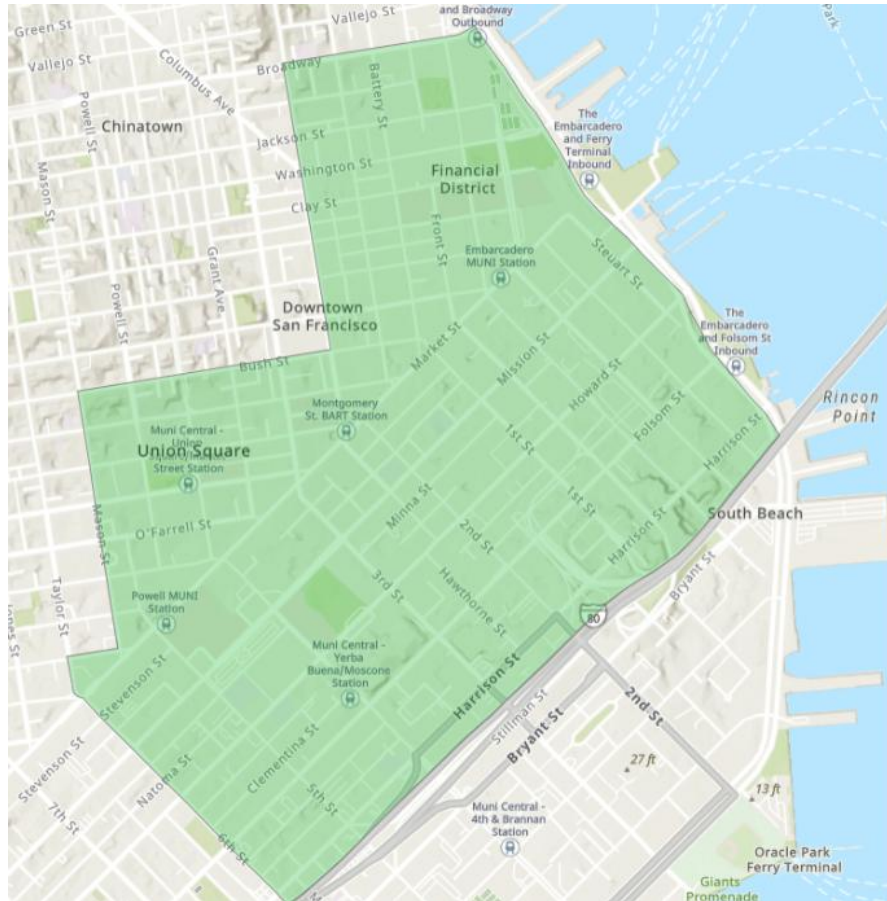
OEWD funds may not be used for direct lending activities, capitalization of loan funds, or loan servicing.

Performance Measures:

- # of small businesses receiving one-on-one technical assistance
- Total hours of on-on-one technical assistance provided
- # of businesses completing loan readiness assessments
- # of businesses receiving loan packaging support
- # of workshops conducted and participants served
- # of businesses referred to capital providers
- # of businesses that submit loan applications following TA
- # of businesses that obtain loan capital following TA (where trackable)

Minimum Qualifications:

- Applicant must be a Nonprofit Community Development Financial Institution (CDFI) in good standing.
- Applicant must have a minimum of three (3) years of experience providing small business technical assistance and/or lending services.
- Applicant must demonstrate experience preparing small businesses for financing and navigating underwriting requirements.
- Applicant must demonstrate experience conducting broad, citywide outreach across San Francisco, as well as targeted engagement of underserved and vulnerable populations that are underrepresented in the target industry.
- Applicant must demonstrate strong experience serving Downtown small businesses in accessing business capital to open and expand.



Preferred Qualifications:

- Strong familiarity with San Francisco small business ecosystem city-wide
- Demonstrated success transitioning clients from technical assistance to financing readiness and application
- Strong understanding of underwriting practices and ability to translate those requirements into client-facing technical assistance
- Established partnerships with small business ecosystem partners to support referrals and pipeline development
- Experience delivering culturally and linguistically responsive service to diverse population are strongly preferred

Supplementary Questions:

1. Describe your organization’s experience providing small business lending and/or financing-related technical assistance, particularly for underserved, underbanked, or historically excluded entrepreneurs. What have been your most significant outcomes over the past 2-5 years?

2. Describe the technical assistance services you provide to prepare small businesses for financing. How do you tailor your approach to meet the needs of businesses at different stages of readiness?
3. How do you support businesses that lack traditional credit history, collateral, or documentation?
4. Describe your approach to supporting clients through the loan packaging and application process. What steps do you take to ensure applications are complete, competitive, and aligned with lender requirements?
5. Provide an overview of your outreach and pipeline development strategy. How do you identify, engage, and support small businesses that are not connected to traditional financing networks?
6. How do you determine when a business is ready to be referred for financing? Describe your process for connecting clients to appropriate capital providers and supporting them through that transition.
7. Describe how your organization tracks and measures outcomes related to financing readiness and access to capital. What metrics do you use to evaluate success?
8. How does your organization ensure culturally and linguistically responsive services for diverse small business owners in San Francisco?
9. What challenges do small business face in accessing capital, and what risks do you foresee in delivering these services? How does your organization mitigate those risks through its technical assistance model?
10. Please describe your experience in serving small businesses in Downtown, Specify the number of businesses served in the last fiscal year and any associate outcomes with your access capital technical assistance.

Supplemental Materials: Between two (2) and three (3)

Supplementary Materials Criteria:

All applicants must include the following with their application submission

1. Two (2) letters of support from past small business clients, community partners, or other relevant stakeholders that demonstrate the applicant's ability to effectively deliver small business technical assistance related to financing readiness and access to capital. Letters should speak to the applicant's experience, quality of services, and impact in preparing businesses to pursue and obtain financing.
2. Applicants proposing a collaborative model must also submit one (1) Memorandum of Understanding (MOU) or signed letter confirming that all identified partners are committed and prepared to carry out the roles and responsibilities described in the proposal.

Program Area E: American Indian Cultural Corridor Economic Vitality – 16th & Mission (Grant)

Division: Community Economic Development

Total Funding Available: \$200,000

Anticipated Number of Awards: 1

Term of Service: 2 Years

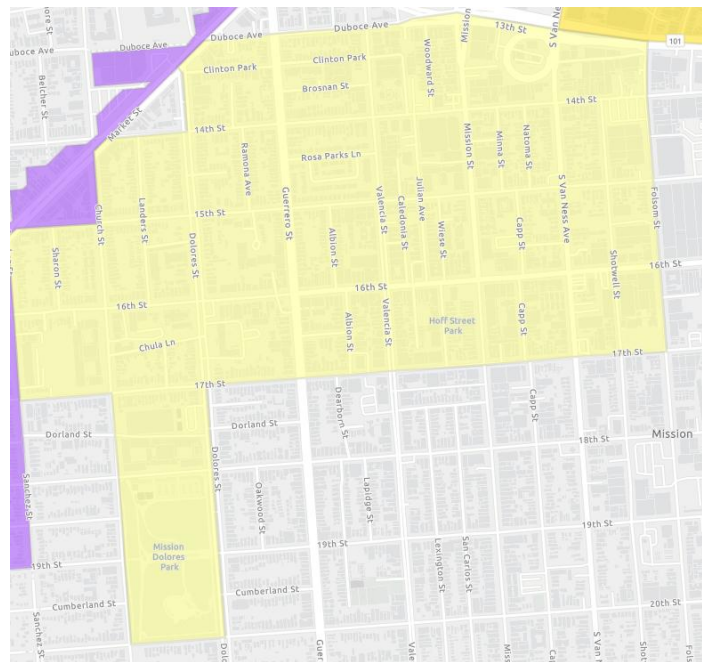
Anticipated Annual Funding Per Contract: Up to \$100,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: American Indian Cultural District with a focus on the commercial corridor of 16th street and Mission Street ([See Cultural District boundary map](#) below in yellow)



Physical Location: American Indian Cultural district with a focus on the following commercial corridors in the Mission District: Mission Street and 16th Street

Target Population(s): Small businesses, entrepreneurs and stakeholders within commercial corridors

Program Area Summary: OEWD is seeking a qualified nonprofit organization to partner with the City and a network of corridor stakeholders to implement a collaborative, culture-driven economic vitality strategy centered on the American Indian Cultural District at 16th and Mission. Applicants must demonstrate established relationships with American Indian

communities and corridor stakeholders, experience implementing collaborative, partnership-based economic development strategies, and an ability to align multiple stakeholders toward shared economic outcomes. They should also demonstrate clear strategies for advancing American Indian small business ownership and growth and success translating cultural programming into measurable economic impact.

Scope of Work: This Program Area prioritizes partnership-based implementation of placemaking, activations, and marketing efforts that build upon and enhance existing neighborhood assets and initiatives. The selected grantee will work in close coordination with property owners, merchants, cultural organizations, artists, and community stakeholders to strengthen the corridor as a destination while driving measurable economic outcomes for small businesses. The following are the key project areas:

- American Indian Economic Development Strategy - Develop a 3–5 Year Economic Development Plan focused specifically on strengthening opportunities for small businesses within the corridors of the American Indian Cultural District. The plan must include:
 - Strategies to increase the number, visibility, and sustainability of small businesses within the American Indian Cultural District, including but not limited to businesses that have a focus on American Indian culture and heritage
 - Identification of barriers (e.g., access to space, capital, visibility) and actionable solutions
 - Pipeline development strategies (e.g., pop-up to permanent business pathways)
 - Partnership strategies with property owners, lenders, and business support organizations
 - Clear economic outcomes and performance targets
- Partnership-Based Corridor Activation & Placemaking - Lead the coordination and implementation of cultural activations and placemaking efforts through partnerships, leveraging existing spaces, businesses, and community assets. All activities must demonstrate how partnerships are used to increase foot traffic, improve customer experience, and drive spending at local businesses. Activities may include:
 - Co-developing and hosting activations with merchants, cultural organizations, and property owners
 - Utilizing storefronts, sidewalks, plazas, and vacant spaces for temporary cultural programming
 - Supporting in-store and adjacent activations that directly benefit participating businesses
 - Incorporating temporary or low-cost physical elements (e.g., murals, window installations, lighting, parklets, vendor setups) that enhance the corridor experience
- Cultural Activations as Economic Drivers - Design and implement a series of recurring, partnership-driven activations that position the corridor as a cultural and commercial destination. Each activation must include active participation from corridor businesses, be co-implemented with at least one community partner, and include strategies to convert attendance into customer activity and sales. Activities may include, but are not limited to:

- Artisan markets that highlight Indigenous art, cultural events, and performance series co-produced with local partners
- Business-integrated programming (e.g., events that route participants through multiple storefronts)
- Collaborative promotions between businesses and cultural practitioners
- Corridor Marketing & Destination Positioning - Develop and implement a collaborative marketing strategy that elevates the corridor's identity as a hub for American Indian culture. Marketing efforts must be coordinated with partners and designed to drive visitation, increase customer spending, and support business growth. Activities may include, but are not limited to:
 - Co-branded campaigns developed with merchants and cultural partners
 - Promotion of events, businesses, and cultural assets through digital and on-the-ground strategies
 - Highlighting businesses located in the corridor, products, and experiences
- Business Integration & American Indian Cultural District Small Business Growth - Ensure that all program activities are intentionally designed to strengthen economic opportunities for small businesses within the American Indian Cultural District, including but not limited to businesses that have a focus on American Indian culture and heritage. Activities include:
 - Direct engagement and relationship-building with entrepreneurs and business owners
 - Providing or coordinating access to technical assistance, capital resources, and business development support
 - Supporting pathways for emerging entrepreneurs to participate in markets, pop-ups, and activations
 - Facilitating connections between property owners and entrepreneurs to support tenancy opportunities
- Small Business Economic Development Strategy - Develop a 3–5 Year Economic Development Plan focused specifically on strengthening opportunities for small businesses within the American Indian Cultural District, including but not limited to businesses that have a focus on American Indian culture and heritage within the corridor. The plan must include:
 - Strategies to increase the number, visibility, and sustainability of businesses
 - Identification of barriers (e.g., access to space, capital, visibility) and actionable solutions
 - Pipeline development strategies (e.g., pop-up to permanent business pathways)
 - Partnership strategies with property owners, lenders, and business support organizations
 - Clear economic outcomes and performance targets
- Corridor Conditions & Experience - Work in partnership with City agencies and stakeholders to improve the overall corridor experience. Activities include:
 - Coordinating with City partners (e.g., DPW, SFPD) to address corridor conditions

- Supporting beautification and maintenance efforts in collaboration with property owners and merchants
- Aligning activation strategies with efforts to improve perception of safety and welcoming environment

Performance Measures: Grantee will track outcomes aligned with economic impact and partnership effectiveness, including:

- Economic Outcomes
 - Increased sales or customer activity for participating businesses
 - Number of businesses supported, launched, or expanded within the American Indian Cultural District
 - Activation of vacant or underutilized spaces through partnerships
- Engagement & Partnerships
 - Number of active partnerships (merchants, property owners, nonprofits)
 - Frequency and participation in stakeholder meetings
 - Number of collaborative activations implemented
- Activation & Marketing
 - Awarded organizations must collect, maintain, and report standardized data that measure program inputs, outputs, and outcomes for funded activations using the department’s designated survey and reporting templates, and data management systems. They will also be required to enter data in accordance with the department’s data collection guidelines and reporting timelines. Including, but not limited to:
 - Event attendance and repeat visitation
 - Business participation rates
 - Marketing reach and engagement

Minimum Qualifications:

- Demonstrate success in dealing with diverse constituents, including a complex business and non-profit community and local government agencies
- Community organization performing services established for at least 5 years
- Community organization performing services must have a proven track record implementing economic development activities, experience with placemaking initiatives, conducting merchant engagement, business attraction, and working together with neighborhood stakeholders within targeted area.

Preferred Qualifications:

- Experience managing grant programs of similar scale.
- Experience working with underserved communities and advancing equity, by prioritizing service to those most acutely impacted by economic inequality.
- Experience implementing innovative ideas
- Knowledge of prevailing wages and competitive bidding processes.

Supplementary Questions:

1. Describe your proposed 3–5 year economic vitality strategy for the American Indian Cultural Corridor (16th & Mission). Please include:
 - Corridor analysis (assets, gaps, opportunities)
 - Key barriers to American Indian business growth
 - How you plan to support American Indian Cultural Corridor business presence, visibility, and revenue in your proposed project
 - Strategies to strengthen cultural identity as a way to support economic vitality of the 16th Street commercial corridor
 - Specific, measurable economic outcomes (e.g., sales increases, business openings, improved experience/perception of corridor)
2. Describe how you will design and implement partnership-driven activations and placemaking efforts that:
 - Leverage merchants, cultural organizations, and property owners
 - Activate storefronts, public space, and vacant spaces
 - Improve customer experience and increase foot traffic
 - Provide examples of how partnerships will directly lead to economic benefits for businesses.
3. Describe how your program will center American Indian culture as an economic driver by:
 - Integrating Indigenous art, goods, and culture
 - Creating pathways for entrepreneurs that focus on American Indian culture (pop-ups, markets, storefront transitions)
 - Ensuring cultural programming translates into revenue-generating opportunities
 - Provide specific examples of how culture will drive customer spending and business growth for the entire commercial corridor.
4. Describe your approach to marketing, branding, and activations that will position the corridor as a destination. Please include:
 - Strategies to attract visitors
 - Methods to convert visitors into paying customers
 - Partnerships or channels that will support audience development
 - Include projected attendance, customer spending strategies, and expected economic impact.
5. Describe how you will support small businesses and entrepreneurs, including those that uplift American Indian culture, connecting to partner and city resources including outreach, relationship-building, and partnership strategies.
6. Describe how your activations will be structured to ensure measurable economic impact, including:
 - Integration of storefront businesses into events
 - Strategies to drive spending (e.g., promotions, vendor participation, routing customers)
 - Approach to tracking metrics such as attendance, sales, and business participation
7. Describe your approach to ongoing stakeholder engagement and coordination, including:
 - Merchants, property owners, cultural organizations, and residents

- Frequency and structure of engagement (e.g., meetings, block groups, working groups)
8. Describe how engagement informs programming and leads to economic outcomes
 9. Describe how you will collaborate with City agencies and community partners to improve corridor conditions (cleanliness, safety, perception) and how this supports economic vitality.
 10. Provide examples of similar projects your organization has implemented that demonstrate:
 - Cultural corridor or place-based economic development experience
 - Partnership coordination
 - Measurable economic outcomes

Supplementary Materials: Between two (2) and three (3)

Supplementary Materials Criteria:

All applicants must include the following with the application submission:

1. Two (2) letters of support from small businesses, arts and culture organizations, community economic development non-profits, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed, to demonstrate community support for the proposal.
2. If you are proposing as a collaboration, please also include 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: Bayview Third Street Cultural Economy Entrepreneur Fellows Program (Grant)

Division: Community Economic Development

Total Funding Available: \$300,000

Anticipated Number of Awards: 1

Term of Service: 2 Years

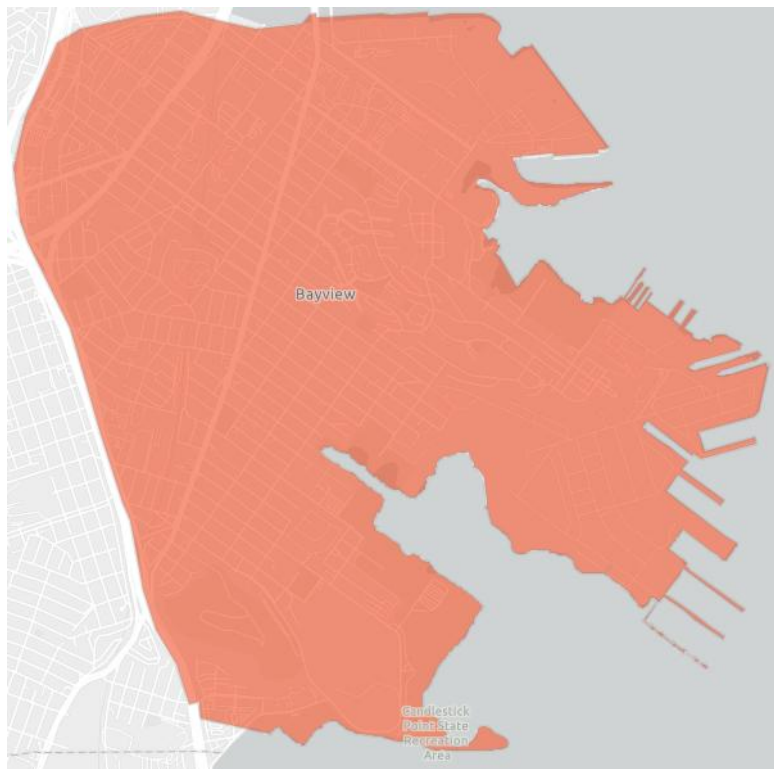
Anticipated Annual Funding Per Contract: Up to \$150,000

Funding Source: General Fund

Expected Start Date: January 1, 2027, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Within the Bayview African American Arts and Cultural District boundaries ([See Cultural District boundary map](#) below in red)



Physical Location: Bayview Third Street Commercial Corridor

Target Population(s): Young adults (ages 18–30) residing in or connected to the Bayview and surrounding communities, with priority for individuals from historically marginalized and/or underrepresented communities, including low-income populations.

The program shall be made available to all eligible participants but prioritize those who face barriers to employment and economic mobility.

Program Area Summary: OEWD is seeking proposals from nonprofit organizations, within the African American Arts and Cultural District and Third Street Corridor stakeholders, to design and implement a Cultural Economy Entrepreneur Fellows Program that leverages arts, culture, and storytelling as drivers of economic activity along the Third Street commercial corridor.

A strong proposal will demonstrate the ability to integrate entrepreneurship development with cultural activation into a cohesive economic development strategy, anchored by a physical hub within or in partnership with the African American Cultural District on Third Street. The program model must demonstrate how it will work in partnership with small businesses, community and organization stakeholders and cultural institutions to support the economic vitality of the Third Street commercial corridor.

Scope of Work:

This program will use an entrepreneurship development model, where participants (Fellows) are trained and supported to design and launch revenue-generating cultural experiences, tours, activations, and/or products that increase foot traffic and customer spending within corridor businesses.

The program must offer a stipend to fellows who successfully enroll in the program and complete milestones tied to participation, training completion, and delivery of economic activity.

Performance Measures: Supplier shall track and report on outcomes including, but not limited to:

- Economic Impact
 - Total revenue generated by Fellows' activities
 - Estimated customer spending at participating businesses
 - Number of businesses engaged and benefiting
 - Fellow Impact
 - Number of Fellows enrolled and completing program
 - Total stipend and earned income distributed based on milestones achieved
 - Job placement, continued entrepreneurship, or career advancement outcomes
- Activation & Engagement
 - Number of tours, events, or activations delivered
 - Total participants/visitors engaged
 - Repeat visitation and customer conversion metrics
- Corridor Vitality
 - Business satisfaction and participation rates
 - Increased foot traffic during program activities

Minimum Qualifications:

- Demonstrated experience in entrepreneur development, arts and culture programming, or economic development

- Must have a physical location within Bayview Third Street commercial corridor
- Experience working with historically underserved communities
- Capacity to manage stipends and cohort-based programming

Preferred Qualifications:

- Experience implementing entrepreneurship or micro-enterprise programs
- Strong relationships with Third Street corridor businesses and stakeholders
- Experience connecting arts and culture to economic outcomes
- Experience operating or managing a community-based hub or space
- Proven ability to track and report economic impact

Supplementary Questions:

1. Describe your approach to implementing an earn-to-learn Cultural Economy Entrepreneur Fellowship that results in measurable economic outcomes.
2. How will Fellows design and deliver revenue-generating activities? Provide examples of potential offerings and revenue models.
3. Describe how your program will drive direct spending at corridor businesses and track economic impact.
4. What is your strategy for recruiting, supporting, and retaining Fellows, including stipend structure and career pathways?
5. Describe your 2-3 year vision for sustaining and scaling this program as a long-term economic development strategy.
6. Describe your approach to developing and delivering a structured curriculum that supports both entrepreneurship and economic impact outcomes.
7. Provide examples of entrepreneurship training you have implemented, including curriculum design, deliverable methods, and measurable outcomes.
8. How will Fellows translate training into revenue-generating activities that benefit corridor businesses?
9. Describe your stipend model and how it will incentivize participation and performance. What requirements, milestones will have to be met for disbursements?
10. Outline your strategy for sustaining and scaling this program over 2-3 years.

Supplementary Materials: Between two (2) and three (3)

Supplementary Materials Criteria:

All applicants must include the following with the application submission:

1. Two (2) letters of support from past clients, small business clients, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed in the application, to demonstrate community support for the proposal.
2. If you are proposing as a collaboration, please also include 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: Castro Cares (Grant)

Division: Community Economic Development

Total Funding Available: \$830,000

Anticipated Number of Awards: 1

Term of Service: 2 Years

Anticipated Annual Funding Per Contract: Up to \$415,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Castro/Upper Market

Physical Location: Castro and Upper Market Commercial Corridors

Target Population(s): Merchants, businesses, visitors, and residents who frequent or work on these commercial corridors

Program Area Summary

OEWD is seeking proposals from nonprofit organizations with the capacity to partner with OEWD to enhance and support community outreach, community engagement, community safety, and crime prevention in the Castro/Upper Market commercial corridor with a primary focus targeting the small business and merchant community. Applicants must be longtime established institutions within the Castro with experience in providing these services.

Scope of Work

Castro Cares is a unique, collaborative, community-based initiative with an overall goal of building community capacity to support ongoing efforts related to economic vitality in the Castro and Upper Market commercial corridors. The overall objective of this project is to support the local merchant and business community through ongoing engagement and support across a variety of areas including, but not limited to:

- Door-to-door business engagement
- Identification of ground floor vacancies
- Reporting vacant properties to the vacant property registry
- Identify businesses that could make use of City services and refer them to the appropriate agency
- Update on reports of economic vitality activities
- Identifying new businesses opening in the area
- Report and address quality of life issues that impact economic vitality of area

In order to accomplish this, the selected grantee will need to collect and analyze data for this project, supervise the project, and keep stakeholders informed of the project's process by:

- Collecting, recording, and analyzing data
- Posting project data on an established website
- Staffing Castro Cares committee meetings
- Providing data and other information to the Castro Cares committee so decisions can be made on implementation of resources to maximize impact
- Assigning resources to locations as needed
- Sending regular e-newsletters to interested parties
- Supervising the project, troubleshooting as needed and managing subgrantees
- Marketing to raise awareness about Castro Cares, which may include printing of collateral and advertisement
- Fundraising
- Coordinating with other citywide services

Performance Measures

The program shall be evaluated based on data and anecdotal evidence from contracted service providers and stakeholders. Specific performance measures will be determined between OEWD and the awarded proposal during the scope of work negotiation period of the contracting period and will be specifically determined based off the proposal. Strong data collection shall include, but is not limited to:

- Number of vacancies
- Address of businesses submitted to the vacant property registry
- Identifying new businesses in the area
- Number and names of businesses referred to City for services
- Metrics related to reported and addressed quality of life issues
- Committee meeting notes

Minimum Qualifications

- Applicant must operate a service location based in the Castro neighborhood
- Project must target the Castro/Upper Market neighborhoods
- Previous experience running a similar program

Supplementary Materials: Between two (2) and five (5)

Supplementary Materials Criteria:

All applicants must include the following with the application submission:

In addition to the Proposal narrative, applicants must provide documentation and information demonstrating organizational experience relevant to the proposed services. Applicants are required to submit a list of relevant projects that includes:

- Project title;
- Nature and scope of the project;
- Neighborhood(s) served;
- Names of organizations, resident groups, merchant groups, small businesses, or other stakeholders involved;
- Project dates and duration, including the number of years the project spanned;
- Funding source(s);
- Key implementation challenges encountered; and
- Strategies or solutions used to address those challenges and prevent similar issues in future project implementation.

The information provided should demonstrate the Applicant's experience, operational capacity, stakeholder coordination, and ability to successfully implement projects similar in scope and complexity to the services proposed under this Program Area.

Program Area H: Commercial Corridor Customer Attraction Activations (Grant)

Division: Community Economic Development

Total Funding Available: \$750,000

Anticipated Number of Awards: Up to 13

Term of Service: 1.5 Years

Anticipated Annual Funding Per Contract: \$50,000 or \$100,000

Funding Source: General Fund

Expected Start Date: January 1, 2027, or later

Eligible Applicants: Nonprofit

Applicants must be a formalized Cultural District; a Community Benefit District with an assessment budget of less than \$1,000,000; or a nonprofit in partnership with one of the organizations listed below (please include an MOU or letter of partnership with the proposal).

Based on the above criteria, the following Cultural Districts (CD) and Community Benefit Districts (CBD) are eligible to apply:

- Castro LGBTQ Cultural District
- Leather LGBTQ Cultural District
- SOMA Pilipinas Cultural District
- Sunset Chinese Cultural District
- Japantown Cultural District
- Pacific Islander Cultural District
- Transgender Cultural District
- Noe Valley Community Benefit District
- Excelsior Community Benefit District
- Japantown Community Benefit District
- Ocean Ave Community Benefit District
- Castro Community Benefit District
- Discover Polk Community Benefit District

Eligible Neighborhoods: Neighborhood commercial corridors with a high concentration of storefront businesses

Applicants can submit more than one application, but only one proposal can be submitted per neighborhood.

If your proposed project is located within the following neighborhood, it will not be awarded in this program area since the OEWD, Community Economic Development Division, has active customer attraction investments for these neighborhoods under existing contracts, or they are included in a different program area within this procurement. These neighborhoods are:

- Fillmore
- Chinatown

- Bayview
- Mission District
- Mid-Market

Physical Location: Neighborhood commercial corridors with a high concentration of storefront businesses

Target Population(s):

Activities under this program area must benefit small business storefronts within commercial corridors.

Program Area Summary: OEWD is seeking proposals from nonprofit partners to collaborate with the Community Economic Development Division of OEWD to coordinate and implement events, activations, and festivals citywide that encourage visitor engagement and support economic activity in San Francisco’s commercial corridors.

All funding awards (including renewals) are contingent on available funding and actual funding may be less or more. Eligible Cultural Districts and Community Benefit Districts may only submit one proposal for consideration to this program area.

Scope of Work: OEWD is seeking a partner to coordinate and implement customer attraction events, activations, and festivals citywide that encourage visitor engagement and support economic activity in San Francisco commercial corridors and small businesses.

OEWD prioritizes investments in events and activations that not only attract visitors but also generate measurable economic benefits for neighborhood businesses. As such, proposals will be evaluated on their ability to convert attendance into direct economic activity, including increased sales, vendor participation, and sustained engagement with commercial corridors.

Customer attraction activations are events that create opportunities to draw in potential customers, *increase foot traffic, and stimulate economic activity*. It also includes efforts to support and grow local businesses through exposure and sales opportunities. Strong proposals must clearly articulate how events will have direct economic impacts including but not limited to hiring staff to support event production activities, and/or creating opportunities for entrepreneurs and local storefront businesses.

Funding in this area may support a variety of events and activations with the intent of driving foot traffic and customers to neighborhood storefront businesses along commercial corridors. Proposed budgets should be no more than \$50,000 or \$100,000 and can include a series of events or one large event based on total projected attendance, across all events and must include a minimum 20% in committed or existing matching funds towards the project (please see table below). In addition, a minimum of 10% of the grant funds must be spent on direct services, stipends, and participation costs of SF Small Businesses (Registered with CCSF). Strong proposals will detail robust incorporation and engagement of storefront businesses and describe how the event(s) will include strategies with the goal of boosting sales of businesses. Applicants must demonstrate how these funds directly contribute to increased sales and economic activity.

Events must take place within commercial corridors with a high concentration of small businesses and include strategies that incorporate storefront businesses so that they may directly benefit from additional foot traffic that leads to increased sales. While the targeted beneficiary are storefronts located within the commercial corridors, activations may include vendors that participate in the event or whose services are contracted, with a strong emphasis on benefiting San Francisco registered small businesses.

Proposals must clearly demonstrate how proposed activities will generate measurable economic impact for San Francisco small businesses and commercial corridors and surpass grant investment.

This initial 18-month term of funding, and any 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 and budgets may be adjusted commensurate with the extended service period.

Strong proposals will articulate a direct connection between event design, attendance, and economic outcomes, including increased foot traffic, vendor participation, and sales generation. Applicants must also demonstrate their capacity to achieve proposed attendance and economic outcomes by providing evidence of prior experience producing events of similar scale and attendance, and/or a detailed outreach, marketing, and audience development strategy. Finally they must also include a description of partnerships, sponsors, or community networks that will support attendance goals.

Activities under this section may include, but not be limited to:

Event types

- Single-Day Event (Minimum 3 hours Duration): An event that occurs within one calendar day and includes programming that takes place within a single 24-hour period. Each occurrence shall be counted as one event.
- Multi-Day Event: An event spanning multiple consecutive days, planned and marketed as a single experience. Multi-day events will be counted as one event, regardless of the number of program days.
- Event Series: An event consisting of multiple separate occurrences that are programmatically related but operationally distinct. Each occurrence counts as a separate event.

Funding Matching Fund Requirements

- Applicants must provide a minimum 20% funding match from non-City funds, with no more than half provided as in-kind contributions.
- At least 10% of grant funds must be allocated directly to San Francisco small businesses, as part of the program strategy to include their participation in the proposed project, such as for direct services, stipends, and participation costs.

- Funds must support free events open to the public. If ticket sales to activities are added, the proceeds must go towards additional costs of producing the event and not for general operations of the organization.

Budget Request	Minimum Total Attendance	Target Average Spend Per Attendee	Target Surveys from Attendees	Number of Events	Minimum Fund Match 20% (max ½ can be in kind)	Minimum Budget Allocation to SF Small Businesses 10%
\$50,000	5,000	\$25	250	One or more	\$10,000	\$5,000
\$100,000	10,000	\$25	300	One or more	\$20,000	\$10,000

Logistical support for events and activations

- Event production
- Identify and secure public open spaces
- Event coordination and implementation, including costs associated with city permits, insurance and navigating processes to comply with city rules and regulations.
- Design, organize and implement the block party /events(s) and related schedules

Marketing and outreach activities

- Marketing and outreach should aim to increase visitors and community participation and ensure overall success of the proposed event(s)/activation(s). Additionally, marketing and outreach activities should aim to create positive impacts on the local community and the City of San Francisco.
- Develop culturally-appropriate strategies that attract and encourage participants/visitors to better appreciate cultural and historical assets
- Marketing, honorariums, equipment, entertainment, supplies and documentation of events.
- Development of promotional materials, media/marketing opportunities, and merchant/partnership guides to promote local spending.

Business Engagement in Activations

- Conduct outreach to businesses inviting them to participate in the event(s)/activation(s)
- Provide opportunities for businesses to be incorporated in event(s)/activation(s) to attract visitors to their businesses and generate revenue through marketing of their products and services.

- Stipends or costs to support participations of storefront businesses in the event/s
- Assist local merchants to prepare for and get involved in project activities, e.g. joint-effort to promote events, decorate storefronts, and provide discounts and contributions.

Performance Measures:

Collect, maintain, and report standardized data that measure program inputs, outputs, and outcomes for funded activations using the department’s designated survey and reporting templates, and data management systems.

Awarded organizations will be required to enter data in accordance with the department’s data collection guidelines and reporting timelines.

Events & Activations Portal - Data Entry

Events & Activation Portal customized for this grant agreement by their OEWD program manager.

The grantee will use the portal to enter in the outcomes (listed in the events and activations matrix below) for each of their events and activations.

All event data must be entered into the portal by the 10th day after the close of the quarter or following business day if the 10th day falls on a weekend or holiday.

Note: this matrix includes standardized outcomes that are reported to the San Francisco Controller’s Office. There may be unique grant deliverables that are not reflected in this matrix.

Events & Activations Portal Outcomes Matrix

Number of events
Event dates
Event locations (street address)
Cost of event production (cumulative total for all events)
Estimated in-person event attendance (cumulative total for all events)
Number of event vendors, if applicable (cumulative total for all events)
Dollar value of event vendor sales, if applicable (cumulative total for all vendors and events)

Plan and Reports

Events & Activations quarterly reports will consist of the following:

- Event Plan (Submitted at the start of programming)– Will include the following for each event and activation:
 - A description, an outline of the intended economic impact, a description of the marketing and promotion strategy, a timeline of the key tasks and dates, and a budget breakdown.
- Quarterly Reports (Submitted quarterly on the same schedule as the data entry requirements) – Will include the following for each event and activation:
 - A general update on its progress, a description of all marketing and promotional efforts, and a description of all efforts to outreach and include businesses.
- Final Report (Submitted at the end of programming) – Will include the following for each event and activation:
 - A summary of its execution, a description of challenges and how they were overcome, a description of the overall impact on businesses and storefronts, and a complete budget that lists all income and expenditures directed towards its execution.

Pictures, Media, and Marketing Collateral will be required to be submitted for each event during the submission of the Quarterly and/or Final reports.

Survey Requirements

Customer attraction events and public space activations with 200 or more attendees must implement the OEWD Events & Activations Survey using the Events & Activations Portal.

Sample Intercept Survey Response Metrics

Dollar value of average spending per attendee associated with event attendance (including admission, transportation, food, shopping, lodging, etc.)

Attendee home Zip Codes

% of attendees who came from home vs. work vs. hotel vs. other locations

% of attendees who rated their experience excellent vs. very good vs. good vs. fair vs poor

Service Objectives and Outcomes

The following service objectives and outcomes must be tracked and progress reports provided for each measure in all reports. Data for each measure must be entered into the data system by the time that a deliverable is submitted. A table that details progress for these measures will be made available in the Events Portal. The report will be considered incomplete if it does not include this progress report.

Number of events/activations	Total number of distinct events or activations (initiatives) delivered during the contract period. An event/activation is a distinct initiative with a defined purpose, name, and scope.	
Number of occurrences	Total count of individual instances across all events/activations. An occurrence is each instance when an event/activation takes place (specific date, time, and location). Example: 8-week farmers market = 1 event with 8 occurrences.	
Total attendance	Cumulative estimated in-person attendance across all events/activations and occurrences	
% rated experience good/excellent	Percentage of survey respondents who rated their experience as "Good," "Very Good," or "Excellent"	75%
% of survey target met	Aggregate percentage of survey responses collected all events/activations with 200+ attendees.	100%

Minimum Qualifications:

- Must have experience designing, coordinating, and implementing successful customer attraction activations and events.
- Must demonstrate experience delivering economic development services within the neighborhoods outlined.
- Target population listed in program must be small business storefronts within commercial corridors.
- Proposed activations must occur within existing commercial corridors with a high concentration of storefront businesses.
- Applicant must be a formalized Cultural District or Community Benefit District, or their designated fiscal sponsor, with an assessment budget of less than \$1,000,000 or must partner with one to provide these services.
- Budgets must reflect 20% match and 10% minimum allocation to small businesses.
- Program proposals must state how they intend to meet the minimum attendance requirement based on requested amount.

Preferred Qualifications:

- Event planning and production experience
- Experience engaging with small businesses, vendors and entrepreneurs
- Multi-lingual capacity to engage with businesses

Supplementary Questions:

1. Describe how your proposed events and activations will generate direct economic impact for storefront businesses. Include:
 - Projected attendance, average spend, and total economic impact
 - Strategy to convert attendees into paying customers
 - How you will achieve or exceed the minimum spend per attendee
2. Describe how storefront businesses will be actively integrated into events to generate revenue. Include:
 - Specific mechanisms (promotions, curated experiences within businesses, event routes, incentives)
 - Target number and type of businesses participating
 - How at least 10% of funds directly benefit small businesses
3. Attendance Development & Audience Strategy - Provide a detailed marketing, outreach, and audience development strategy to achieve your proposed attendance. Include:
 - Minimum target # of audience and how they will be reached
 - Partnerships and networks leveraged
 - Evidence from past events achieving similar attendance
4. Event Design for Economic Outcomes - Explain how your event design (format, duration, layout, programming) is intentionally structured to:
 - Increase dwell time
 - Drive spending behavior
 - Encourage repeat visits to the corridor
5. Business & Vendor Participation Strategy - Describe your approach to:
 - Selecting vendors and businesses
 - Ensuring participation from San Francisco small businesses
 - Supporting vendors to maximize sales (pricing, marketing, logistics)
6. Cultural Relevance, Place-Based Identity, Partnerships & Corridor Coordination - Describe how you will:
 - Coordinate with merchants, property owners, and corridor organizations
 - Coordinate with cultural Districts/CBDs and community partners
 - Coordinate with sponsors or private partners to increase resources and attendance
 - Reflect and celebrate the unique cultural identity of the corridor
 - Attract diverse audiences
 - Strengthen the corridor brand and long-term appeal
7. Implementation Capacity & Event Production Experience - Provide examples of past events of similar scale, including:

- Attendance achieved
 - Economic impact (if available)
 - Operational execution and challenges addressed
8. Data Collection & Performance Measurement - Describe how you meet necessary attendance requirements and will collect and report data, including:
- Attendance tracking
 - Minimum average spend per attendee
 - Business/vendor sales
 - Survey completion strategy
9. how your activation strategy will:
- Create repeat visitation and sustained customer behavior
 - Build long-term benefits beyond the event(s)
 - Contribute to corridor economic vitality over time
10. Please explain how you expect to meet the 20% fund match requirement. Are funds already secured? Additionally, please articulate how you intend to budget and spend a minimum of 10% of the grant funds on direct services, stipends, participation costs of SF Small Businesses (Registered with CCSF)?

Supplementary Materials: Between two (2) and three (3)

Supplementary Materials Criteria:

All applicants must include the following with the application submission:

1. Two (2) letters of support from past clients, small business clients, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed in the application, to demonstrate community support for the proposal.
2. If you are proposing as a collaboration, please also include 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 I: Jane Warner Plaza (Grant)

Division: Community Economic Development

Total Funding Available: \$200,000

Anticipated Number of Awards: 1

Term of Service: 2 Years

Anticipated Annual Funding Per Contract: Up to \$100,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Castro District

Physical Location: Jane Warner Plaza

Target Population(s): Visitors to and through Jane Warner Plaza

Program Area Summary: OEWD is seeking a qualified nonprofit organization to partner with the City to provide stewardship over Jane Warner Plaza to ensure it is welcoming and well-managed public space and a key gateway into the Castro/Upper Market neighborhood.

Jane Warner Plaza, established in 2009, sits at the entry to the Castro and serves as the neighborhood's first impression for visitors from across the globe.

The focus of this program area is day-to-day stewardship of Jane Warner Plaza. Services provided through this grant are intended to prioritize activities such as, but are not limited to: furniture management and on-site presence to support positive use of the space.

Scope of Work

The selected grantee will be responsible for implementing a Community Stewardship Program to ensure Jane Warner Plaza is a consistently welcoming space for all who live, work, and visit the neighborhood.

The goal of this project is to improve the perception of the area and improve the overall desirability of the area.

Proposals should outline a plan for stewardship and be able to tie the plan to the improvement of economic vitality in the immediate and adjacent areas. Proposals should articulate a plan for on-going and re-occurring stewardship activities. Proposals that offer a plan that thoughtfully and strategically engage local businesses, cultural organizations, and community groups will be well received, as will those prioritizing accessible (i.e. free) stewardship activities. Proposals should highlight how it enhances or creates economic opportunities for the surrounding area.

Funded activities are expected to include, but are not limited to, the following:

- Operating a Community Stewards program dedicated to Jane Warner Plaza
- Management, light cleaning, and storage of moveable furniture

- Monitoring plaza conditions and reporting issues to authorities as appropriate
- Coordinating stewardship services through qualified vendors, where applicable
- Ensuring that all services are delivered in coordination with existing neighborhood services and City departments
- Collecting, tracking, and reporting program data to the City and County of San Francisco on a regular basis

Proposals should focus on the operational stewardship, activation, community clean-ups, and beautification of Jane Warner Plaza.

Allowable activities may include community clean-up efforts, beautification activities, placemaking support, activation programming, and event programming, subject to review and approval by the City and County of San Francisco. Any proposed activities must be limited to non-construction and non-structural activities that support the cleanliness, usability, safety, appearance, and activation of the plaza.

An awarded proposal must comply with all applicable City and County of San Francisco rules, regulations, permitting requirements, and approval processes related to activities performed under this Program Area.

Performance Measures

The program will be evaluated based on quantitative data and qualitative feedback provided by the grantee and relevant stakeholders. Specific performance measure shall be determined between the awarded proposal and OEWD during the scope of work drafting phase of contract negotiation. Performance measures will be tailored to the specific work in an awarded proposal

Performance reporting may include, but is not limited to:

- Documentation of stewardship activities
- Tracking the number of visitors to the plaza
- Reporting on economic vitality of area related to these services
- Furniture managed and stored
- 311 reporting for issues
- Frequency and consistency of steward coverage
- Monthly reporting of data to OEWD
- Anecdotal feedback or testimonials from nearby merchants, residents, and stakeholders regarding plaza conditions and use.

OEWD reserves the right to request additional performance metrics that are reasonable and feasible to collect.

Minimum Requirements

- Applicants must operate, or demonstrate the ability to operate, services in the Castro/Upper Market neighborhood. Applicants must demonstrate experience managing public-space stewardship, cleaning, or ambassador-style programs.
- Applicants utilizing contractors or vendors must ensure activities remain within the allowable scope of this Program Area.
- Proposed activities must be limited to operational stewardship, community clean-ups, beautification, placemaking, and activation activities related to Jane Warner Plaza.

Supplementary Questions

1. How will your proposed activities ensure that Jane Warner Plaza is consistently clean, welcoming, and well managed throughout the grant term?
2. Describe your organization's experience operating community steward, ambassador, or cleaning programs in public spaces. Include locations, years of operation, and funding sources.
3. How will you ensure program implementation and completion within the 12-month grant term? Identify potential challenges and how you would address them.
4. Describe your experience working with City and County of San Francisco departments, including securing permits, coordinating services, and reporting performance data.
5. How will you collect, track, and report program data to OEWD on a monthly basis?

Supplementary Materials: None

Supplementary Materials Criteria: N/A

Program Area J: Neighborhood Commercial Corridor Economic Vitality (Grant)

Division: Community Economic Development

Total Funding Available: \$1,100,000

Anticipated Number of Awards: 3

Term of Service: 2 Years

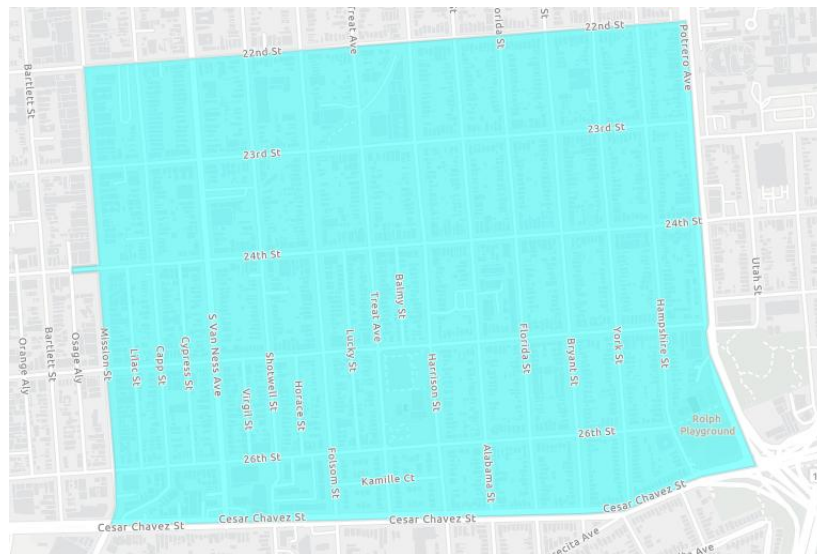
Anticipated Annual Funding Per Contract: Up to \$250,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Calle 24 Latino Cultural District ([see cultural district map boundary](#) below in blue); Tenderloin neighborhood commercial corridors including, but not limited to, Larkin Street (between McAllister and Geary) and Geary Boulevard (Between Polk and Mason); Mission Street Commercial Corridor (between 14th St. and Army St.)



Physical Location: Agency performing services must be located within targeted area of proposed activities

Target Population(s): Small businesses and stakeholders within business districts or commercial corridors

Program Area Summary: OEWD is seeking proposals from nonprofit organizations with a strong economic development mission to partner with OEWD to implement comprehensive activities that lead to localized economic growth of targeted business districts or commercial corridors. Applicants must demonstrate the ability of working with a diverse mix of businesses and cultural facilities to deliver measurable economic outcomes, including business growth, vacancy reduction, increased customer activity, and improved business district or commercial corridor

conditions. All proposed activities must be grounded in a data-informed strategy and clearly linked to economic impact.

Scope of Work: Awardees will provide a comprehensive suite of activities aimed at localized economic growth of business districts and commercial corridors.

Activities should include, but will not be limited to:

1. A five-year business district or commercial corridor economic growth strategy;
2. Business attraction, retention and growth;
3. Partnerships, coordination and engagement;
4. Customer attraction and demand generation: marketing, events, activations; and
5. Improvement of corridor conditions.

A strong proposal shall demonstrate a supportive structure deeply rooted and reflective of the community, with the capacity to compensate, supervise, support staff and report on grant deliverables. Strong proposals will also include a detailed description of the coordination and implementation of activities. The budget shall reflect compensation for staff as well as operational costs and a potential project budget for activities (i.e., coordination of activities, outreach, marketing, management of space).

Projects and activities proposed under this program area should address the following focus areas, activities listed may be tailored to the needs of the commercial area and are not limited to, the following:

Five-Year Business District or Commercial Corridor Economic Growth Strategy

The selected applicant will be required to develop and begin implementation of a 3–5 year Business District or Commercial Corridor Economic Vitality Strategy within the first three months of the contract term.

The strategy must include:

- District or Corridor market analysis (business mix, hours of operation for businesses, vacancies, demand gaps)
- Defined economic vision and positioning
- Target industries and business types
- Include a strategy to leverage local arts and culture as an economic driver, including:
 - Identification of local cultural assets and creative stakeholders
 - Strategy to integrate arts into business corridors (e.g., storefronts, events, branding)
 - Plan to support creative entrepreneurs and cultural producers
 - Role of arts and culture in attracting visitors and supporting businesses
- Measurable economic outcomes (3–5 year targets), including:
 - Vacancy reduction
 - Businesses attracted
 - Businesses retention and stabilized
 - Increased customer activity and/or sales (proxy or direct)
 - Implementation roadmap with annual milestones

- Data collection and performance measurement plan

All program activities must align with and advance this strategy.

Business Attraction, Retention and Growth

Support the attraction and retention of neighborhood-serving businesses that promote the history and strengthen the character of the neighborhood, with focus on historically disenfranchised communities, and communities that have faced historic inequities.

Business Attraction & Vacancy Reduction

- Maintain a current inventory of storefront vacancies, business types, hours of operation and pipeline opportunities
- Conduct proactive business attraction and tenant recruitment, provide referrals to broker services and leasing negotiation support
- Engage property owners and brokers to reduce leasing barriers
- Support entrepreneurs in site selection and lease navigation

Business Support & Growth

- Conduct regular business outreach and needs assessments
- For Tenderloin area, provide expanded language support to small businesses in Vietnamese and Arabic
- For Mission area, provide expanded language support to small businesses in Spanish
- Provide or connect businesses to technical assistance, including:
 - financial management
 - marketing and customer acquisition
 - compliance and permitting
 - track business progress and provide ongoing case management

Partnerships, Coordination and Engagement

Conduct regular door-to-door business owner outreach to assess needs, connect businesses to programs and projects and provide referrals and support. Engagement must result in measurable outcomes, including, but not limited to increased business participation in corridor activities, improved coordination of promotions and operating practices and resolution of business district or commercial corridor issues impacting economic activity.

Stakeholder Coordination

- Engagement with property owners, brokers, merchant associations, and community partners
- Coordination with City agencies to address business district or commercial corridor needs
- Partnerships, coordination and engagement
- Partner and work closely with OEWD's team, and commercial area stakeholders and partners to implement projects

- Report, collaborate on and support activities that spur economic development, support existing businesses, creating a welcoming environment along the business district or commercial corridor, 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, residents and community leaders
- Conduct activities that leverage private resources, including financial commitments, in kind donations, volunteer time, etc.

OEWD reserves the right to add requirements for level of engagement with partners, for example, to set minimum standards for the cadence of business outreach activities.

Issue Resolution & Action Coordination

- Referrals: Provide services and referrals that will strengthen small businesses and increase their longevity in the business district or commercial corridor.
- Follow up with businesses on progress of services and referrals
- Connect resources to commercial area partners and projects
- Identify and track issues impacting businesses (e.g., cleanliness, safety, permitting barriers)
- Facilitate coordinated responses and solutions
- Promote and provide information of City services and programs to business owners
- Programs to be promoted and delivered to businesses in the corridor may include, but are not limited to:
 - ADA compliance and awareness
 - Lease negotiation services
 - Marketing assistance
 - Permitting resources
 - Legacy Business Registry
 - Available small business grants and other resources

Structured Engagement Efforts

- Regular merchant meetings (minimum monthly or bi-monthly)
- Block-level groups or “block captain” systems
- Business district or commercial corridor-wide forums or working groups
- Regular communication through one or more formats e.g. newsletters, social media, phone messaging, calls etc.

Customer Attraction and Demand Generation: Marketing, Events, Activations

Collaborate, design, and implement marketing and activation strategies that increase customer activity and spending within the business district or commercial corridor. Activities should center on the unique history and culture of the target commercial area to promote neighborhood businesses and encourage customers to visit and spend within the business district or commercial corridor.

“Activation” refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. Activations must define an economic objective (e.g., increased sales, customer acquisition) and include a measurement plan (e.g., attendance, spending proxy, business participation).

Corridor Branding & Marketing

- Develop and promote a clear business district or commercial corridor identity
- Implement campaigns that drive customer visits and spending
- Collaborate to support neighborhood marketing and branding
- Temporary enhancements of public space. e.g., public art, neighborhood landmarks, outdoor furniture and amenities, lighting installations
- Neighborhood beautification and/or storefront improvement projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement, window film replacement, minor painting.
- Branding or marketing campaigns. e.g., shop local campaign, banners.

Economic Activations

- Plan and implement events and activations tied to economic outcomes
- Align events with business needs and target customer segments
- Conduct activities and launch projects that complement and enhance existing efforts that support activities that celebrate and strengthen cultural heritage while spurring economic activity.
- Outdoor space activation on targeted commercial corridors. e.g., performances, physical exercise activities, public marketplace, or other activities, occurring in a public plaza or other public space on or adjacent to key business districts or commercial corridors.
- 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.

Improvement of Corridor Conditions

- Coordinate efforts to improve business district or commercial corridor conditions that directly impact economic vitality. All public realm improvements must demonstrate contribution to increased foot traffic, improved business operating environment and enhanced customer perception.
- Community cleanups, and beautification
- Coordination with City agencies (e.g., DPW, SFPD, DEM outreach teams)
- Support for storefront improvements and ADA awareness
- Address visual appearance directly such as supporting public realm beautification efforts, making 311 reports for vandalism and trash, etc.

Performance Measures: Applicants must submit reports for each deliverable or objective to the City team on/by the established report due dates. Report requirements and formats will be finalized during the contract negotiation process.

Required reporting includes:

- Quarterly Report and Vacancy Tracking Report;
- Business Attraction Report;
- Business and Community Engagement Report;
- Implementation and Evaluation Report.

If providing support to small businesses, must enter client data into City's database (Small Business Central)

All marketing, events, and activation data including required participant surveys must be entered into the City's events database.

Minimum Qualifications:

- Demonstrate success in dealing with diverse constituents, including a complex business and non-profit community and local government agencies.
- Must be a community-based organization with at least five (5) years of experience and be located within the target commercial area.
- Community-based organization must demonstrate a proven track record of implementing economic development initiatives, engaging merchants, supporting business attraction, and collaborating with neighborhood stakeholders within the target area.

Preferred Qualifications:

- Experience managing grant programs of similar scale.
- Experience working with underserved communities and advancing equity, by prioritizing service to those most acutely impacted by economic inequality.
- Experience implementing innovative ideas
- Familiarity with permitting, compliance, and operational requirements related to commercial kitchen use (e.g., prevailing wage and competitive bidding processes).
- For Tenderloin area, provide expanded language support to small businesses in Vietnamese and Arabic
- For Mission area, provide expanded language support to small businesses in Spanish

Supplementary Questions:

1. Describe your proposed 3–5 year corridor economic vitality strategy. Include corridor analysis, positioning, key challenges/opportunities, and measurable economic outcome targets. Explain how your activities will drive these outcomes.
2. Describe your approach to supporting existing businesses and attracting new businesses. Include vacancy reduction strategies, technical assistance, and tracking outcomes.
3. Describe how you will engage with non-profit service providers within the proposed geography on economic development challenges and how this leads to measurable economic outcomes.
4. Describe how you will integrate artists and cultural organizations into your strategy and how this drives economic outcomes.

5. Describe your approach to marketing and activations and how they drive customer spending.
6. Describe how will you help promote foot traffic in the business districts or commercial corridors.
7. Describe how you will improve corridor conditions and link them to economic vitality.
8. Describe how you will determine a particular activation positively impacted economic vitality and success for local businesses.
9. Please share examples of similar projects worked on and completed. Outline the process to complete the project, steps you took to address challenges, and how you used prior success to inform future programming.
10. Describe how you intend to overcome language barriers and support culturally competent small business technical assistance. If applicable, please address any specific preferred qualifications by neighborhood

Supplementary Materials: Between two (2) and three (3)

Supplementary Materials Criteria:

All applicants must include the following with the application submission:

- 1) 2 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed, to demonstrate community support for the proposal.
- 2) If you are proposing as a collaboration, please also include 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 K: ScaleUp SF: Financial Coaching and Loan Assistance for Small Businesses (Grant)

Division: Community Economic Development

Total Funding Available: \$300,000

Anticipated Number of Awards: 2

Term of Service: 2 Years

Anticipated Annual Funding Per Contract: Up to \$75,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Citywide

Physical Location: None Specified

Program Area Summary: OEWD is seeking to partner with San Francisco-based applicants to provide technical assistance and business support services to small businesses that are in a growth phase and preparing to expand operations, increase profitability, and hire additional staff.

Applicants funded under this Program Area will work collaboratively as part of the ScaleUp SF initiative to support approximately seventy-five (75) small businesses through a shared intake, referral, and case management process coordinated by OEWD. Each applicant will provide specialized expertise while coordinating with other funded partners to ensure participating businesses receive comprehensive and well-rounded support services.

This Program Area focuses on helping businesses strengthen financial operations, improve financial stability, and become capital-ready through hands-on technical assistance and business advising. Services should support businesses in building strong financial systems, improving financial literacy, preparing financial documents, and planning for sustainable growth and expansion.

Required Action Plan Deliverables:

- Current/Projected Financial Statements (Sales Forecast, Profit and Lost statmennt, Cash Flow, Break-even)
- Assess Impact on Community and Economy
- Accounting System Setup
- Strategies for Tax Management Plan and Tax Filing Assistance

Scope of Work: The selected applicants(s) will provide technical assistance and business support services to growth-phase small businesses located in San Francisco. Services will help participating businesses improve financial stability, strengthen financial systems, and prepare for business expansion, workforce growth, and access to capital.

Under the guidance of OEWD, applicants will participate in a collaborative service model that includes a shared business intake process, coordinated referrals, ongoing case management coordination, and regular partner meetings.

Services may include, but are not limited to:

- Financial literacy education and coaching;
- Credit and capital readiness assistance;
- Preparation of current and projected financial statements;
- Budgeting and financial forecasting tied to business growth goals;
- Accounting system setup and maintenance support;
- Tax planning and tax filing assistance coordination;
- One-on-one business advising and technical assistance; and
- Referrals to specialized service providers and community-based organizations.

Applicants will be expected to assist participating businesses with developing practical business and financial tools that support long-term sustainability and growth, including:

- Sales Forecasts;
- Profit and Loss Statements;
- Cash Flow Projections;
- Break-even Analyses;
- Accounting System Setup; and
- Tax Management and Filing Support Strategies.

All services should be designed to support sustainable small business growth, operational stability, increased profitability, workforce expansion, and long-term economic sustainability for San Francisco small businesses.

Performance:

- Measures: Financial Statements Package Completed
- Measure: 40 and 50% of assigned clients with a completed financial package: Sales Forecast, Profit and loss document, Cash Flow, Break-even
- Target: 100% of clients assigned
- Evidence: Completed files + assumptions documented; recorded/uploaded per OEWD requirements
- Community & Economic Impact Assessment Completed
- Measure: 50 and 75% of assigned clients with impact assessment completed
- Target: 100% of clients assigned
- Evidence: Completed impact summary recorded in system
- Accounting System Setup Completed
- Measure: 60 and 75% of assigned clients with accounting system setup/cleanup completed (e.g., chart of accounts, workflow, basic monthly close approach)
- Target: 100% of clients assigned
- Evidence: Setup confirmation + documented operating guidance
- Tax Management Plan + Filing Assistance Strategy Completed

- Measure: 25 and 50% of assigned clients with tax plan/checklist completed
- Target: 100% of clients assigned
- Evidence: Tax calendar + recordkeeping plan + referral coordination notes where applicable

Preferred Qualifications:

- Applicant has proven capital outcomes - Demonstrated success helping small businesses secure loans and/or grants, including packaging support and lender/funder navigation (with examples and results).
- Strong financial systems implementation - Experience setting up or improving bookkeeping/accounting systems (e.g., chart of accounts, monthly close process, clean financial reporting) for growth-phase businesses.
- Forecasting + profitability expertise - Ability to produce practical sales forecasts, cash-flow projections, and break-even analyses and use them to drive decision-making (pricing, hiring, inventory, expansion).
- Tax readiness + referral network - Capacity to support tax planning and compliance readiness, plus established relationships with tax professionals/CPAs for escalations and filings when needed.
- Data discipline + partner coordination - Strong track record entering clean service/outcome data in required systems and coordinating effectively with strategy, marketing, digital, and legal partners through warm handoffs and shared case management.
- Applicant has skills in other services such as:
 - budgeting/forecasting and financial coaching
 - development of financial statements (P&L, cash flow, break-even)
 - accounting system setup or cleanup support
 - loan/grant readiness support (packaging, application support, lender navigation)
- Capital Access and Financial Systems Competence - Applicant must demonstrate the ability to help businesses build and maintain accurate, up-to-date financial records and improve readiness for capital access, including familiarity with common lender documentation expectations and basic credit/capital-readiness pathways.
- Outreach Capability (Broad + Targeted) - Applicant must have experience conducting broad outreach across San Francisco communities and must demonstrate the ability to provide targeted outreach to vulnerable and underrepresented populations not currently represented in the target industry.
- Completed at least one Office of Economic and Workforce Development Community Economic Development training program during FY2021–FY2024
- Applicant demonstrates experience supporting businesses that are in a growth phase and preparing to hire at least one (1) full-time employee (FTE) or two (2) part-time employees (PTE).
- Applicant demonstrates experience supporting businesses seeking financial stability, capital readiness, and workforce expansion.

Supplementary Questions:

1. Track Record and Outcomes (Last 24–36 Months) - Describe your experience providing financial and capital-readiness support to small businesses. Include:
 - # of businesses served (growth-phase if possible)
 - #of loan applications supported and submitted
 - #of grant applications supported and submitted
 - total capital secured (if tracked)
 - 2 examples showing measurable business outcomes (revenue growth, improved margins, hiring, expansion).
2. Financial Statements Build Process - Walk us through your standard process to produce the required financial package: Sales Forecast, Profit and Lost document, Cash Flow, Break-even. Include:
 - what documents you require at intake
 - how you validate assumptions (sales, cost of goods sold, payroll, seasonality)
 - typical timeline to completion
 - how you ensure the owner understands and can use the outputs.
3. Accounting System Setup/Cleanup Approach- Explain how you set up or repair a small business accounting system. Include:
 - tools you commonly support (e.g., QuickBooks/Xero/wave—list what you actually handle)
 - chart of accounts approach and categorization standards
 - monthly close workflow you establish
 - how you prevent “messy books” from returning.
4. Capital Readiness + Lender Packaging - Describe how you prepare a business to approach lenders and funders. Include:
 - your capital readiness checklist (credit, cash flow, debt capacity, documentation)
 - how you match businesses to the right capital type (loan vs grant vs other)
 - how you support packaging (narratives, projections, use of funds, repayment plan)
 - how you coordinate with lenders/Community Development Financial Institutions or capital partners.
5. Tax Management Plan + Compliance Readiness - Describe your approach to developing a tax management plan and supporting filing readiness. Include:
 - recordkeeping requirements you enforce
 - estimated tax planning approach (if applicable)
 - how you coordinate referrals to Certified Public A/tax preparers
 - how you ensure compliance doesn't derail growth (especially during hiring/expansion).

Supplementary Materials: Up to three (3) with additional material optional

Supplementary Materials Criteria:

All applicants must include the following with the application submission:

1. Applicants should submit at least one (1) and up to three (3) letters of support from past small business clients. Letters should be specific, outcome-based, and directly tied to financial readiness and capital access work. Letters from small business clients that received financial, accounting, tax-readiness, or capital-access support from the applicant within the last two (2) – five (5) years is preferred.
2. Letters from community leaders or partner organizations may be included as optional additions, but they should not replace client letters.

Program Area L: ScaleUp SF: Legal & Leasing Assistance for Small Businesses (Grant)

Division: Community Economic Development

Total Funding Available: \$400,000

Anticipated Number of Awards: 2

Term of Service: 2 Years

Anticipated Annual Funding Per Contract: Up to \$100,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Citywide

Physical Location: None Specified

Program Area Summary: OEWD is seeking to partner with San Francisco-based applicants to fund a collaborative group of technical assistance providers that deliver specialized legal and leasing-related support services to growth-phase small businesses in San Francisco. The goal of this Program Area is to help participating businesses scale operations, increase profitability, expand into new markets or locations, and grow their workforce by reducing legal, leasing, operational, and compliance-related risks associated with business expansion.

Applicants funded under this Program Area will work collaboratively as part of the ScaleUp SF initiative to support approximately seventy-five (75) small businesses through a shared intake, referral, and case management process coordinated by OEWD. Each Applicant will provide specialized expertise while coordinating with other funded partners to ensure participating businesses receive comprehensive and well-rounded support services.

This Program Area focuses on helping businesses reduce legal, leasing, operational, and compliance-related risks associated with business growth and expansion. Services should support businesses with understanding legal and regulatory requirements, navigating commercial leasing and occupancy challenges, improving compliance readiness, and developing strategies to reduce business risk during expansion.

Services should be practical, business-focused, and tailored to the needs of small businesses preparing for sustainable growth, workforce expansion, and new business opportunities.

Required Action Plan Deliverables:

- Lease Review and Leasing Strategy Support
- Regulatory and Zoning Navigation Assistance
- Compliance Readiness and Risk Mitigation Planning
- Hiring Compliance and Workforce Risk Support
- Business Expansion and Occupancy Planning Guidance

Scope of Work: The selected applicant(s) will provide legal and leasing-related technical assistance services to growth-phase small businesses located in San Francisco. Services will help participating businesses reduce legal, leasing, operational, and compliance-related risks associated with business growth and expansion.

Under the guidance of OEWD, applicants will participate in a collaborative service model that includes coordinated referrals, shared case management coordination, and regular partner meetings to support participating businesses through the ScaleUp SF initiative.

Services may include, but are not limited to:

- Legal and leasing guidance within the allowable technical assistance scope;
- Regulatory and zoning navigation support;
- Lease review support and lease negotiation strategy coordination;
- Commercial occupancy and expansion planning support;
- Compliance readiness and risk mitigation planning;
- Hiring strategy support as it relates to compliance and business risk;
- Referrals to specialized legal, financial, or technical service providers; and
- One-on-one technical assistance and business advising.

Applicants will be expected to help participating businesses strengthen operational readiness and reduce expansion-related risks by assisting with:

- Understanding lease terms and occupancy requirements;
- Identifying potential legal and compliance considerations;
- Navigating permitting, zoning, and regulatory processes;
- Developing risk mitigation and compliance strategies;
- Preparing for workforce expansion and hiring-related compliance obligations; and
- Planning for safe and sustainable business growth.

All services should be designed to support sustainable small business expansion, operational stability, compliance readiness, and long-term economic growth for San Francisco small businesses.

Performance Measures: Risk Analysis & Mitigation Plans

Measure: 40 and 50% of assigned clients with an approved Risk Analysis & Mitigation Plan

Target: 100% of Service Area clients assigned

Evidence: Completed plan + entry uploaded/recorded in required system

Lease Negotiation Support Completed

Measure: 15 of clients receiving lease negotiation support and 15 with a documented outcome

Target: 100% of “lease-needed” clients assigned

Evidence: Negotiation memo/term tracker + outcome (executed lease, renewal, amendment, or documented decision not to proceed)

Preferred Qualifications:

- Commercial leasing track record
- Demonstrated experience supporting small businesses with commercial lease negotiations/renewals (e.g., letter of intents, amendments, renewals), with clear examples and outcomes.
- Regulatory navigation experience
- Proven ability to help businesses address zoning, permitting, and compliance requirements, including coordination with relevant City departments/agencies.
- Tenant-risk expertise and standardized tools
- Uses a consistent lease/risk review checklist and provides practical tools (e.g., negotiation memos, risk registers, compliance calendars) to reduce legal and lease-related risk.
- Strong referral network and clear escalation protocol
- Established relationships with pro bono/low bono legal providers and a defined process for when issues require licensed legal counsel or specialized expertise.
- Integration with growth and capital readiness
- Experience aligning lease/legal support with business expansion planning, capital timelines, and hiring/workforce growth, including coordination with strategy/finance partners.
- Demonstrate experience in conducting extensive outreach throughout San Francisco, with a proven ability to perform targeted outreach to vulnerable communities that are underrepresented in the target industry.

Supplementary Questions:

1. Describe your organization's experience supporting small businesses with commercial leases. Include:
 - number of lease negotiations or renewals supported
 - typical deal types (new lease, renewal, assignment, sublease)
 - typical business types served (retail, food, services, manufacturing, etc.)
 - your role vs. outside counsel's role examples of outcomes achieved (e.g., rent reduction, TI allowance, free rent, termination rights).
2. Walk us through your standard approach to producing a Risk Analysis and Mitigation Plan for a growth-phase business. Include:
 - what you assess (lease terms, licensing, employment compliance, insurance, zoning, ADA, permits, etc.)
 - how you prioritize risks (high/med/low)
 - what your mitigation recommendations look like (timeline, owner, cost assumptions)
 - how you confirm implementation and follow-through.
3. How do you confirm implementation and follow-through. Please include what systems you have in place.
4. What are the top ten (10) lease terms you review first when advising a small business tenant, and why?

5. Explain how you negotiate or mitigate common high-risk clauses (e.g., personal guaranty, CAM/NNN, annual escalations, assignment/subletting, use clause, exclusivity, repair obligations, insurance, default/notice/cure, early termination, TI, rent abatement).

Supplementary Materials: Up to three (3) with additional material optional

Supplementary Materials Criteria:

All applicants must include the following with the application submission:

1. Three (3) letters of support from prior small business clients demonstrating growth outcomes.
2. If a collaboration: One (1) MOU or signed letter confirming partner roles
3. Letters from community leaders or partner organizations may be included as optional add-ons, but they should not replace client letters.

Program Area M: Western Addition Commercial Kitchen Program (Grant)

Division: Community Economic Development

Total Funding Available: \$500,000

Anticipated Number of Awards: 1

Term of Service: 1 Year

Anticipated Annual Funding Per Contract: \$500,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Lower Fillmore/Western Addition

Physical Location: Lower Fillmore/Western Addition – Fillmore Street (between McAllister and Geary)

Target Population(s): Organizations and small businesses in the food sector, including microentrepreneurs, early-stage ventures, caterers, and small-scale producers - who live in, operate in, or intend to establish a presence in the Lower Fillmore/Western Addition neighborhood, an area experiencing ongoing stabilization challenges while also benefiting from strong community assets and significant foot-traffic potential.

Program Area Summary: This program supports the development and operation of a commercial kitchen within a designated portion of the Fillmore Commercial Corridor in the Lower Fillmore/Western Addition, combined with a community-focused event space. The initiative aims to enhance economic opportunities and drive neighborhood activation in the Lower Fillmore/Western Addition neighborhood.

OEWD is seeking proposals from qualified nonprofit organizations to:

- Provide and permit access to a commercial kitchen space that the organization owns, or leases, or otherwise has secured for program use; and
- Design, implement, and operate a performance-based incubation and community activation program within the provided kitchen space that is defensible, transparent, measurable, and aligned with OEWD program goals.

Scope of Work: The selected applicant will be responsible for providing access to an existing commercial kitchen space, coordinating capital readiness, infrastructure development, and overall programmatic operations, including incubation services and community activation. Responsibilities may include, but are not limited to, the following:

Site Control + Governance

- Demonstrate control of, or secure site access to and operating control, to a commercial kitchen space.

- Execute, or demonstrate a pre-existing, Memorandum of Understanding (MOU) or equivalent agreement with the property owner or host entity of the location that defines:
 - Roles and responsibilities;
 - Access, scheduling, and use protocols;
 - Maintenance and operational expectations and responsibilities;
 - Reporting; and
 - Dispute resolution processes.

Kitchen Space, Operations, and Development

- Ensure the kitchen is an existing, code-compliant commercial kitchen that meets applicable San Francisco Planning Department and Department of Public Health requirements
- Maintain the space in a state of operational readiness, including:
 - Equipment functionality and routine maintenance;
 - Health and safety compliance; and
 - Standard operating procedures (SOPs) for shared kitchen use;
 - Planning Code requirements, and Department of Public Health regulations for food prepared for public consumption.
- Deliver a kitchen development workplan and maintain any permits or approvals necessary for compliant kitchen operations, as applicable, including:
 - Applicable permitting pathway and compliance steps;
 - Build-out milestones and timelines;
 - Timeline for any minor improvements or equipment installation (if needed);
 - Equipment plan (specifications, procurement approach, installation plan);
 - Safety protocols and standard operating procedures (SOPs); and
 - An operational readiness checklist.

Outreach, Recruitment, and Participant Readiness

- Develop participant eligibility criteria and intake/acceptance guidelines and processes.
- Conduct outreach, recruit and onboard participants, prioritizing outreach Lower Fillmore/Western Addition entrepreneurs and residents.
- Assess participant readiness and provide “on-ramp” support for early-stage entrepreneurs and businesses.

Business Technical Assistance + Incubation Services

- Provide participants with guidance and operational support, including but not limited to:
 - Referrals and navigation of City and County of San Francisco permitting and compliance processes,
 - Workshops, group, and cohort-based training sessions;
 - One-on-one business coaching and advising (e.g., business planning, pricing, operations);
 - Marketing, sales and branding support,

- support with licensing; and
- Guidance on food safety, regulatory and operational compliance.

Operator Model and Continuity Plan (Anchor + Backup)

- Implement a clear and equitable kitchen access model, including scheduling, usage guidelines, and participant agreements that include:
 - A designated anchor operator/lead kitchen manager with defined duties and time commitment and;
 - A backup operator plan to ensure continuity of operations (in the event of changes to staffing or partnerships).
- Deliver and maintain written operational policies covering:
 - Kitchen access and scheduling;
 - Equipment use and maintenance;
 - Incident reporting and escalation; and
 - Participant expectations agreements.

Phased Delivery with “Stop/Go” Gates (Required)

- Applicants must structure delivery in phases with explicit OEWD checkpoints. Example:
 - Phase 1 (0–90 days): Site access confirmed; MOU executed + permitting plan + baseline budget validation + readiness plan
 - Phase 2 (90–180 days): build-out milestones + equipment procurement/installation + pilot operations launch
 - Phase 3 (180–365 days): full operations and implementation + cohort expansion + stabilized programming cadence

Each phase must include measurable deliverables and OEWD approval triggers.

Performance Measures: Annual targets to be finalized in agreement with OEWD may include, but are not limited to, the following:

- Completion of agreed-upon kitchen development milestones, including permitting steps, build-out phases, equipment installation, and required inspections.
- Availability of at least 15 kitchen access slots for eligible users.
- Enrollment of at least 25 participants in incubation and technical assistance services.
- Support for at least 10 food-based businesses to launch, grow, or stabilize, based on negotiated outcome measures.
- Delivery of at least 250 hours of one-on-one technical assistance.
- Facilitation of at least 10 training sessions, including documentation of attendance.
- Hosting of at least 5 community-serving events, including documentation of participation and attendance.
- Timely completion and submission of all required phase-gate deliverables, supporting documentation, and progress updates.

Quarterly Reports

- SmallBusinessCentral data entry monthly.
- Quarterly narratives must include:

- Progress against deliverables and performance measures;
- Permitting/build-out status;
- Successes/challenges and risk items;
- Utilization and participant outcomes;
- Staffing/operator updates and continuity actions.

Failure to meet negotiated metrics may impact future funding determinations.

Minimum Qualifications:

- Have at least three (3) years of experience providing small business incubation, technical assistance, microenterprise support, and/or managing community-serving shared-use spaces.
- Demonstrate experience with one or more of the following:
 - permitting and compliance processes for food-related facilities; and/or
 - operational requirements for licensed or permitted commercial kitchen use.
- Demonstrate the ability to enter into and manage a formal site-use agreement, license, lease, MOU, or similar operating arrangement with a Lower Fillmore/Western Addition property owner or host entity.
- Demonstrate administrative and operational capacity to manage program implementation, participant tracking, reporting, and compliance requirements.
- Project must be within the aforementioned physical location: Lower Fillmore/Western Addition, Fillmore Street (between McAllister and Geary)

Preferred Qualifications:

- Strong neighborhood presence and trusted relationships within the Lower Fillmore / Western Addition community.
- Experience activating, managing, or supporting community-serving spaces that provide economic or cultural benefit.
- Proven experience delivering facility activation with deliverable-based management.
- Strong systems for tracking space utilization, participant engagement, technical assistance delivery, and program outcomes. (SmallBusinessCentral-ready).
- Familiarity with permitting, compliance, and operational requirements related to commercial kitchen use (e.g., prevailing wage and competitive bidding processes).
- Capacity to provide culturally responsive services in languages spoken by the target population, in addition to English.
- Experience coordinating across multiple partners, site hosts, operators, consultants, or service providers in a shared-use environment.

Supplementary Questions:

1. Kitchen development plan: Describe your plan to develop/complete the kitchen at the property, including permitting steps, milestones, and readiness timeline.
2. Site governance: Describe how you will structure the MOU with the property owner or entity (roles, access, maintenance, reporting, dispute resolution).
3. Phased approach: Provide a phased implementation plan with stop/go gates and deliverables.

4. Budget realism: Explain how your budget avoids optimistic assumptions and includes adequate contingency.
5. Operator model: Describe the anchor operator/kitchen manager role, staffing, and backup operator continuity plan.
6. Outreach + recruitment: How will you recruit and screen participants in the Lower Fillmore / Western Addition?
7. Incubation model: Describe your TA approach (workshops + 1:1), including compliance navigation and marketing/sales support.
8. Equity + barriers: Identify the top 3 barriers faced by your target population in this neighborhood and how you will reduce them.
9. Outcomes: Provide examples of measurable results achieved in the last 12 months.
10. Language proficiency: Indicate languages supported (other than English) and proficiency levels (1–5).

Supplementary Materials: Between two (2) and three (3)

Supplementary Materials Criteria:

All applicants must include the following with the application submission

1. Two (2) letters of support from past small business clients demonstrating ability to implement proposed activities.
2. If you are proposing as a collaboration, please also include 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 N: Small Business Grant Payment Support (Professional Services Contract)

Division: Community Economic Development

Total Funding Available: \$8,000,000.

Anticipated Number of Awards: Up to 3

Term of Service: 4 Years

Anticipated Annual Funding Per Contract: \$2,000,000

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Citywide

Physical Location: None Specified

Target Population(s): None Specified

Program Area Summary: The San Francisco Office of Economic and Workforce Development (OEWD) seeks a qualified contractor(s) to provide payment processing and fiscal administrative support services for the disbursement of OEWD-funded small business technical assistance funds.

The selected contractor will serve as a centralized payment processing partner, responsible for the secure, timely, and accurate distribution of funds to OEWD-approved recipients via check, ACH, or other approved payment methods. This includes maintaining complete financial records, ensuring tax and regulatory compliance, and providing transparent reporting to OEWD.

OEWD retains full authority over program design, eligibility determination, award selection, and funding approval. The contractor will not independently determine eligibility or award funding, and will act solely upon OEWD authorization.

Scope of Work: The Community Economic Development Division of the San Francisco Office of Economic and Workforce Development is seeking proposals from nonprofit organizations or financial institutions (credit unions, banks, etc) for payment processing services (checks, electronic deposit, etc.) for several programs that will enable the secure and accurate printing and delivery of payments to grantees.

Circumstances in which payment processing services would be required include, but are not limited to, instances in which grantees are unable to become established as official Suppliers (vendors) with the City and County of San Francisco within required timeframes, or when streamlined disbursement is necessary to ensure timely distribution of OEWD-approved funds.

Proposals for this area may include, but are not limited to, the following services:

- Financial management and administrative support, including processing and disbursing payments via check, or other approved methods

- Budget shall include costs associated with printing and disbursing checks or other forms of payment processing.
- Ensuring timely and accurate disbursement of funds in accordance with OEWD-approved schedules and payment instructions.
- Maintaining detailed and accurate records of all disbursements, including payment status (issued, cleared, returned, or reissued). Monthly reconciliation of all disbursements and maintaining audit ready financial documentation
- Providing the appropriate tax documentation to the business owners and ensuring compliance with all applicable federal, state, and local financial and tax regulations
- Providing regular reports to OEWD, including disbursement status updates, payment timelines, and exception reports (e.g., failed or returned payments)
- Responding to OEWD inquiries and coordinating with OEWD staff to resolve payment-related issues
- Conducting follow-up with small businesses recipients to ensure successful distribution of funds and providing basic payment-related customer support.
- Staffing limited to roles directly supporting payment processing, financial administration, and related compliance functions.

Performance Measures: Issuance of checks to grantees, determined by % of payments within a specified timeline

Roles & Responsibilities

OEWD

- Establish program guidelines and funding allocations
- Determine recipient eligibility and approve all funding decisions
- Provide contractor with authorized disbursement lists and payment instructions
- Monitor contractor performance and compliance

Contractor

- Execute payments strictly in accordance with OEWD authorization
- Maintain internal controls and financial integrity
- Provide timely and accurate reporting
- Establish internal controls and risk management protocol, including but not limited to:
 - Audit trails for all transactions
 - Monthly reconciliation processes
 - Fraud detection and prevention protocols

OEWD and/or the City and County of San Francisco reserve the right to audit all financial records and processes related to this contract.

Minimum Qualifications:

- The resulting agreement with the selected contractor will be cost reimbursement. The contractor must have the financial capacity to cover pass-through grant disbursements totaling up to \$1,500,000 per month while awaiting reimbursement from the City for the pass-through grants plus payment of administrative costs.

Preferred Qualifications:

1. Applicants should have a demonstrated ability to develop a flexible and adaptable budget that can respond to variable program needs and evolving disbursement volumes.
2. Applicants should provide a clear and detailed cost proposal outlining estimated administrative expenses associated with preparing, processing, and dispersing payments. to prepare, write, and disburse payment
3. Applicants should demonstrate sufficient organizational capacity, financial infrastructure, and staffing resources to efficiently deliver services.
4. Experience administering large-scale disbursement programs (public or private funding).
5. Proven financial infrastructure and internal controls.
6. Experience working with diverse small business populations. Familiarity with government contracting and compliance requirements.

Supplementary Questions:

1. Please describe your experience in administering checks to small businesses in San Francisco
2. Please describe the technical assistance your organization provides to ensure small businesses are paid in a timely manner
3. How do you work with diverse populations that may need additional tech or in-language support? What methods do you deploy to ensure the business is supported throughout the grant making process?
4. On average, how long does it take to disburse the grant to a small business after receiving all the proper documentation?
5. Please describe your past performance in administering grants to small businesses. Feel free to include:
 - a. Number of businesses supported
 - b. Dollar amount of grant disbursed

Supplemental Materials: 3**Supplementary Materials Criteria:**

All applicants must include the following with the application submission

1. Provide up to three (3) documents demonstrating the applicant's financial capacity to manage and disburse up to \$2,000,000 per month.(e.g., audited financial statements, line of credit, cash reserves, financial systems and internal controls,).

Program Area O: Manufacture of Legacy Businesses Brushed-Aluminum Plaques (Professional Services Contract)

Division: Office of Small Business

Total Funding Available: \$50,000

Anticipated Number of Awards: 1

Term of Service: 4 Years

Anticipated Annual Funding Per Contract: Up to \$12,500

Funding Source: General Fund

Expected Start Date: July 1, 2026, or later

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.
4. Describe your knowledge of, and/or experience with, other materials aside from brushed aluminum for interior plaques.
5. Provide a rough budget per plaque.

Supplementary Materials: 0

Supplementary Materials Criteria: None specified.

3.2 Regulatory and Compliance Requirements Specific to the Goods/Services Solicited

Prior to submitting a Proposal in response to this Solicitation, Proposers must ensure they have fully read and understood the “Regulatory and Compliance Requirements” set forth below and in Attachment C, City’s Grant Agreement Terms and Attachment D, City’s Contract Terms.

3.2.1 Web Content Accessibility Guidelines (WCAG) 2.1 Level AA

The technology services to be procured from an awarded Contractor under this Solicitation may be public facing (i.e., members of the public will use it to learn about, apply for, pay for, or otherwise access City services or information). A Proposer selected pursuant to this Solicitation shall adhere to the requirements of the Americans with Disabilities Act of 1990, as amended (42 U.S.C. Sec. 1201 et seq.), including the Web Content Accessibility Guidelines (WCAG) 2.1, Level AA, as specified in the Department of Justice’s Title II Rule on the accessibility of web content and mobile applications. The awarded Proposer shall ensure that all information content and technology provided under the resulting contract fully conforms to the Department of Justice’s Title II rules and where applicable, the applicable Revised 508 Standard, prior to delivery and before the City’s final acceptance of the Services and/or Deliverables. *Refer to Attachment C, City’s Grant Agreement Terms, or Attachment D, City’s Contract Terms, for additional details related to the application of this federal requirement to a contract awarded pursuant to this Solicitation.*

3.2.2 Green Purchasing Requirements

In preparation for any Proposal submitted in response to this Solicitation, Proposers are required to review the City [Mandatory Green Purchasing Requirements](#) to ensure all goods and services offered to City in response to this Solicitation comply with the City’s Green Purchasing Requirements. In addition, Proposers are encouraged to refer to Attachment D, City’s Contract Terms, for additional details related to the Green Purchasing Requirements applicable to any contract awarded pursuant to this Solicitation.

3.3 Reserved.

3.4 Reserved.

3.5 Reserved.

4 Local Business Enterprise (LBE) Program Requirements (Professional Service Contracts only)

4.1 CMD Compliance Officer

The CMD Compliance Officer (CCO) for this Solicitation and any Professional Service 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.

4.2 Application of LBE Rating Bonuses

San Francisco Micro, Small, and SBA LBE bidders certified by the Contract Monitoring Division are eligible for a rating bonus. LBE Rating Bonuses are applied to Proposers' scores at each phase of the Solicitation evaluation and selection process, including the price proposal evaluation in accordance with the Rating Bonus values shown below.

4.2.1 Commodities

Estimated Contract Value, per Agreement	Small/Micro LBEs Rating Bonus	SBA LBEs Rating Bonus
Greater than \$20,000 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.</i>
Greater than \$10,000,000.	0%	0%

4.2.2 General and Professional Services

Estimated Contract Value, per Agreement	Small/Micro LBEs Rating Bonus	SBA LBEs Rating Bonus
Greater than \$20,000 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, an JV Proposer's participation.</i>

Greater than \$10,000,000 but less than or equal to \$20,000,000.	2%	2%
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4.2.3 Professional Services by Joint Ventures

Estimated Contract Value, per Agreement	Percent Share of JV/Prime Work by Small or Micro-LBE Prime	Rating Bonus
Greater than \$20,000 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%
<p>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.</p>		

4.2.4 Sample Rating Bonus Calculations

ABC Firm Price Proposal <u>Attributes</u>	Possible Maximum Score	14B LBE Rating Bonus (2%)	Evaluated Total Score
<ul style="list-style-type: none"> Is a Certified Micro LBE 			
Minimum Qualifications	Pass	N/A	N/A
Written Proposal	100	2	102
Price Proposal Score	50	1	51
Total	150	3	153

4.3 Reserved (LBE Subcontracting Participation Requirements)

5 Proposal Evaluation Criteria

Evaluation Phase	Maximum Points
Submission Requirements Documentation	Pass/Fail
Written Proposal	150 Points
TOTAL	150 Points

6 Submission Requirements Documentation

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. Any Proposal that does not submit all the documentation below will not be considered for further evaluation.

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 Lead Applicant, the entity that will hold the contractual obligation if awarded (no template provided)
SR 4	Organizational Chart for the Lead 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
SR 6	Web Content Accessibility Guidelines 2.1 Level AA (“WCAG”) Attestation. The successful Proposer will be required to sign and complete the Vendor Attestation of Digital Accessibility Compliance attached here as Attachment H.

7 Written Proposal (150 Points)

Proposers must submit all submission requirements which include the Completed Proposal (SR1) consisting of a response to each item set forth 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, reviewers 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 (“Evaluation Panel”).

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 **150-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)

- Applicants address 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)

Supplemental Questions (50 Points)

- Supplemental Questions will be evaluated based on the Applicant's ability to thoroughly, clearly, and directly respond to the specific prompts identified for the applicable Program Area. Responses should demonstrate a strong understanding of the Program Area, target population, service model, operational approach, and community need addressed through the supplemental questions. Applicants should provide clear, detailed, practical, and well-supported information that strengthens the overall Proposal and demonstrates organizational readiness, relevant experience, technical expertise, partnerships, and the ability to successfully implement the proposed activities in alignment with OEWD priorities, program goals, equity objectives, and identified community needs.
- Applications will be evaluated on the extent to which responses are organized, responsive, feasible, and supported by relevant examples, implementation strategies, measurable outcomes, partnerships, industry knowledge, prior experience, or other applicable evidence where relevant to the supplemental question topic. Strong

responses will demonstrate thoughtful planning, an understanding of potential implementation challenges, and realistic strategies to address those challenges. Reviewers will assess whether the information provided contains sufficient detail to evaluate the Applicant’s qualifications, proposed approach, organizational capacity, and ability to successfully carry out the work associated with the supplemental question area.

**For Program Areas that do not include supplementary questions, the fifty (50) supplementary question points will be automatically awarded to all responsive proposals. In these cases, applicants will not be required to submit additional responses beyond the core proposal narrative requirements identified within the Program Area.

Supplemental Questions Rubric and Points		
Number of Questions	Points per Question	Total Points
5	10	50
10	5	50

Additional Considerations

Depending on the number and quality of Proposals, Applicants may be invited to be interviewed by the Evaluation Panel 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 Evaluation Panel for scoring. **Any attempt by an Applicant to contact a City official, representative, or employee, including a member on the Evaluation Panel, from the time the RFP is issued until the date the RFP is completed (either by cancelation 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 Evaluation Panel has 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). A list of tentative awardees will be posted on the RFP website.

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 tentative 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 awardee will need to adhere to. OEWD will also request the necessary compliance documentation that is required for City contracts.

8 Reserved.

9 Reserved.

10 Supporting Documentation Required Prior to Contract Execution

Proposers must provide each Required Supporting Documentation (“RSD”) identified below prior to Award. Failure to do so may result in the Proposal being deemed Non-Responsive.

RSD 1	Approved City Supplier Status.
RSD 2	Current City Business Tax Registration.
RSD 3	Active registration with the California Secretary of State, as applicable.
RSD 4	Current status with California Office of the Attorney General’s Registry of Charities and Fundraisers, as applicable.
RSD 5	Evidence that Proposer is compliant, or likely to become compliant within 30 calendar days of the Proposal Due Date with San Francisco Labor and employment Code Articles 131 and 132 .
RSD 6	Completed Proposal Attachments:

	<input type="checkbox"/> Attachment F: HCAO and MCO Declaration Forms <input type="checkbox"/> Attachment G: First Source Hiring Form <input type="checkbox"/> Attachment H: Vendor Attestation of Digital Accessibility Compliance
RSD 7	Proof of Insurance in accordance with Attachment C, City’s Grant Agreement Terms or Attachment D, City’s Contract Terms, as applicable
RSD 8	<p>Non-Profit Entities: If Proposer is a non-profit organization and receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds:</p> <p>(1) a statement describing Proposer’s efforts to comply with the San Francisco Administrative Code Chapter 12L (“Chapter 12L”) provisions regarding public access to Proposer’s meetings and records, and</p> <p>(2) a summary and disposition of all complaints concerning the Proposer’s compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. If no such complaints were filed, the Proposer shall include a statement to that effect.</p> <p><i>Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in Proposer’s Chapter 12L submissions shall be grounds for rejection of the Proposal and/or termination of any subsequent agreement reached on the basis of the Proposal.</i></p>

11 Failure to Provide Insurance

Unless otherwise stated, within ten business days of the receipt of a notice of award of a Contract or Grant, the Proposer to whom the contract is awarded shall deliver the specified bond documents and/or 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. The foregoing in no way limits the damages which are recoverable by City whether or not defined elsewhere in the contract documents.

12 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 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.

12.1 Nondiscrimination Requirements (“Equal Benefits”)

Proposers awarded any contract exceeding \$230,000 (the City’s “Minimum Competitive Amount”), may not, during the term of the Contract discriminate in the provision benefits 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. This Equal Benefits requirement applies in any of the contractor’s 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, subject to the conditions set forth in San Francisco Labor and Employment Code Articles 131 and 132. Contractors must submit a declaration confirming that the business complies with the Equal Benefits law. The declaration is available via SF City Partner Supplier Portal. *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.* For more information, visit the [Contract Monitoring Division \(CMD\) website](#).

12.2 Payment of Prevailing Wages

Services to be performed by an awarded Contractor under this Solicitation may involve the performance of work covered by San Francisco Labor and Employment Code Article 102 (collectively, “Covered Services”), which is incorporated into this Agreement as if fully set forth herein and will apply to any Covered Services performed by Contractor and its subcontractors. *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.*

12.3 Health Care Accountability Ordinance (HCAO)

If applicable, 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.*

12.4 Minimum Compensation Ordinance (MCO)

If applicable, 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, as applicable, for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

12.5 First Source Hiring Program

If applicable, 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, as applicable, for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

12.6 Reserved.

12.7 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.

12.8 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.

13 Terms and Conditions for Receipt of Proposals

13.1 How to Register to propose and be awarded a City Contract

To submit a proposal for a City contract, all vendors must be registered as a City BIDDER or a SUPPLIER. To be awarded a contract, Proposers must convert their BIDDER ID to a SUPPLIER ID, which requires additional steps to demonstrate compliance with certain San Francisco supplier requirements.

13.1.1 Registering as a BIDDER to propose on a City contract

Proposers that are not currently a City SUPPLIER must obtain a BIDDER ID by completing the following form on the [SF City Partner Portal](#).

Converting a BIDDER ID to SUPPLIER ID to be awarded a City contract

To convert a BIDDER ID to a SUPPLIER ID, awarded Proposers are required to register with the City Tax Collector's Office. Additionally, businesses awarded contracts exceeding \$230,000 (the "Minimum Competitive Amount") must comply with the City's Equal Benefits requirements pursuant to Labor and Employment Code Article 131 and must submit the online Equal Benefits Declaration through the [SF City Partner Portal](#).

For detailed instructions on registering for City Business Tax, submitting an Equal Benefits Declaration, and for converting your BIDDER ID to a SUPPLIER ID visit [Contracting with the City and County of San Francisco](#).

- **City Business Tax Registration Inquiries:** For questions regarding business tax registration procedures and requirements, visit [Register a Business | Treasurer & Tax Collector](#), 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.

13.2 Proposal Questions and Submissions

13.2.1 Proposer Questions and Requests for Clarification

Proposers shall address any questions regarding this Solicitation via email to owwd.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 owwd.procurement@sfgov.org no later than the Written Questions Due Date.** A written Addendum will be executed 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](#).

13.2.2 Proposal Format

Proposals must be submitted online. Information must be provided at a level of detail that enables effective evaluation and comparison between Proposals. Applicants should assume that the Evaluation Panel will not have any other information about Proposer or the Proposals

except for the documents submitted for this Solicitation. 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.
- 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 Evaluation Panel 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.

13.2.3 Time and Place for Submission of Proposals

Prior to the Proposal submission deadline, Proposers must upload their complete Proposals through the online system. Late submissions will not be considered. Each original Proposal received will be screened to ensure that all content required by this Solicitation is included. 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.

13.3 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. Every Addendum will create a new version of the Sourcing Event and Proposers must monitor the event for new versions. **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 and reviewed 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 CONTRACT TERMS IN ATTACHMENT C OR D, AS APPLICABLE.

13.4 Public Disclosure

All documents under this solicitation process are subject to public disclosure per the California Public Records Act (California Government Code § 7920.000 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 final award of a contract. Public disclosure may be made regardless of whether the RFP Materials are marked “confidential,” “proprietary,” “Copyright ©” or otherwise, and regardless of any statement purporting to limit the City’s right to disclose information, or requiring the City to inform or obtain the consent of the applicant prior to the disclosure of the RFP Materials. Nothing in this Administrative Code provision requires the disclosure of a private person’s or organization’s net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit. Information provided, which is covered by this paragraph, will be made available to the public upon request. Submission of any proposal or communication pursuant to the RFP constitutes acknowledgment and consent by the applicant to the potential public disclosure of its RFP Materials.

13.5 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 with **oewd.procurement@sfgov.org**. Any attempt to communicate with any party other than the designated email address, **oewd.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.

13.6 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.

13.7 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.

The following Third-Party Audit Reports can be used to satisfy CCSF's Cybersecurity Risk Assessment requirement:

- SOC 2 Type 2
- ISO/IEC 27001
- CSA STAR Level 2
- FedRAMP
- StateRAMP
- HITRUSTCSF – *products or services that primarily relate to the Healthcare industry ONLY.*
- PCI DSS Level 1 – *products or services that primarily relate to the Payment Processing industry ONLY.*
- NIST 800-53

In addition to the Third-Party Audit Reports mentioned above, City and County of San Francisco's CRA requirement can also be satisfied by providing a completed CAIQ Lite Questionnaire or completing the City's CRA Questionnaire in the City's LogicGate portal.

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

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.

13.8 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 email box 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.

13.9 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.

13.10 Protest Procedures

13.10.1 Protest of Non-Responsiveness Determination

Within five (5) 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 submitted and signed by an individual authorized to represent the Proposer (or in cases of fiscal sponsorship, joint ventures, or collaborations, the Lead Applicant), 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.

13.10.2 Protest of Non-Responsible Determination

Within five (5) 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 submitted and signed by an individual authorized to represent the Proposer (or in cases of fiscal sponsorship, joint ventures, or collaborations, the Lead Applicant), 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.

13.10.3 Protest of Contract Award

Within five (5) 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 submitted and signed by an individual authorized to represent the Proposer (or in cases of fiscal sponsorship, joint ventures, or collaborations, the Lead Applicant), 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.

13.10.4 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 mail or email to **oewd.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. If a Notice of Protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests may be amended up to the protest deadline date; no edits or changes will be accepted or considered thereafter.

13.11 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.

13.12 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. It is Proposer's responsibility to notify owwd.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.

13.13 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.

13.14 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.

13.15 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](tel:4152523100) or go to [the ethics commission website](http://theethicscommissionwebsite.com).

13.16 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.

13.17 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.

13.18 Other

- (A) The City may make such investigation, as it deems necessary, prior to the award of this contract to determine the conditions under which the goods are to be delivered or the work is to be performed. Factors considered by the City shall include, but not be limited to:
- (i) Any condition set forth in this Solicitation;
 - (ii) Adequacy of Proposer's facilities and/or equipment, location and personnel to supply the goods to be delivered or properly perform all services required under the anticipated contract; and

(iii) Delivery time(s).

- (B) 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.
- (C) 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.
- (D) 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.
- (E) 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.