

OEWD Request for Proposals (RFP) #233
Business Development; Impact, Policy, and Communications (IPC); and Workforce Development Divisions Grants
QUESTION AND ANSWER LOG

No.	Date	Method of Submission	Name	Org	Question	Response	Response Date
1	9/8/2025	TA Conference	Nicole Wang	Studiosheso	<p>Can you please confirm that only nonprofits are eligible to apply for this RFP?</p> <p>I noticed this being listed on page 10 of the application.</p> <p>However, the first page of the application, there are multiple businesses entities listed for selection, including For-profit Corporation/LLC as well as Sole Proprietor outside of Nonprofits.</p>	Nicole, refer to the Request for Proposals 233 itself to see eligible business entity types per program area. "Eligible applicants" are listed in each individual Program Area, and in the last column of the table shown on pages 6-7 of the RFP.	9/8/2025
2	9/8/2025	TA Conference	Inoni Lombe	D&A Communications	<p>Please confirm the budget for Program B is \$300,000/year and not \$300,000 to cover for 24months of service per the RFP document.</p> <p>Apologies, I meant Program C</p>	Per the RFP, Program Area C (General Marketing Services) offers \$300,000 to cover 24 months of service.	9/8/2025

3	9/8/2025	TA Conference	Inoni Lombe	D&A Communications	Section 1 of Attachment A - Project Management Approach has specific technical questions with the note to answer based off the program of choice. However, what would the difference be between Section 1 and Section 3, Section 4 for the different programs of choice?	Attachment A has been removed and updated 9/9/2025. The application link has had the correct questions pertaining to the Program Areas since being published.	9/8/2025
4	9/8/2025	TA Conference	Inoni Lombe	D&A Communications	For Program B, does the \$300,000 budget include media buying? Apologies, I meant Program C	Program Area C: General Marketing Services provides up to \$300,000 for 24 months of service. This program explicitly includes media planning and media buying as eligible activities, along with broader marketing, publicity, and campaign management.	9/8/2025
6	9/8/2025	TA Conference	Inoni Lombe	D&A Communications	Will an extension be issued?	No extension will be issued. We were notified of incorrect Attachment A at TA Conference, and have updated information within 24 hours.	9/8/2025
7	9/8/2025	Email	Paawan Kothari	SFMADE	Our organization submitted RFP 231 for Accelerate Manufacturing in February and was conditionally selected in March for the RFP 231 Contract. Is it recommended to change our proposal from the Feb. 2025 grant proposal under RFP 231? Or should we reissue	If your Agency is interested in applying for this program Area, we recommend you apply to this Area as if it was a new application process.	9/8/2025

					the same one in the current RFP 233 application?		
8	9/9/2025	Email	Paawan Kothari	SFMADE	Will the grant cycle renew in Oct 2026 or at the start of Fiscal year in July 2026?	<p>Hello,</p> <p>Per page 3 of RFP 233, "Contracts awarded pursuant to this Solicitation are expected to begin in October 2025 or later and shall be non-exclusive with an original term of up to two years. OEWD and the City, at its sole, absolute discretion, shall have the option to extend the term for four additional years for a total of six years, concluding no later than June 2031. Contracts may be negotiated for shorter or longer terms, and funding awards will be adjusted commensurate with the adjusted service period."</p> <p>Please feel free to reach out with any other questions.</p>	9/9/2025
9	9/9/2025	Email	Evette Davis	Southwest Strategies	I would like to verify if the budget stated in the RFP of \$300,000 includes costs for services identified such as polling, video production, etc., or if it only covers fees for the agency and other costs will come from a separate budget.	Program Area C: General Marketing Services provides up to \$300,000 for 24 months of service. This program explicitly includes media planning and media buying as eligible activities, along with broader marketing, publicity, and campaign management.	9/9/2025

10	9/9/2025	Email	Suzanne M. Nicholas	Wien Inc Marketing	<p>We have learned about RFP #233 and are interested in learning more about the General Marketing needs. Please advise if this is not the correct contact email in which to gain answers to our questions.</p> <p>Initial questions include:</p> <ol style="list-style-type: none"> 1. What is the primary goal of the campaign (advertising, publicity) over the next two years for OEWD? 2. Will there be a separate advertising budget to confirm the placements outlined in this proposal? If so, what is the budget? If there is no budget, we assume paid media will need to come out of the \$300,000 for 24 months budget for services noted in the RFP. If so, what is the expectation of how much to split the budget between marketing services and paid media? 	<p>Dear Suzanne,</p> <p>Thank you for your interest in RFP #233, Program Area C: General Marketing Services. Please see responses to your questions below.</p> <ol style="list-style-type: none"> 1. Over the two-year contract term, OEWD anticipates executing multiple micro-campaigns, each designed with clear goals and measurable outcomes. The overarching objective is to significantly increase awareness of OEWD and its initiatives, raising the agency's profile as a key partner in supporting San Francisco's business, workforce, and economic development sectors. 2. Paid media costs must be covered within the \$300,000 budget allocated for Program Area C over 24 months. There is no separate advertising budget. Once a contractor is selected, OEWD will work collaboratively with the awarded firm to determine the most effective allocation between marketing services and paid media to maximize impact. 3. The selected contractor will work closely with OEWD's internal marketing team, which includes a Director of External Affairs, a Communications Specialist supporting PR, marketing, and social media, and a Social Media Manager who leads content development. We expect a collaborative relationship, with responsibilities flexibly shared between OEWD staff and the contractor to ensure resources are used effectively. 4. Meeting frequency will be based on project needs. OEWD anticipates that most meetings will be conducted remotely, with occasional in-person sessions scheduled as necessary and as availability allows. 5. Applicants may submit a proposal while supplier registration is in progress. The RFP requires approved City Supplier status prior to contract execution, not at the time of proposal submission. City guidance mirrors this: first become 	9/10/2025
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awaiting approval to
be a Supplier?

Thank you for your
time, Suzanne

11	9/9/2025	Email	Khushbu Samtani	Most Likely To Agency	<p>Dear Procurement Team,</p> <p>We have a few questions in regards to the the City and County of San Francisco for the Office of Economic and Workforce Development RFP - Sourcing Event ID 0000011002</p> <p>All questions pertain to Program Area C: General Marketing Services (Professional Services Contract). Is there an incumbent agency? Could you share the name of the agency?</p> <p>Do you have any specific creative guidelines, tone, or brand messaging that you want us to align with?</p> <p>What deliverables would you like to accomplish first?</p> <p>What has precipitated this RFP? Why are you doing this initiative now?</p> <p>What are the KPIs you've used in the past?</p>	<p>Dear Khushbu,</p> <p>Thank you for your questions regarding RFP #233, Program Area C: General Marketing Services. Please see responses below.</p> <ol style="list-style-type: none"> 1. OEWD is not currently in contract with any agency for these services. This solicitation is intended to secure a new partner through an open and competitive process. 2. At this time, OEWD does not have pre-established creative guidelines, tone, or brand messaging for this work. All branding and marketing materials will be developed collaboratively with the selected contractor. We view this engagement as a strategic partnership, where your creative expertise will help shape a compelling and cohesive direction in alignment with OEWD's mission and goals. 3. The RFP is not seeking proposals for specific deliverables at this stage. The priority is for proposers to demonstrate relevant experience in the areas outlined. Generally, OEWD anticipates that initial efforts will focus on a regional campaign to promote shopping and dining in San Francisco, with specific deliverables to be defined collaboratively based on strategic discussions. 4. This initiative reflects OEWD's commitment to scaling promotional efforts and reaching broader audiences. Establishing this contract will create a flexible mechanism to efficiently engage with agencies, designers, and media outlets to amplify messaging and expand the reach of OEWD's initiatives. 5. In prior advertising campaigns, OEWD has measured performance (KPI) across the funnel: impressions and reach for awareness; click-through rate and video completion rate for engagement; and cost per acquisition and return on ad spend (ROAS) for performance. This balanced approach has helped assess both reach and impact. 6. Applicants may include links to relevant examples of past work and case studies within their proposals. This allows reviewers to access and evaluate creative portfolios while keeping submissions within the online application format. 7. The maximum award for Program Area C is \$300,000 over 24 months. The budget does not need to be split equally across year one and year two. Allocation may vary depending on the proposed work plan and will be refined collaboratively during contract negotiations. 8. Essential elements OEWD anticipates prioritizing include design, advertising production, content development (editorial and advertising 	9/10/2025
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				<p>For the RFP submission, we would be submitting for Program Area C: General Marketing Services (Professional Services Contract). It doesn't appear we can upload or link to any examples of our work, which we think would be pretty important in the evaluation. Can you clarify how we can best share examples? Does the 300K over 24 months have to be equally split across year 1 and year 2? To maximize impact within the current budget, how would OEWD prioritize the Program Area C scope—what are must-haves versus nice-to-haves? Please share more about the roles within your internal marketing team (i.e. do you have a social media manager, comms/pr lead, etc) and how you would see this team working with an external partner?</p>	<p>copy), performance analytics, and media purchasing. Proposers may also suggest additional creative elements or enhancements, but the listed areas are considered core.</p> <p>9. OEWD's internal communications team includes a Director of External Affairs, a Communications Specialist who supports PR, marketing, and social media, and a Social Media Manager who leads content development. We envision a collaborative partnership with the selected contractor, with responsibilities flexibly divided between OEWD staff and the external partner to maximize efficiency and impact.</p> <p>10. At the conclusion of the two-year term, OEWD anticipates having executed multiple campaigns with measurable results. Success will be demonstrated through increased awareness of OEWD's initiatives, improved engagement metrics, and a stronger public profile of OEWD as a leader in supporting San Francisco's business, workforce, and economic development efforts.</p> <p>11. Forms such as the Minimum Compensation Ordinance (MCO), Health Care Accountability Ordinance (HCAO), and First Source Hiring Program are provided for reference at the proposal stage. These forms do not need to be uploaded with the proposal but will be required if an applicant is selected for contract award.</p> <p>*****This response was prepared with support from AI to improve clarity and completeness.</p>	
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12	9/10/2025	Email	Dan Schmid	<p>Renaissance Entrepreneurs hip Center</p> <p>I am writing on behalf of Renaissance Entrepreneurship Center regarding RFP 233. We have a question regarding Program Area B: Downtown Economic Development. Specifically:</p> <p>Our organization has long standing experience serving entrepreneurs across San Francisco, including downtown, but our physical office is not located in the Financial District—it is in South of Market at 5th and Folsom St. Can you please confirm whether having an office physically located in the Financial District is an absolute eligibility requirement for Program Area B?</p> <p>Thank you for your guidance.</p>	<p>Per the RFP, applicants must (a) demonstrate experience serving the City’s downtown—specifically the Financial District—and (b) have a physical office space located in the Financial District. This physical-location requirement is listed explicitly under Program Area B (“Physical Location: Organization must have a physical office space located in the Financial District”).</p> <p>Given that your current office is at 5th & Folsom (SoMa), that address would not meet the “physical office in the Financial District” requirement as written. If you are considering establishing a qualifying office, you may describe that plan in your proposal; however, eligibility as stated requires a Financial District office.</p> <p>If you have additional questions or anticipate securing a Financial District location by a specific date, please let us know so we can advise on how to reflect that in your submission.</p>	9/10/2025
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13	9/10/2025	Email	Greyson Kim	Civic Edge Consulting	<p>Hello OEWD team,</p> <p>Civic Edge Consulting is applying as the primary applicant for OEWD RFP #233, Program Area C: General Marketing Services. Would you kindly respond to our questions below:</p> <p>Can you please provide the correct proposal submission deadline? Tuesday, September 16 at 11:59 AM or 5:00 PM?</p> <p>Can you please provide clarity about the total organizational budget for the last completed fiscal year - what is the exact information being asked for in this question? What additional information and in what format are you looking for when prompted to upload the Organizational Budget as a file?</p> <p>The character limit caps at 2,000 characters in the response boxes for all prompts on Page 8 of</p>	<p>Hello Civic Edge Consulting,</p> <p>Thank you for your questions regarding RFP #233, Program Area C: General Marketing Services. Please see responses below.</p> <p>1. Proposal submission deadline The proposal submission deadline is Tuesday, September 16, 2025, at 5:00 PM (Pacific Time). Proposals must be submitted online by this time to be considered.</p> <p>2. Organizational budget requirement When asked to provide the total organizational budget for the last completed fiscal year, OEWD is requesting the total expenses or operating budget for your organization during that fiscal year. In addition, applicants are required to submit a completed budget using Attachment B — Budget Template (RFP 233). This is the standard budget template that must be uploaded with your online submission. The template is available on the RFP webpage: https://www.sf.gov/resource-2025--request-proposals-rfp-233</p> <p>3. Character limit discrepancies in the online application The online application text boxes were initially capped at 2,000 characters, even where the RFP stated 3,000 characters. This has now been corrected, and applicants may enter responses up to the stated character limits.</p> <p>4. MCO Declaration Form We recognize that the links in Attachment F were incorrectly directing to HCAO forms. A correct fillable MCO Declaration Form will be provided via an addendum. In the meantime, you may use the most recent version of the City's MCO Declaration Form available on the Office of Labor Standards Enforcement (OLSE) website. Here is the updated link: https://www.sf.gov/sites/default/files/2022-12/MCO_Declaration_10_1_18.pdf If you have further questions, please email them here by Wednesday, September 10, 2025, by 5:00PM so we can ensure all clarifications are posted publicly for all applicants.</p>	9/10/2025
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					<p>the Online Application (Section 1: Applicant Qualifications and Staff Assignments) and do not align with listed character limits for each question. The same goes for each response box for the Supplementary Questions (listed as 3,000 characters, text boxes only allow 2,000 characters). Please instruct on how this will be updated.</p> <p>Please provide a correct link to a fillable MCO Declaration Form (links for MCO forms in Attachment F direct to HCAO Declaration Forms).</p>		
14	9/10/2025	Email	Savanna Schwartz	Southwest Strategies	<p>Good afternoon,</p> <p>I am following up with another question regarding the RFP. Where should supplementary questions and supplementary materials (2 letters of support for Program C) be submitted? I do not see a section to upload or enter text</p>	<p>Hello Savanna,</p> <p>In the "OEWD Request for Proposals (RFP) 233 Application," on page 9 under Part II: Project Description, you'll find the Supplementary Materials Criteria section at the bottom of the page. This is where you'll be able to upload and attach your letters of support.</p>	9/10/2025

					<p>for these sections in the online application.</p> <p>Thank you!</p>		
15	9/10/2025	Email	Savanna Schwartz	Southwest Strategies	<p>Hello,</p> <p>I also would like to flag that there are two different deadlines posted for the proposal. The RFP document lists Tuesday, September 16 by 5pm but the landing page lists Tuesday, September 16 at 11:59 am. Please clarify which time is correct. Thank you!</p>	<p>Thank you for flagging this discrepancy. The correct deadline for proposals is Tuesday, September 16, 2025, by 5:00 PM (Pacific Time). Proposals must be submitted online by this time to be considered.</p> <p>We will be updating the landing page to reflect the correct deadline.</p>	9/10/2025
16	9/10/2025	Email	Savanna Schwartz	Southwest Strategies	<p>Hi,</p> <p>An additional question for you. Some of the application sections on the online form seem tailored to non-profits. We are a private company and are wondering if the Current Board Members information is required in order to qualify. Thank you.</p>	<p>The “Current Board Members” section of the application is primarily relevant for nonprofit organizations, which are required to demonstrate their governance structure as part of eligibility. Since your organization is a private company applying under a professional services contract (Program Area C: General Marketing Services), you are not required to provide board member information in order to qualify.</p> <p>For private, for-profit applicants, please ensure that all other submission requirements are completed as outlined in the RFP, including the budget template (Attachment B), organizational budget, organizational chart, and supplementary materials specific to your program area. These are the documents that will be reviewed to determine eligibility and completeness of your application.</p>	9/10/2025

17	9/10/2025	Email	Savanna Schwartz	Southwest Strategies	<p>Following up again to inquire about the section for organizational budget. As a private company, we typically do not disclose operating budgets on RFPs. Please let me know if these section is also tailored to non-profits or required for all applicants.</p> <p>Thank you!</p>	<p>Thank you for your follow-up question regarding the organizational budget section.</p> <p>The requirement to provide an organizational budget applies to all applicants, including private companies, as it helps OEWD assess financial capacity and stability to carry out the proposed scope of work. While we recognize that private companies may not typically disclose operating budgets in other contexts, this information is required for all proposers under RFP #233 to ensure consistency and fairness in the evaluation process.</p> <p>Please note that in addition to your total organizational budget for the last completed fiscal year, applicants must also submit the completed Attachment B — Budget Template (RFP 233) as part of the application.</p>	9/10/2025
18	9/10/2025	Technical Assistance Conference	Inoni Lombe	D&A Communications	<p>Dear OEWD Procurement Team,</p> <p>I hope you're doing well. I'm reaching out with a few questions regarding Request for Proposals 233, specifically related to Program C – General Marketing:</p> <p>Are there any specific milestones or timelines OEWD is currently working toward in relation to Program C?</p> <p>Will the selected contractor be supporting existing initiatives such as</p>	<p>Hello,</p> <p>Thank you for your questions regarding RFP #233, Program Area C: General Marketing Services. Please see responses below.</p> <p>At this time, there are no pre-set milestones or timelines for Program C beyond the two-year contract term beginning October 1, 2025. Specific timelines will be determined in collaboration with the selected contractor based on the agreed work plan and campaign priorities.</p> <p>The contractor will provide adaptable marketing services that OEWD can apply to both ongoing efforts and new initiatives, depending on priorities established during the contract. This flexibility is intentional, as the RFP does not identify specific programs or campaigns in advance. Instead, the goal is to secure a partner who can support OEWD's evolving needs over the two-year term—whether that involves amplifying awareness of current programs, launching new initiatives, or developing citywide campaigns that align with OEWD's broader mission of advancing business, workforce, and economic development in San</p>	9/10/2025

				<p>Vacant to Vibrant, or will the scope primarily focus on new marketing initiatives?</p> <p>Is there a particular program or initiative OEWD is hoping to prioritize under Program C?</p> <p>Could you please share who the current incumbent is for the scope of work outlined in Program C?</p> <p>Any insights you can provide would be greatly appreciated as we prepare our submission.</p> <p>Thank you for your time and support.</p>	<p>Francisco.</p> <p>There is no single initiative pre-identified as the priority for Program C. Instead, the intent is to provide OEWD with comprehensive marketing capacity that can be applied across multiple projects and campaigns as needs arise. Proposers should demonstrate the ability to manage a variety of marketing efforts, including regional campaigns, brand development, media placement, and analytics.</p> <p>There is currently no incumbent agency for the scope of work outlined under Program C. This is a new competitive solicitation.</p>	
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