



1 [Accept and Expend Grant - Small Business Development Center Program -  
2 Amendment to the Annual Salary Ordinance - \$150,000]

3 **Ordinance retroactively authorizing the Office of Economic and Workforce**  
4 **Development to accept and expend a grant in the amount of \$150,000 from the**  
5 **Humboldt State University Sponsored Programs Foundation to host the San**  
6 **Francisco Small Business Development Center for the period of February 1,**  
7 **2014, through December 31, 2014; and amending Ordinance No. 160-13 (Annual**  
8 **Salary Ordinance, FY2013-14 and FY2014-2015) to reflect addition of one (1)**  
9 **Class 9775 Senior Community Development Specialist II grant-funded position**  
10 **(0.17 FTE) in the Office of Economic and Workforce Development.**

11  
12 NOTE: Additions are single-underline italics Times New Roman;  
13 deletions are ~~striketrough italics Times New Roman~~.  
14 Board amendment additions are double underlined.  
15 Board amendment deletions are ~~striketrough normal~~.

16 Be it ordained by the People of the City and County of San Francisco:

17 Section 1. Findings

18 (a) The Small Business Development Center (SBDC) Program is  
19 authorized through Congress and partially funded by the U.S. Small Business  
20 Administration (SBA). The SBDC Program is the SBA's largest technical service  
21 delivery program providing business support and training to the small business  
22 community. Federal SBDC funding from SBA is apportioned for each state based on  
23 population. The SBA maintains cooperative agreements with 63 SBDC Lead Centers  
24 – including the one at Humboldt State University – and annually distributes SBDC  
25 funding through these contract relationships.

1 (b) The Norcal SBDC Network is the collaborative partnership organization  
2 of SBDC service providers in fourteen (14) counties that stretch from Monterey to Del  
3 Norte, including the San Francisco Bay Area. The Norcal SBDC Network provides  
4 technical services (consulting and training) to existing and emerging small  
5 businesses with a focus on growth industries in the area. Each host organization for  
6 a local service location becomes a partner in the Norcal SBDC Network via a contract  
7 with HSUSPF.

8 (c) OEWD's mission is to support the ongoing economic vitality of San  
9 Francisco by strengthening its diverse neighborhoods and commercial corridors,  
10 assisting small businesses and major employers, creating a business climate where  
11 companies can grow and prosper, and ensuring a continually high quality of life for all  
12 San Franciscans.

13 (d) In November 2013, HSUSPF released RFP 2013-SF-01 to identify new  
14 host site for the San Francisco Small Business Development Center (SF SBDC). In  
15 February 2014, OEWD was awarded \$150,000 to serve as the new host for the SF  
16 SBDC.

17 (e) The grant award requires \$150,000 in matching funds. This  
18 requirement may be met with Community Development Block Grant (CDBG) funds  
19 from Housing and Urban Development and general funds.

20 Section 2. Authorization to accept and expend grant funds.

21 (a) The Board of Supervisors hereby authorizes the Office of Economic and  
22 Workforce Development to retroactively accept and expend, on behalf of the City and  
23 County of San Francisco, Small Business Development Center Funds in the amount  
24 of \$150,000 from HSUSPF for the purpose of serving as the new host of the San  
25 Francisco Small Business Development Center.

1 (b) The grant includes a budget for indirect costs of \$13,636.

2 Section 3. Grant funded positions; Amendment to FY 2013-14 and FY 2014-  
3 2015 Annual Salary Ordinance.

4 The hereinafter designated sections and items of Ordinance No. 160-13  
5 (Annual Salary Ordinance, FY 2013-2014 and FY 2014-2015) are hereby amended to  
6 add one (0.17 FTE) position in the Office of Economic and Workforce Development,  
7 and shall read as follows:

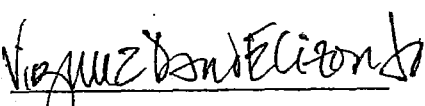
8  
9 Department: ECN Economic and Workforce Development (21)  
10 Program: BK5 Economic Development  
11 Subfund: 2S-CDB-GPC  
12 Index Code: ECNEDSBDC

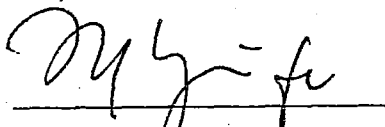
13	Amendment: # of Pos.	Class and Item No.	Compensation Schedule
14	<u>Add 0.17 FTE</u>	<u>9775 Senior Community Devl Specialist II</u>	<u>\$3,479 B \$4,229</u>

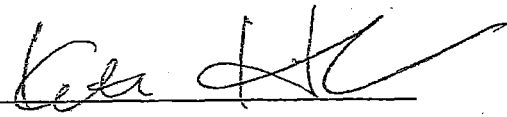
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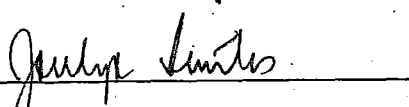
APPROVED AS TO FORM:


APPROVED AS TO CLASSIFICATION  
DEPARTMENT OF HUMAN RESOURCES

By:   
Virginia Dario Elizondo  
Deputy City Attorney

By:   
Micki Callahan, Director  
Department of Human Resources

APPROVED:   
for Edwin M. Lee  
Mayor

APPROVED:   
for Ben Rosenfield  
Controller

Recommended:  
  
Todd Rufo, Director

Office of Economic and Workforce Development

**TO:** Angela Calvillo, Clerk of the Board of Supervisors  
**FROM:** Joaquin Torres, Director of Invest in Neighborhoods  
Office of Economic and Workforce Development  
**DATE:** April 8, 2014  
**SUBJECT:** Accept and Expend Ordinance for Federal Pass Through  
Grant  
**GRANT TITLE:** Small Business Development Center Grant

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Attached please find the original and 2 copies of each of the following:

- Proposed grant ordinance; original signed by Department, Mayor, Controller
- Grant information form, including disability checklist
- Grant budget
- Grant application
- Letter of Intent or grant award letter from funding agency
- Ethics Form 126 (if applicable)

**Special Timeline Requirements:**

**Departmental representative to receive a copy of the adopted ordinance:**

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Interoffice Mail Address: \_\_\_\_\_

Certified copy required Yes

No

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

**File Number:** \_\_\_\_\_

(Provided by Clerk of Board of Supervisors)

**Grant Ordinance Information Form**

(Effective May 2011)

Purpose: Accompanies proposed Board of Supervisors ordinances authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying ordinance:

1. Grant Title: Small Business Development Center Grant
2. Department: Office of Economic and Workforce Development
3. Contact Person: Joaquin Torres Telephone: (415) 554-7013
4. Grant Approval Status (check one):  
 Approved by funding agency                       Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$150,000
- 6a. Matching Funds Required: \$150,000  
b. Source(s) of matching funds (if applicable): Community Development Block Grant funds, general funds
- 7a. Grant Source Agency: Small Business Administration  
b. Grant Pass-Through Agency (if applicable): Humboldt State University Sponsored Programs Foundation Norcal SBDC Lead Center
8. Proposed Grant Project Summary: Through establishment of the SF SBDC, provide access to trainings that focus on operations, personnel administration, marketing, merchandising; accounting and financial management, capital planning, securing loans, and other issues relevant to small business in San Francisco.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:  
Start-Date: 2/1/14                      End-Date: 12/31/14
10. Number of new positions created and funded: 1
11. Explain the disposition of employees once the grant ends? Employees will be separated when grant term expires.
- 12a. Amount budgeted for contractual services: \$20,000  
b. Will contractual services be put out to bid? Yes  
c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements? Yes  
d. Is this likely to be a one-time or ongoing request for contracting out? Ongoing
- 3a. Does the budget include indirect costs?                       Yes                       No

b1. If yes, how much? \$13,636

b2. How was the amount calculated? 10% of direct program costs

c. If no, why are indirect costs not included?

Not allowed by granting agency

To maximize use of grant funds on direct services

Other (please explain):

c2. If no indirect costs are included, what would have been the indirect costs?

14. Any other significant grant requirements or comments:

**\*\*Disability Access Checklist\*\***

15. This Grant is intended for activities at (check all that apply):

Existing Site(s)

Existing Structure(s)

Existing Program(s) or Service(s)

Rehabilitated Site(s)

Rehabilitated Structure(s)

New Program(s) or Service(s)

New Site(s)

New Structure(s)

16. The Departmental ADA Coordinator or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

Comments:

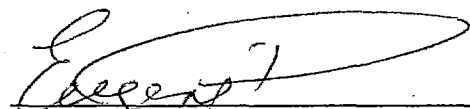
Departmental ADA Coordinator or Mayor's Office of Disability Reviewer:

Eugene T. Flannery

(Name)

Environmental Compliance Manager/ADA Coordinator

Date Reviewed: 3-21-14

  
(Signature Required)

Overall Department Head or Designee Approval:

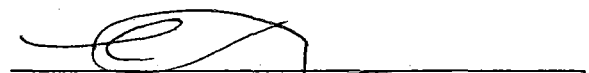
Todd Rufo

(Name)

OEWD Director

(Title)

Date Reviewed: 3/24/14

  
(Signature Required)



<b>PROPOSAL COVER SHEET</b>
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RFP Number	2013-SF-01
County(ies) of Territory	San Francisco
SBA Funding Requested	\$150,000

### LATE PROPOSALS WILL NOT BE ACCEPTED

The submission of this proposal does not obligate HSUSPF to fund the proposed program. If the proposal is approved for funding, a contract will be executed between the HSUSPF and the bidder. When funding is authorized, the bidder will be expected to adhere to all terms of the executed contract.

<b>1. APPLICANT INFORMATION</b>		
Name of Organization	City of San Francisco, Office of Economic & Workforce Development	
Street Address	1 Dr Carlton B Goodlett Place, Room 448	
City, State, Zip Code	San Francisco, CA 94102	
Website	<a href="http://www.oewd.org">www.oewd.org</a>	
Contact Person	Jordan Klein	
Contact's Title	Senior Project Manager	
Phone Number	(415) 554-6645	
Fax Number		
Email Address	<a href="mailto:Jordan.klein@sfgov.org">Jordan.klein@sfgov.org</a>	
<b>2. APPLICANT LEGAL ENTITY STATUS</b> <i>Please check one choice only.</i>		
<input type="checkbox"/>	Non-Profit Organization	Type of Nonprofit (501c3, 501c6, etc):
		Place and Date of Incorporation:
		President of Corporation:
<input type="checkbox"/>	Institution of Higher Education	Private or Public Institution:
		President of the Institution:
<input checked="" type="checkbox"/>	Municipality or County	City, Town or County: <b>City</b>
		City Manager or County Executive: <b>Naomi Kelly, City Administrator</b>
		Mayor or Chair of Board of Supervisors: <b>Mayor Edwin M. Lee</b>
<input type="checkbox"/>	Other Public Economic Development Institution	Legal Status:
		President/ Highest Ranking Director:
		Chair of Board of Directors:
<b>3. CERTIFICATION</b>		
I hereby certify that the information reported in this proposal is, to the best of my knowledge, complete and accurate; that the applicant organization named has authorized me, as its representative, to submit this proposal; and that the proposal and cost information is valid for one hundred twenty (120) days from the date of submission.		
	Jordan Klein Senior Project Manager	12/17/13
Signature	Printed Name and Title	Date

<b>HOST ORGANIZATION CONTACT INFORMATION</b>
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Please provide the following contract information.

<b>1. AUTHORIZED CONTRACT DESIGNEE/ CONTRACT SIGNATORY</b>	
Name	Todd Rufo
Title	Director, Office of Economic & Workforce Development
Primary Phone	(415) 554-5694
Alternate Phone	
Fax	
Email	todd.rufo@sfgov.org
<b>2. RESPONSIBLE ADMINISTRATOR (Person to whom the SBDC manager reports to)</b>	
Name	Todd Rufo
Title	Director, Office of Economic & Workforce Development
Primary Phone	(415) 554-5694
Alternate Phone	
Fax	
Email	todd.rufo@sfgov.org
<b>3. FISCAL OFFICER/ ACCOUNTING MANAGER</b>	
Name	Merrick Pascual
Title	Chief Financial Officer
Primary Phone	(415) 701-4811
Alternate Phone	
Fax	
Email	merrick.pascual@sfgov.org
<b>4. CONTRACTS/ GRANTS MANAGER</b>	
Name	Fred Liedl
Title	Finance Manager
Primary Phone	(415) 701-4834
Alternate Phone	
Fax	
Email	fred.liedl@sfgov.org

ATTACHMENT 3

SBDC CONSULTING WORKPLAN AND OUTCOMES: STARTUP/YEAR 1										
RFP #					2013-SF-01					
SERVICE TERRITORY					San Francisco County					
APPLICANT ORGANIZATION					City & County of San Francisco, Office of Economic & Workforce Development					

	Month 1 (April 2014)	Month 2 (May 2014)	Month 3 (June 2014)	Month 4 (July 2014)	Month 5 (August 2014)	Month 6 (September 2014)	Month 7 (October 2014)	Month 8 (November 2014)	Month 9 (December 2014)	YEAR 1 TOTAL
<b>COUNSELING Service Delivery</b>										
# of business clients to receive private (1-on-1) business consulting	50	50	75	100	100	100	100	100	100	775
Total # of hours of consulting	100	150	250	250	250	350	350	400	400	2500
Total # of business clients receiving more than 5 hours of consulting within the calendar year (Long Term Clients)	5	5	15	25	25	25	25	30	30	185
<b>COUNSELING Economic Impacts</b>										
# of business clients to produce a measurable economic impact (outcome) that is attributed to the SBDC consulting provided	20	20	30	40	40	40	40	40	40	310
Total Jobs Created	8	8	11	15	15	15	15	15	15	117
Total Jobs Retained (that were previously slated for elimination)	8	8	11	15	15	15	15	15	15	117
Total New Businesses Started	3	3	4	5	5	5	5	5	5	40
Total Increases in Sales	\$ 150,000	\$ 225,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 525,000	\$ 525,000	\$ 600,000	\$ 600,000	\$ 3,750,000
Total Dollar Amount- Loans Secured	\$ -	\$ -	\$ 375,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 750,000	\$ 750,000	\$ 4,375,000
Total Dollar Amount- Equity Secured	\$ -	\$ -	\$ 225,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 450,000	\$ 450,000	\$ 2,625,000
Total Capital Infusion (Dollar amount of Business Loans Secured + Dollar amount of Equity Capital Secured)	\$ -	\$ -	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,200,000	\$ 1,200,000	\$ 7,000,000

Notes:

- \* Service provision will scale up gradually over time
- \* Jobs created and retained estimates are calculated based on a percentage of total businesses served
- \* Sales increases estimates are calculated based on a product of total hours of consulting services
- \* Capital infusion estimates are calculated based on a product of long term clients

2013 SBDC BUDGET PROPOSAL									
RFP #		2013-SF-01							
SERVICE TERRITORY		City & County of San Francisco							
APPLICANT ORGANIZATION		City & County of San Francisco, Office of Economic & Workforce Development							
DESCRIPTION	FTE%	SBA	Cash Match	In-Kind Match	Indirect (waived)	Total Match	Program Income	Non-Match Cash	TOTAL
<b>A. PERSONNEL</b>									
Director of Small Business Services	100%	55,738.00	30,012.00	0.00		30,012.00	0.00	0.00	85,750.00
Lead Case Manager	100%	18,254.00	54,763.00	0.00		54,763.00	0.00	0.00	73,017.00
Case Manager	75%	0.00	54,763.00	0.00		54,763.00	0.00	0.00	54,763.00
Case Manager	60%	0.00	43,811.00	0.00		43,811.00	0.00	0.00	43,811.00
Jobs Squad	60%	0.00	35,424.00	0.00		35,424.00	0.00	0.00	35,424.00
Jobs Squad	60%	0.00	35,424.00	0.00		35,424.00	0.00	0.00	35,424.00
Data Management Assistant	25%	7,800.00	0.00	0.00		0.00	0.00	0.00	7,800.00
	0%	0.00	0.00	0.00		0.00	0.00	0.00	0.00
Total Personnel		81,792.00	254,197.00	0.00	0.00	254,197.00	0.00	0.00	335,989.00
<b>B. FRINGE BENEFITS</b>									
Director of Small Business Services	100%	22,295.00	12,005.00	0.00		12,005.00	0.00	0.00	34,300.00
Lead Case Manager	100%	7,302.00	21,905.00	0.00		21,905.00	0.00	0.00	29,207.00
Case Manager	75%	0.00	21,905.00	0.00		21,905.00	0.00	0.00	21,905.00
Case Manager	60%	0.00	17,524.00	0.00		17,524.00	0.00	0.00	17,524.00
Jobs Squad	60%	0.00	14,170.00	0.00		14,170.00	0.00	0.00	14,170.00
Jobs Squad	60%	0.00	14,170.00	0.00		14,170.00	0.00	0.00	14,170.00
Data Management Assistant	25%	1,560.00	0.00	0.00		0.00	0.00	0.00	1,560.00
	0%	0.00	0.00	0.00		0.00	0.00	0.00	0.00
Total Fringe Benefits		31,157.00	101,679.00	0.00	0.00	101,679.00	0.00	0.00	132,836.00
<b>C. TRAVEL</b>									
# of Miles:	1,000 mi rate:	0.56	560.00	0.00	0.00	0.00	0.00	0.00	560.00
# of Airfare:	1 avg rate:	450.00	450.00	0.00	0.00	0.00	0.00	0.00	450.00
# of Hotels:	3 avg rate:	150.00	450.00	0.00	0.00	0.00	0.00	0.00	450.00
# of Per-Diem:	3 day rate:	75.00	225.00	0.00	0.00	0.00	0.00	0.00	225.00
Other			730.00	0.00	0.00	0.00	0.00	0.00	730.00
Total Travel		2,415.00	0.00	0.00	0.00	0.00	0.00	0.00	2,415.00
<b>D. EQUIPMENT</b>									
(only for items \$5,000 or more)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Equipment		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>E. SUPPLIES</b>									
General Office and Operational		0.00	5,000.00	0.00	0.00	5,000.00	0.00	0.00	5,000.00
Total Supplies		0.00	5,000.00	0.00	0.00	5,000.00	0.00	0.00	5,000.00
<b>F. CONTRACTUAL</b>									
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Contractual		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>G. CONSULTANTS</b>									
Contractor	Hrs	Hrly rate							
Business Consultants	1,750	60	20,000.00	85,000.00	0.00	85,000.00	0.00	0.00	105,000.00
Total Consultants			20,000.00	85,000.00	0.00	85,000.00	0.00	0.00	105,000.00
<b>H. OTHER</b>									
Facilities		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Training and conferences		1,000.00	1,000.00	0.00	0.00	1,000.00	0.00	0.00	2,000.00
Telecom		0.00	1,000.00	0.00	0.00	1,000.00	0.00	0.00	1,000.00
Printing/Copying		0.00	3,000.00	0.00	0.00	3,000.00	0.00	0.00	3,000.00
Postage		0.00	2,000.00	0.00	0.00	2,000.00	0.00	0.00	2,000.00
Total Other		1,000.00	7,000.00	0.00	0.00	7,000.00	0.00	0.00	8,000.00
I. TOTAL DIRECT		136,364.00	452,876.00	0.00	0.00	452,876.00	0.00	0.00	589,240.00
<b>J. INDIRECT COSTS</b>									
Note: IDC basis is		IDC Rate: 22.9%							
SBA IDC Claimed: 10.0%		13,636.00				0.00			13,636.00
% of Salaries/Fringe		SBA IDC Waived:			93,678.00	93,678.00			93,678.00
<b>TOTAL BUDGET</b>		150,000.00	452,876.00	0.00	93,678.00	546,554.00	0.00	0.00	696,554.00

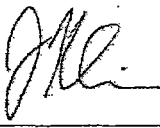
2013 SBDC BUDGET JUSTIFICATION			
RFP #		2013-SF-01	
SERVICE TERRITORY		City & County of San Francisco	
APPLICANT ORGANIZATION		City & County of San Francisco, Office of Economic & Workforce Development	
DESCRIPTION		TOTAL	BUDGET NARRATIVE
<b>A. PERSONNEL</b>			
	FTE%		
Director of Small Business Services	1.00	85,750.00	Small business consulting services; loan packaging; referrals to partner organizations; assignment of clients to consultants; overall coordination of activities; and strategic partnerships.
Lead Case Manager	1.00	73,017.00	
Case Manager	0.75	54,763.00	Intake and assessment; permits and licensing assistance; referrals to partner organizations; and assignment of clients to the Director of Small Business Services and consultants.
Case Manager	0.60	43,811.00	
Jobs Squad	0.60	35,424.00	Program outreach; intake and assessment; referrals to partner organizations; and referrals to SBAC case managers.
Jobs Squad	0.60	35,424.00	
Data Management Assistant	0.25	7,800.00	Data entry and management
Total Personnel		335,989.00	
<b>B. FRINGE BENEFITS</b>			
	%		
Director of Small Business Services	1.00	34,300.00	
Lead Case Manager	1.00	29,207.00	
Case Manager	0.75	21,905.00	
Case Manager	0.60	17,524.00	
Jobs Squad	0.60	14,170.00	
Jobs Squad	0.60	14,170.00	
Data Management Assistant	0.25	1,560.00	
Total Fringe Benefits		132,836.00	
<b>C. TRAVEL</b>			
# of Miles:	1,000 mi rate:	560.00	For travel to serve clients
# of Airfare:	1 avg rate:	450.00	For travel to SBDC conference
# of Hotels:	3 avg rate: 150	450.00	For travel to SBDC conference
# of Per-Diem:	3 day rate: 75	225.00	For travel to SBDC conference
Other		730.00	For travel to serve clients
Total Travel		2,415.00	
<b>D. EQUIPMENT</b>			
(only for items \$5,000 or more)		0.00	
Total Equipment		0.00	
<b>E. SUPPLIES</b>			
General Office and Operational		5,000.00	
Total Supplies		5,000.00	
<b>F. CONTRACTUAL</b>			
		0.00	
		0.00	
		0.00	
Total Contractual		0.00	
<b>G. CONSULTANTS</b>			
Contractor	Hrs	Hrly rate	
Business Consultants	1,750	60	105,000.00
			Average hourly rate for all business consultants
			0.00
			0.00
Total Consultants		105,000.00	
<b>H. OTHER</b>			
Facilities		0.00	Included in indirect waived
Training and conferences		2,000.00	
Telecom		1,000.00	
Printing/Copying		3,000.00	
Postage		2,000.00	
		0.00	
Total Other		8,000.00	
<b>I. TOTAL DIRECT:</b>		<b>589,240.00</b>	
<b>J. INDIRECT COSTS</b>			
IDC Rate:		22.9%	
SBA IDC Claimed:		10.0%	13,636.00
SBA IDC Waived:		0.0%	93,678.00
<b>TOTAL BUDGET</b>		<b>696,554.00</b>	

**CERTIFICATION OF CASH AND IN-KIND MATCH**

<b>CASH MATCH</b>					
<i>The total Cash Match on this sheet should match the total Cash Match on ATTACHMENT 3- Sheet 1</i>					
Source of Cash Match (include name of funding entity, grant name, etc)	Brief Description (What does funding pay for?)	Dollar Amount	Is funding already secured? (Y or N)	If not Secured, when do you expect to know if is secured?	Funder's Performance Period (start and end date)
Community Development Block Grants	Business consultants; Director of Small Business Services	\$105,000	FY13-14 funds secured.	FY14-15 funds to be secured by May 2014.	7/1/13-6/30/14; 7/1/14-6/30/15
City & County of SF General Fund	Remaining salaries, benefits, expenses and indirect costs	\$441,554	FY13-14 funds secured	FY14-15 budget to be finalized by June 2014	7/1/13-6/30/14; 7/1/14-6/30/15
<b>Total Cash Match</b>					

<b>IN-KIND MATCH</b>				
<i>The total In-Kind Match on this sheet should match the total In-Kind Match on ATTACHMENT 3- Sheet 1</i>				
Source of In-Kind Match (include name of donating entity)	Brief Description (What is the in-kind for?)	Dollar Value	New in-kind source or used in the past?	Documentation type to be used to for certifying in-kind?
<b>Total Cash Match</b>				

As the authorized representative of the Applicant Organization, I hereby certify that the Small Business Development Center program budget as set forth in this proposal contains match in the amount and from the sources listed above. I certify that these funds and contributions are/will be under the control of the top SBDC manager and that these funds are not being used to match any other federal funds.

	Jordan Klein Senior Project Manager	December 17, 2013
Signature	Printed Name and Title	Date

**PLANNED CLOSURE DATES**

Please indicate all closure dates for the location(s) where SBDC services will be provided. It is completely acceptable if some of the listed holidays are not observed and/or are observed on a different date by the applicant organization.

Fourteen (14) closures is an the normal number of days SBDCs are closed for holidays. This allows for ten (10) federal holidays, Cesar Chavez Day—a holiday in California, and three other days normally used the day after Thanksgiving and in conjunction to Christmas. SBDC closures of more than fourteen (14) days may impact funding levels.

<b>Holiday</b>	<b>2014 Date</b>	<b>2014 Center Closure (Date Observed)</b>
New Year's Day	January 1	January 1
Martin Luther King Day	January 20	January 20
President's Day	February 17	February 17
Cesar Chavez Day	March 31	n/a
Memorial Day	May 26	May 26
Independence Day	July 4	July 4
Labor Day	September 1	September 1
Columbus Day	October 13	October 13
Veterans Day	November 11	November 11
Thanksgiving Day	November 27	November 27 & 28
Christmas day	December 25	December 25
SBDC Staff Trainings	TBD	TBD (2)

Total closure days: 13

**Attachments 8: Résumés**

Enclosed are résumés for the following existing personnel referenced in the proposal:

Todd Rufo, Director, Office of Economic & Workforce Development  
Joaquin Torres, Deputy Director  
Regina Dick-Endrizzi, Director, Office of Small Business  
Martha Yanez, Small Business Assistance Center Supervisor  
Christian Murdock, Administrative Analyst, Office of Small Business  
Manish Goyal, Program Manager, Jobs Squad  
Francis Chan, Project Manager, Jobs Squad  
Merrick Pascual, Chief Financial Officer  
Fred Liedl, Finance Manager  
Lisa Estrada, Fiscal Compliance Officer  
Laurel Arvanitidis (née Barsotti)  
Amy Cohen, Director, Neighborhood Business Development  
Holly Lung, Economic Development Program Manager  
Jordan Klein, Senior Project Manager, Invest in Neighborhoods  
Crezia Tano, Senior Project Manager, Community Benefit District Program  
Ellyn Parker, Project Manager  
Jorge Rivas, Project Manager  
Diana Ponce De Leon, Project Manager





SMALL BUSINESS COMMISSION  
OFFICE OF SMALL BUSINESS



CITY AND COUNTY OF SAN FRANCISCO  
EDWIN M. LEE, MAYOR

December 10, 2013

Todd Rufo, Director  
Office of Economic and Workforce Development  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 448  
San Francisco, CA 94102

**Subj: Passage of Resolution No. 001-13-SBC [Supporting SF Small Business Development Center Proposal]**

Dear Mr. Rufo:

At a special meeting on Monday, December 9, 2013, the Small Business Commission unanimously passed a resolution in support of your office's application to host the Northern California Small Business Development Center (SBDC) program. The Commission believes the SBDC program is a natural fit to compliment the ongoing small business support and development services provided by your staff and by the Office of Small Business.

I wish you luck with your application, and want to convey the Commission's appreciation for your hard work and continuous support to San Francisco's small business community.

Please feel free to contact me should you have any questions related to the Commission's action.

Sincerely,

Regina Dick-Endrizzi  
Director, Office of Small Business

cc: Jason Elliot, Mayor's Office  
Joaquin Torres, OEWD  
Jordan Klein, OEWD

SMALL BUSINESS COMMISSION  
1 DR. CARLTON B. GOODLETT PLACE, ROOM 110  
SAN FRANCISCO, CA 94102  
415.554.6134

REGINA DICK-ENDRIZZI, EXECUTIVE DIRECTOR  
CHRISTIAN MURDOCK, ACTING COMMISSION SECRETARY



SMALL BUSINESS COMMISSION  
OFFICE OF SMALL BUSINESS



CITY AND COUNTY OF SAN FRANCISCO  
EDWIN M. LEE, MAYOR

STEPHEN ADAMS, PRESIDENT  
MONETTA WHITE, VICE PRESIDENT  
KATHLEEN DOOLEY, COMMISSIONER  
MARK DWIGHT, COMMISSIONER  
LUKE O'BRIEN, COMMISSIONER  
WILLIAM ORTIZ-CARTAGENA, COMMISSIONER  
IRENE YEE RILEY, COMMISSIONER

December 9, 2013

**FILE NO. R-2013-001-SBC**  
**RESOLUTION NO. 001-13-SBC**

**Supporting SF Small Business Development Center Proposal**

**Whereas, small businesses are a vital part of San Francisco's economy; and**

**Whereas, the provision of business assistance services and one-on-one consulting is proven to be an effective method of establishing, growing, strengthening and retaining small businesses, boosting the local economy, and creating local jobs; and**

**Whereas, the San Francisco Small Business Development Center (SF SBDC) is an effective provider of business assistance services and an essential part of the continuum of services provided to small business in San Francisco; and**

**Whereas, the San Francisco Small Business Development Center is currently without a local host organization to house and provide fiscal sponsorship and oversight for SF SBDC's small business consulting services; and**

**Whereas, the Northern California SBDC Lead Center seeks to establish a partnership with a municipality, nonprofit corporation, or institute of higher education to serve as the new host organization for the San Francisco Small Business Development Center, and has issued a request for proposals (RFP) from entities that are interested in establishing such a partnership; and**

**Whereas, San Francisco's Office of Economic & Workforce Development (OEWD) plans to submit a proposal in response to that RFP, seeking to establish the City and County of San Francisco as the new host for the San Francisco Small Business Development Center; and**

SMALL BUSINESS COMMISSION  
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SAN FRANCISCO, CA 94102  
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REGINA DICK-ENDRIZZI, EXECUTIVE DIRECTOR  
CHRISTIAN MURDOCK, ACTING COMMISSION SECRETARY

**Whereas**, San Francisco voters, through the passage of Proposition I in November 2007, established the Small Business Assistance Center to increase and streamline services for small businesses in the City; and

**Whereas**, through the Jobs Squad and Invest in Neighborhoods, San Francisco's Office of Economic & Workforce Development has greatly expanded the City's provision of direct services to small businesses and commercial districts; and

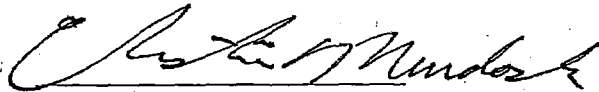
**Whereas**, the services provided by the San Francisco Small Business Development Center align closely with these existing services for small businesses already provided by the City and County of San Francisco; and

**Whereas**, the City and County of San Francisco would benefit greatly from the opportunity to directly leverage the business assistance services provided by the San Francisco Small Business Development Center, to the benefit of the City's small businesses; now therefore, be it

**Resolved**, that the Small Business Commission of the City and County of San Francisco hereby supports the proposal submitted by the Office of Economic & Workforce Development to establish the City and County of San Francisco as the host organization for the San Francisco Small Business Development Center; and be it

**Further Resolved**, that the Small Business Commission urges the Northern California SBDC Lead Center to accept the proposal submitted by the Office of Economic & Workforce Development and award OEWD full funding for the expansion of consulting services in San Francisco.

I hereby certify that the foregoing Resolution was adopted by the Small Business Commission of the City and County of San Francisco on 12/9/2013.



Christian Murdock  
Acting Commission Secretary

**AYES: DOOLEY, DWIGHT, O'BRIEN, ORTIZ-CARTAGENA, YEE RILEY, WHITE**

**NAYS: NONE**

**ABSENT: ADAMS**

**RECUSED: NONE**

SMALL BUSINESS COMMISSION  
1 DR. CARLTON B. GOODLETT PLACE, ROOM 110  
SAN FRANCISCO, CA 94102  
415.554.6134



**Office of Economic & Workforce Development  
Response to Request for Proposal (RFP) NO. 2013-SF-01**

**Proposal to Establish the Office of Economic & Workforce Development of the  
City & County of San Francisco as the local host of the San Francisco Small  
Business Development Center (SBDC)**

**Proposal Narrative - Table of Contents**

<b>Section</b>	<b>Page #</b>
Description & Qualifications of Host Organization	1
SBDC Structure and Management	9
Fiscal Compliance	11
Financial Stability	12
SBDC Service Delivery	13
List of Attachments	18
Business Client References	19

## Description & Qualifications of Host Organization

### *General Overview and Objective*

The Office of Economic & Workforce Development (OEWD) is a department of the City and County San Francisco. Our mission is to support the ongoing economic vitality of San Francisco. Under the direction of Mayor Edwin M. Lee, OEWD provides citywide leadership for workforce development, small business development, business attraction and retention, neighborhood commercial revitalization, international business and development planning.

OEWD's divisions and programs, outlined below, are responsible for strengthening San Francisco's many diverse neighborhoods and commercial corridors, assisting small businesses and major employers, creating a business climate where companies can grow and prosper, and ensuring a continually high quality of life for all San Franciscans.

The services provided by the Small Business Development Center (SBDC) align closely with OEWD's mission; this is demonstrated by the fact that OEWD is a longtime funder of the SF SBDC. As outlined in this narrative, the SBDC would fit well within our existing organizational framework and staff capacity. Therefore, we eagerly seek to establish a partnership with Northern California SBDC Lead Center to become the new host organization for the San Francisco Small Business Development Center.

### *OEWD Divisions and Programs*

OEWD is made up of five distinct divisions, each of which oversees a number of functional operations and programs. Those divisions are Workforce Development, Joint Development, Business Development, Neighborhood Economic Development, and the Office of Small Business. Each division works in close collaboration with the others to pursue the City's economic and workforce development objectives.

- 1. Workforce Development.** The Workforce Development division is designed to improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunities for San Francisco residents. The division manages programs in the following areas:
  - **Business services**, assisting employers that are seeking to recruit new workers and access tax credits related to hiring.
  - **Sector Academies**, serving unemployed or underemployed San Francisco residents that seek to build skills to enter a career in one of several industries facing staffing shortages or that project for long-term job growth. Training programs provide job preparation, vocational training, and job placement

services. Current sector academies include technology (TechSF), construction (CityBuild Academy), health care, and hospitality.

- **Job Seeker Services**, serving San Francisco residents who are unemployed or underemployed. These services include access points where job seeker can access career planning services and job search assistance; re-entry navigator services, assisting job seekers with criminal backgrounds to navigate through the challenges of balancing returning home and preparing to re-enter the workforce; and programs to assist job seekers addressing barriers to employment, including mental illness, substance abuse, or other issues.
  - **Youth Services**, providing San Francisco's most disadvantaged youth with access to a broad continuum of education, work experience opportunities and supportive services that lead to educational attainment, occupational skills development, and attachment to the workforce.
2. **Joint Development.** The Joint Development division facilitates catalytic real estate projects and public-private initiatives that create jobs and benefit San Francisco's economy. During the complex process of redeveloping opportunity sites and parcels around the City and along the waterfront, the division serves as the City's lead negotiator as well as the principal conduit between federal, state and City departments, the private sector and the many community interests involved. Current and recent projects include America's Cup, Piers 30-32, and California Pacific Medical Center expansion.
  3. **Business Development.** The Business Development division serves as a centralized clearinghouse of information and services to support the ongoing success for emerging and established companies in San Francisco. The business development team focuses on industries including technology, biotech, tourism manufacturing, financial services, and film. The division provides a single point of contact for business and industry leaders; assists companies in accessing tax incentives and other benefits; provides site location assistance; and other relevant services.
  4. **Neighborhood Economic Development.** The Neighborhood Economic Development division is responsible for the ongoing support and improvement of the City's many neighborhood commercial districts. The overall goals of the division are to create cleaner, safer and more vibrant neighborhoods in order to increase the quality of life for the City's residents and workers; and to create economic opportunities for residents of the City's low- and moderate-income neighborhoods. These goals are pursued through the following programs:

- **Small Business Technical Assistance.** OEWD provides funding to nonprofit agencies that provide technical assistance directly to small business owners and entrepreneurs at all stages of business development, including pre-startups, startups, and existing businesses. OEWD's grantees—including SF SBDC—provide assistance in a variety of forms, including one-on-one consulting, workshops, and classes. In total, OEWD provides approximately \$1.4 million annually to 20 different nonprofit partners. Through these services, 1,371 businesses were served in FY2011-12, resulting in the creation or retention of 635 jobs, and the funding of 141 loans.
- **Access to Capital Programs.** OEWD ensures that loans and grants are available for small businesses seeking to strengthen or expand their business. Through partnerships with a variety of nonprofit lenders, OEWD has established a number of loan products, ranging in size from \$5,000 to \$1 million, available to a wide variety of potential borrowers. These products include:
  - i. **StepAheadSF** is a pilot program providing zero interest loans to support small businesses, boost local economy, and create jobs. The program is administered by Working Solutions and will provide loans for 3-year terms at 0% interest rate. Applications will be accepted through December 31, 2013; depending on the success of the program, it could be expanded into 2014.
  - ii. **SF Small Business Revolving Loan Fund**, also a partnership with Working Solutions, offers loans ranging from \$5-50K to qualifying small businesses. OEWD manages a \$1.1M grant from the US Department of Commerce Economic Development Administration (EDA) to administer the City's Revolving Loan Fund. OEWD provides bi-annual accounting and reports to EDA.
  - iii. **Emerging Business Loan Fund**, a partnership with Oakland Business Development Corporation, offers loans ranging from \$50,000 to \$1,000,000 to qualifying commercial projects. The purpose of the EBLF is to originate commercial loans that support high impact businesses and projects with the potential to increase economic activity in San Francisco as well as create jobs for low- and moderate-income individuals.

In addition to these loan programs, OEWD offers other microfinance products through partnerships with Opportunity Fund and Kiva Zip. In total, since July 2009, OEWD and its partners have funded 1,341 loans totaling over \$7.3 million.

In addition to these loan programs, the **SF Shines Façade and Tenant Improvement Program** provides grants to small businesses and property owners seeking to upgrade the physical conditions of their business. The program



includes support for design, construction and project management; OEWD staff works closely with business owners and property owners to ensure successful implementation of the projects. In total, since December 2009, OEWD has funded 55 projects totaling over \$2.7 million.

- **Invest in Neighborhoods.** Invest in Neighborhoods is a cross-departmental initiative, led by OEWD, to strengthen neighborhood commercial districts around the City. The program, currently being piloted in 25 commercial districts, provides focused, customized services that meet the specific needs and opportunities of each neighborhood. The Invest in Neighborhoods team includes nine staff members, each assigned to various commercial districts, conducting outreach to merchants and other community stakeholders. OEWD staff, in partnership with merchant leaders and community stakeholders, is working to identify the strengths, opportunities and challenges specific to each neighborhood, and then develop a customized service plan in response to those needs. For more information on Invest in Neighborhoods visit [www.oewd.org/IIN.aspx](http://www.oewd.org/IIN.aspx)
- **Jobs Squad.** The Jobs Squad is a 2-person staff team that conducts door-to-door outreach to small businesses around the City to connect them with help and information, including: information on existing City resources and programs that directly benefit small businesses; technical assistance to help businesses navigate permitting processes; and any other time-sensitive or geographic-specific information that needs to be shared with the small business community. The Jobs Squad also maintains a database of each of the storefront retail businesses within the 25 neighborhood commercial districts where Invest in Neighborhoods is being piloted.
- **Community Benefit District Program.** Community Benefit Districts (CBDs), known in other communities as Business Improvement Districts, improve the overall quality of life in targeted commercial districts and mixed-use neighborhoods through a partnership between the City and local communities. Once an area has voted to establish a CBD, local property owners are levied a special assessment to fund improvements to their neighborhood. The funds are administered by a non-profit organization established by the neighborhood. OEWD staff provides technical assistance for the establishment of new CBDs, and programmatic support to existing CBDs.
- **Nightlife Program.**

San Francisco's nightlife and entertainment sector – which includes restaurants, bars, nightclubs, live music venues, and other performance spaces – is both a major economic driver as well an integral part of the City's cultural fabric. Working with City and industry stakeholders, OEWD's nightlife initiative supports the growth of San Francisco's nightlife and entertainment industry through the following strategies:

- Connecting San Francisco nightlife and entertainment businesses to City resources;
- Supporting legislative and policy developments to advance nightlife and entertainment;
- Advocating for the development of new nightlife and entertainment spaces and support existing spaces and venues;
- Building awareness of the nightlife and entertainment industry locally and among tourists;
- Facilitating collaboration between the nightlife and entertainment and technology industries; and
- Supporting improvements in late-night transportation.

Along with these signature programs, the Neighborhood Economic Development division develops and deploys additional programs to meet the changing needs of San Francisco's small business community. These include:

- The Americans with Disabilities Act (ADA) program, providing business owners with education about ADA compliance and grant funding to mitigate their exposure to lawsuits and increase the accessibility of their business. Since its inception, ADA program has provided direct technical assistance to 138 small businesses and small grants totaling \$138,000.
  - StorefrontSF, an Internet tool for searching for storefront retail spaces available for lease or purchase.
  - BizFitSF, strengthening existing retail businesses and restaurants that may be at risk of displacement or closure.
  - The Healthy Food Retail Program, enabling corner stores in San Francisco to increase access to healthy foods.
  - Targeted Leasing and Real Estate Assistance, a partnership with Urban Solutions to facilitate business expansions by connecting entrepreneurs with appropriate spaces assistance with lease negotiations.
5. **Office of Small Business.** The Office of Small Business (OSB) is the City's central point of information and referral for entrepreneurs and small businesses located in San Francisco. OSB staffs the Small Business Commission and runs the Small Business Assistance Center at City Hall.

The Small Business Commission is a 7-member volunteer commission whose mission is to foster, promote, and retain small businesses in the City and County of San Francisco. By championing "business-friendly" policies, marketing the contributions of the small business sector, and developing appropriate assistance programs, the SBC works to support and enhance an environment where small businesses can succeed and flourish. The SBC reviews pertinent small business legislation and policy matters and makes recommendations to the sponsor of the legislation, including the Mayor, Board of Supervisors, or other City Agencies.

The Small Business Assistance Center (SBAC), launched in 2007, is the City's central point of information and referral for entrepreneurs and small businesses located in San Francisco. Three case managers respond to client inquiries available by phone, e-mail, walk-in, and by appointment. Services are available in English, Spanish, Cantonese and Mandarin. SBAC case managers provide business owners with assistance navigating permits and licensing processes, becoming certified City vendors and doing business with the City, accessing tax credits and incentive programs, and other relevant topics. Case managers also conduct client intake and assessment and make referrals to other small business services, including those offered by outside partners such as the SF SBDC. Since the SBAC's inception, case managers have served an average of over 2,800 businesses and entrepreneurs per year, including over 4,000 in fiscal year 2012-13.

This year SBAC launched the San Francisco Business Permits and Licenses website. In partnership with the vendor License 1-2-3, the website provides users with customized information based on the type of business they plan to launch, including license applications for download, instructions for filing the application, fees and timeline information, and the contact information for each licensing authority. The tool is currently available at [sf.license123.com](http://sf.license123.com).

In the coming year, OSB, in partnership with the Department of Technology and the Mayor's Office of Civic Innovation, will pursue the next phase of this project, to establish a robust business portal that provides personalized information to start or grow a business and transition hundreds of permits and licenses to a fully digital workflow. The goals of this project are to streamline and simplify business permitting interactions with the City, making it easier to start, stay and grow jobs in San Francisco, and to use innovative technologies to create a great experience for San Francisco businesses.

*The SBDC & OEWD: A Natural Fit*

The services and functions of the Small Business Development Center align closely with those of San Francisco's Office of Economic & Workforce Development. There is clear alignment of the

missions of each organization; OEWD exists to ensure the ongoing economic vitality of San Francisco, and small businesses play an essential role in the City's economic wellbeing.

While the City has a wide range of organizations whose mission is to serve entrepreneurs in the pre-startup phase of business development, there are fewer organizations and entities serving existing small businesses. San Francisco is currently experiencing an economic boom, with the lowest unemployment rate in the state and an extremely competitive real estate market. Many existing businesses are feeling the pressure of rising commercial leasing rates, forcing them to increase their revenues in order to secure their long-term stability and ensure that they will be able to grow in place and stay in San Francisco. As such, it is more important than ever that existing businesses are well served by small business consulting and counseling services. OEWD seeks to host the SBDC in order to ensure the long-term viability of these services, and with the hopes of expanding these services to benefit more entrepreneurs and small business owners in San Francisco.

Over the past several years OEWD has dramatically increased the services and outreach offered directly to the City's small businesses. Through the Small Business Assistance Center, the Jobs Squad, Invest in Neighborhood, Access to Capital programs, and other OEWD programs, over a dozen City staff members at OEWD are currently providing services and technical assistance directly to small business clients. Additionally, our outreach capacity has expanded dramatically; through the Jobs Squad the City now has two staff members dedicated to conducting on-the-ground outreach in neighborhood commercial districts to inform small businesses about available services and recruit their participation in programs that will help them save money and access capital. By becoming the host organization for the SBDC, OEWD will foster closer collaboration between these staff members and staff members and consultants that can provide direct, high level counseling and technical assistance.

The SBDC's consulting and counseling services will be an excellent complement to the existing services and staffing framework of OEWD. The new Director of Small Business Services and small business consultants will have direct access to City programs and resources that can benefit their clients. In turn, they will help us promote these resources to a larger network of potential beneficiaries. The City's existing small business resources, outreach and case management, directly leveraging the consulting services offered through the SBDC, will maximize our impact and increase the outcomes for small business clients.

In addition, there is close alignment between the programmatic goals of OEWD and SBDC. Over the past year, OEWD developed two new programs in close collaboration with SBDC: the BizFitSF business strengthening program, and the Healthy Food Retail Program. Each of these programs relies on the provision of small business counseling services delivered by SBDC consultants; by establishing OEWD as the SBDC host organization, we can ensure closer

collaboration between those consultants and the OEWD staff members that manage these programs. OEWD is also eager to maintain the SF SBDC's restaurant program, and maintain and expand our participation in the Tech Futures Group by leveraging our business development team staff dedicated to serving the City's technology sector.

The alignment and natural fit of SBDC with OEWD is clear. Staff members at OEWD and members of the Small Business Commission are extremely enthusiastic about the prospect of establishing OEWD as the local host organization for SBDC. We are hopeful that the partnership will result in increased efficiency, closer collaboration, an expansion of services and outcomes, and broad benefits for the small business community of San Francisco.

## SBDC Structure and Management

### *SBDC Location and Facilities*

Currently OEWD staff and operations are located at two different facilities in San Francisco: San Francisco City Hall (1 Dr. Carlton B Goodlett Place) and 1 South Van Ness Avenue. The proposed activities would be offered at one or both of these facilities. Each facility is owned by the City of San Francisco, is accessible to people with disabilities, would allow for the posting of SBDC signage, includes private office space for individual consulting, is accessible via municipal and regional transportation systems, and is nearby parking facilities.

### *SBDC Personnel Structure*

Resumes for each employee listed herein are included as attachments.

SBDC operations will primarily be managed by a new position, the Director of Small Business Services. 100% of this staff member's time will be dedicated to implementation of SBDC activities. This person is yet to be hired. The Director of Small Business Services will provide counseling services to clients; coordinate the assignments and activities of small business consultants; manage strategic partnerships; and ensure the continued pursuit of overall programmatic goals, outputs and outcomes.

Additional staff members dedicated to the implementation of SBDC activities include current SBAC case managers Martha Yanez (fluent in Spanish) and Christian Murdock, as well as an additional SBAC case manager position that is currently unfilled (recruitment is underway for a fluent Cantonese and Mandarin speaker). Additionally, Jobs Squad staff members Manish Goyal and Francis Chan (fluent in Cantonese, Mandarin) will conduct outreach for the program.

### *Consultant Services*

OEWD will conduct a Request for Qualifications to recruit small business consultants to provide counseling services. OEWD aims to leverage existing relationships and establish new relationships with a broad set of small business consultants whose hourly consulting rate should range from \$40/hour to \$125/hour depending on qualifications and experience.

### *Supervision*

Ultimate supervision over the SBDC services will be provided by OEWD Director Todd Rufo. Mr. Rufo reports to the Mayor's Chief of Staff, has been with the organization for 8 years and is responsible for overseeing all of the operations of the Office of Economic & Workforce Development. Mr. Rufo will be assisted in supervision of SBDC services by OEWD Deputy Director Joaquin Torres and Office of Small Business Director Regina Dick-Endrizzi.

### *Additional OEWD Personnel*

Other existing personnel to be leveraged through this program, either in an outreach capacity or through the provision of direct counseling services, include: Laurel Barsotti, Business Development Manager, Technology Sector; Amy Cohen, Director of Neighborhood Business Development; Holly Lung, Program Manager, Economic Development; Jordan Klein, Senior Project Manager, Invest in Neighborhoods; Crezia Tano, Senior Project Manager, CBD Program; Ellyn Parker, Project Manager; Diana Ponce De Leon, Project Manager; Jorge Rivas, Project Manager; Richard Kurylo, Project Manager.

Fiscal compliance staff includes Merrick Pascual, Chief Financial Officer; Fred Liedl, Finance Manager; and Lisa Estrada, Fiscal Compliance Officer.

Additional support staff may be leveraged for functions such as data entry and management, graphic design, information technology, facilities, and administrative functions.

## Fiscal Compliance

### *Financial Management and Practices*

The Fiscal Compliance Officer (Lisa Estrada) monitors the budget by maintaining an Expenditure Report Log, comparing budget and actual expenditures by budget category. The Fiscal Compliance Officer also uses this Log to prepare expenditure reports according to schedule given by grant agreement, which are reviewed by the Finance Manager (Fred Liedl). The Finance Manager compares the report with the financial system to ensure all expenditures are recorded accurately. Upon completion of review, the expenditure report is signed and submitted by the Chief Financial Officer (Merrick Pascual). Both the Fiscal Compliance Officer and the Finance Manager report directly to the CFO.

The City and County of San Francisco uses FAMIS (Financial Accounting Management Information System) for financial accounting and reporting. OEWD maintains separate cost centers in FAMIS called grant codes for each funding source. Subaccounts called grant details are created for each separate contract. Spending controls are established in FAMIS for each subaccount to maintain separate budgets and restrict spending by level given according to budgetary restrictions given by the grant agreement.

The City and County of San Francisco is required to use fund accounting. All OEWD grants are accounted for in the City's Community and Neighborhood Development Special Revenue Fund using modified accrual accounting. OEWD reports on spending to each funding agency according to contract schedule. We currently are administering approximately \$30M in grant funding. OEWD has successfully passed its A-133 Single Audit each of the last several years without any findings or material weaknesses identified.



## Financial Stability

### *Core Funding*

OEWD receives approximately \$40 million in annual funding which primarily includes:

- 22% or \$8.8 million from the Federal Government – Workforce Investment Act (WIA) and Community Development Block Grants (CDBG)
- 30% or \$12 million from Public/Private Development reimbursements
- 48% or \$19.2 million from the City's General Fund and local sources

Over the last 3 years, OEWD's annual budget has increased by approximately 23%, or \$7.5 million. Although Federal funding has slightly decreased by approximately 6%, or approximately \$520K, these decreases have largely been backfilled by the City's General Fund, which has increased by approximately 60%, or over \$7 million. The increases can be primarily attributed to a shift in Mayoral policy and focus towards Economic and Workforce Development. In particular, the growth can be primarily attributed to (1) establishment of a Small Business Revolving Loan Fund, (2) Invest In Neighborhoods Initiative, which is a neighborhood economic development program aimed to strengthen and revitalize neighborhood commercial districts through customized assistance, (3) expansion of business development and business attraction programs, (4) increase in the number of Public/Private Real Estate Developments and (5) expansion of local Workforce Compliance and Training programs.

### *Reimbursement Basis Grant Expenditures*

Federal, State, and Private grants make up about \$1 billion, or about 25%, of the City's revenue from governmental funds. Most of these funds are paid to the City on a reimbursement basis. In particular, all of OEWD's Federal Grant sources are paid on a reimbursement basis. The costs are floated by the General Fund, which is primarily funded by tax revenue. Given the City's ability to float such costs through the General Fund, any potential issue with cash flow is very minimal. To minimize any potential cash flow issues to the City's General Funds, our department draws down on grant funding sources at least quarterly.

### *Capacity for Growth*

Given the overall breadth of Economic Development initiatives and services currently being provided by OEWD, the capacity for growth is likely due to the ability to leverage other program dollars that can either partly supplement and/or complement business assistance programs. Currently, OEWD's annual budget for Economic Development and Small Business initiatives total approximately \$11 million for FY14. These initiatives currently provide services that include technical assistance provided by either OEWD staff or consultants, attracting and retaining business in San Francisco, revitalizing commercial corridors in economically disadvantaged neighborhoods, providing information and resources for start-ups and expanding small businesses.

### SBDC Service Delivery

#### *Implementation and Management*

We propose that the SF SBDC maintain as its core services the provision of consulting services for small businesses. Consulting services will focus on operations, personnel administration, marketing, merchandising, accounting and financial management, capital planning, securing loans, and other issues relevant to small business in San Francisco. While the services will produce outputs such as businesses served and loans funded, the desired outcomes of the consulting services will be to create and retain jobs; to increase the profitability, efficiency, and stability of small business clients; to increase entrepreneurs' access to capital; and to facilitate business startups and expansions.

There are a number of nonprofit organizations in San Francisco that focus on serving businesses in the pre-startup and startup phases. These organizations—including Renaissance Center for Entrepreneurship, Mission Economic Development Agency, Women's Initiative for Self Employment, the LGBT Center, and others—each provide business planning services and training courses available for new entrepreneurs. Pre-startups are aptly served by these organizations. Case managers at SF SBDC will provide intake and assessment services for these clients, and in most cases would refer them to our partner organizations. SF SBDC will focus its services primarily on existing businesses that have been in operation for at least two years, and secondarily on new business startups.

SF SBDC services will aim to serve a large number of existing retail and restaurant small businesses at risk of displacement from neighborhood commercial districts, primarily through the BizFitSF program. Given the economic circumstances in San Francisco, and the lack of other services available for this target population, this has been identified as a high priority for SF SBDC services. In year one, approximately 25% of clientele should fit this description, which will result in high levels of job retention.

#### *Client Recruitment*

SF SBDC will primarily rely on existing OEWD staff for outreach activities and client recruitment. This includes:

- Small Business Assistance Center case managers, who respond to client inquiries via phone, e-mail, and walk-in services.
- Jobs Squad, which conducts door-to-door outreach to small businesses throughout the City.
- Invest in Neighborhood staff, which conducts outreach to small businesses in select neighborhood commercial districts around the City.

Specific outreach strategies will include the following:

- OEWD will rely on partner and grantee organizations to refer clients in need of one-on-one consulting services.
- SBDC staff will establish partnerships to enable staff to attend training workshops offered by partners—including the SBA, the Treasurer and Tax Collector, and grantee organizations—to recruit prospective clients.
- OEWD will leverage and grow existing mailing lists and newsletters including those administered by the SBDC, the Office of Small Business, Invest in Neighborhoods, the Neighborhood Empowerment Network, and the Mayor's Office of Neighborhood Services.
- As necessary, OEWD will host introductory workshops to introduce clients to the suite of services available through the SBDC.
- OEWD will create new outreach materials including flyers and physical collateral.
- OEWD will leverage annual mailers distributed by the Treasurer and Tax Collector and other partner agencies to share information about SBDC services.

#### *Client services*

Client services will be provided free of charge and will primarily consist of the following:

- **Intake and assessment.** Staff will conduct a thorough analysis of the current status of the business / entrepreneur; identify opportunities and challenges for business development; and make recommendations for appropriate next steps.
- **Permits and licensing assistance.** Staff will provide clients with information and technical assistance regarding permits, licensing and registration requirements specific to the client's industry and business development phase.
- **Small business consulting.** Staff will provide clients with multiple hours of consulting services with the goal of strengthening the business by increasing profitability, efficiency, or stability; facilitating expansion, relocation or closure; or securing access to capital. Clients receiving small business consulting services will pursue an action plan with specific objectives related to operations, financial management, human resources, marketing, capital planning, product analysis and development, site selection, management, strategic planning, or other topics relevant to small businesses in San Francisco.
- **Loan packaging.** Staff will assist clients in the completion of loan applications, including applications to commercial lenders as well as alternative lenders and microfinance providers.
- **Referrals to partner organizations.** Staff will refer the client to partner organizations that provide services such as business planning courses, workshops, industry-specific services, or other relevant services not offered directly by the SBDC. Staff will conduct subsequent follow-up activities to determine whether clients were able to successfully access the referred service.

Client services will be provided Director of Small Business Services, SBAC Case Managers, Jobs Squad, and consultants, with specific assignments as follows:

- The Director of Small Business Services will be responsible for small business consulting services; loan packaging; referrals to partner organizations; assignment of clients to consultants; overall coordination of activities; and strategic partnerships.
- SBAC case managers (3) will be responsible for intake and assessment; permits and licensing assistance; referrals to partner organizations; and assignment of clients to the Director of Small Business Services and consultants.
- Jobs Squad staff members (2) will be responsible for program outreach; intake and assessment; referrals to partner organizations; and referrals to SBAC case managers.
- Consultants will be responsible for small business consulting services; and loan packaging.

Services will not only be available on site at OEWD facilities; the staff and consultant team will increase the accessibility of consulting services by offering to deliver services at the locations most convenient for the client. As is necessary and appropriate, the staff or consultant will travel to the client's place of business. Additionally, OEWD will seek to establish closer partnerships with our existing nonprofit grantee organizations to enable SF SBDC staff and consultants to provide one-on-one consulting services in their facilities around the City.

#### *Special Programs*

In addition to the core services listed above, SF SBDC staff and associated OEWD personnel will contribute to the following special programs:

- **BizFitSF.** The OEWD staff member responsible for BizFitSF, Diana Ponce De Leon, will continue to work on the development of program materials and guidelines; communications tools (including translated versions); outreach and client recruitment; and program evaluation. Diana will work closely with SBDC staff and consultants to coordinate the deployment of consulting services. If successful, the BizFitSF pilot will be expanded to other neighborhoods around the City with additional funding from San Francisco's General Fund.
- **Healthy Food Retail Program.** The OEWD staff member responsible for the Healthy Food Retail Program, Jorge Rivas, will continue to work on the development of program materials and guidelines; communications tools (including translated versions); outreach and client recruitment; coordination with other City agencies and advisory board; and program evaluation. Jorge will work closely with SBDC staff and consultants to coordinate the deployment of consulting services, and to assist clients seeking to access incentive programs such as SF-Shines tenant improvement grants.
- **Tech Futures Group.** SBDC staff and consultants and OEWD Business Development Manager Laurel Barsotti will market the Tech Futures Group to prospective clients, help to coordinate local marketing and networking events, conduct initial screening of

- qualifications, and pursue other partnership and support activities.
- **Restaurant Program.** OEWD would continue to develop the SBDC Restaurant Program by creating a curriculum specific to restaurants, conducting a restaurant client recruitment campaign, and developing a restaurant network cohort.
  - **Small Business Week.** The Office of Small Business partners with the Small Business Administration to produce Small Business Week, a partnership formed to honor and support San Francisco's small businesses through a week of networking and educational events. As the host of the SBDC, OEWD will seek to collaborate with SBA incorporate small business consulting services into the framework of Small Business Week.

*Other considerations*

- **Language access.** Given the diverse population of San Francisco, it is a top priority of OEWD to ensure that services are available in multiple languages. Current SBAC and Jobs Squad staff members give us the capacity to provide services in English, Spanish, Cantonese and Mandarin. OEWD will continue to recruit staff and consultants with multi-lingual capacity.
- **Partnership with commercial lenders and financial institutions.** OEWD, through its business development, real estate development, neighborhood economic development, and workforce development activities, has developed long-term relationships with leaders at financial institutions with headquarters, regional offices, and branches located within the City. OEWD will seek to leverage those relationships to provide increased access to capital for SBDC clients.
- **Separation of Functions / Client waiver.** It is important that SBDC clients recognize that different City departments function independently of each other, and that the regulatory activities of City departments will remain separate from the small business consulting services. The SBDC's staff and small business consultants can and will maintain confidential, discretionary relationships with their clients; for example, the client should not feel that they are unable to be fully honest with the consultant regarding their permitting status for fear of reprisal from inspectors of another agency. Staff and consultants will clearly communicate this fact to clients to avoid any misconceptions.

Conversely, clients should never assume that because the City is providing free consulting services, the City would also provide special treatment, exemption from standard regulations, or fee waivers. Nor should clients assume that any advice provided by SBDC staff or consultants should be taken as a guarantee of business success or profitability. OEWD will develop processes to ensure that this point is fully understood by clients, such as the review of a waiver statement.

- **Data Management and Reporting.** SBDC staff and consultants will track service provisions and client activities through the WebCATS system as well as the Salesforce.com database currently utilized by OEWD staff. SBDC will create monthly

reports on outputs and outcomes.

*Startup Timeline*

1. February – May, 2014
  - Pursue the passage of an ordinance by the San Francisco Board of Supervisors authorizing the acceptance and expenditure of the grant award and the creation of the new staff position.
  - Develop a more formal work plan for the implementation of SBDC activities. Seek review and feedback on work plan from Small Business Commission.
  - Hire the Director of Small Business Services.
  - Conduct a request for qualifications to recruit consultants.
  - Conduct program outreach (SBAC, Jobs Squad, Invest in Neighborhoods).
  - Develop intake and assessment forms and communications tools.
  - Continue to develop BizFit, Healthy Food Retail Program.
  - Revise relationships and update agreements with partner organizations to reflect new service delivery offerings
2. April 1, 2014
  - Launch new small business consulting service components.

**List of Attachments**

Attachment 3, Consulting Work plan and Outcomes

Attachment 4, Budget forms

Attachment 5, certification of cash and in-kind match

Attachment 6, Planned closure dates

Attachment 7, Org chart

Attachments 8, Rèsumès

Attachment 9, Letter from OSB Director Regina Dick-Endrizzi to OEWD Director Todd Rufo regarding the passage of Small Business Commission resolution # 001-13-SBC

Attachment 10, Small Business Commission resolution # 001-13-SBC Supporting SF Small Business Development Center Proposal

Business Client References

The following small businesses are previous clients of the Small Business Assistance Center:

Wise Sons Jewish Delicatessen

Leo Beckerman

[leobeckerman@gmail.com](mailto:leobeckerman@gmail.com)

(818) 926-6655 (mobile)

<http://wisesonsdeli.com/>

Dr. Frank Gilson

Potrero Chiropractors & Acupuncture

[frankgilson@hotmail.com](mailto:frankgilson@hotmail.com)

(415) 431-7600

[www.potrerochiro.com](http://www.potrerochiro.com)

Ramni Levy

Ramni Levy Catering and Events and King Kinish

[ramnilevy@gmail.com](mailto:ramnilevy@gmail.com)

(415) 407-7292



**REQUEST FOR PROPOSAL (RFP)  
NO. 2013-SF-01**

**Small Business Development Center (SBDC)  
San Francisco**

**ISSUED BY**

**Northern California SBDC Lead Center**  
*a program of*  
**Humboldt State University**  
**Sponsored Programs Foundation**

**IMPORTANT DATES:**

Issuance Date:	<b>October 21, 2013</b>
Bidders Conference:	<b>November 5, 2013</b>
Letter of Intent to Submit:	<b>November 15, 2013</b>
Proposal Deadline:	<b>December 20, 2013</b>
Posting of Intent to Award:	<b>January 24, 2014</b>

Questions about this RFP should be directed to:

Kristin Johnson, Norcal SBDC Director  
707-826-3919 or [johnson@norcalsbdc.org](mailto:johnson@norcalsbdc.org)

## TABLE OF CONTENTS

<b>SECTION I.</b>	<b>INTRODUCTION</b>	<b>3</b>
A	Purpose	3
B	Reasons for Considering this Solicitation	3
C	Service Territory and Client Population	3
D	Applicant Eligibility	4
E	Funding Available	5
F	Duration of Contract and Renewal Process	5
G	RFP Schedule	5
H	Bidders' Conferences	6
I	Delivery of Proposals	7
J	General Information	7
<b>SECTION II.</b>	<b>BACKGROUND INFORMATION</b>	<b>8</b>
A	Humboldt State University Sponsored Programs Foundation	8
B	SBDC Lead Center	8
C	Norcal SBDC Network	8
D	SBDC Services	8
E	Small Business Administration's SBDC Authorization	9
F	SBDC Services in San Francisco	9
G	Structure of a Local SBDC Service Location	9
H	Focus on Economic Results	12
I	Other Clarifications	12
<b>SECTION III.</b>	<b>SCOPE OF WORK</b>	<b>14</b>
A	Mandatory Services	14
B	Optional Services	16
<b>SECTION IV.</b>	<b>PROPOSAL CONTENT AND FORMAT</b>	<b>18</b>
A	Required Content and Format	18
<b>SECTION V.</b>	<b>SELECTION PROCESS AND EVALUATION CRITERIA</b>	<b>24</b>
A	Selection Process	24
B	Proposal Evaluation Criteria	25
C	Oral Interview Evaluation Criteria	26
D	Grounds for Rejection	26
E	Debriefing	26
<b>SECTION VI.</b>	<b>TERMS AND CONDITIONS</b>	<b>27</b>
A	Addenda	27
B	Bidder's Costs	27
C	Applicable Federal Reference Materials	27

## SECTION I. INTRODUCTION

### A. Purpose

The Northern California Small Business Development Center Program (Norcal SBDC) hosted by Humboldt State University Sponsored Programs Foundation ("HSUSPF") requests proposals be submitted from eligible organizations to provide high quality small business assistance services in accordance with each of the terms and conditions in this Request for Proposals ("RFP").

Small Business Development Center (SBDC) services include: private business consulting, capital access assistance, training seminars, and other specialty programs including technology commercialization assistance. HSUSPF's funding made available for these services comes from the Small Business Administration (SBA). SBA mandates the measurement and reporting of economic impact produced from its funding; this is a goal-based program focused on achieving a high return on investment of federal funds.

### B. Reasons for Considering this Solicitation

Becoming part of the Northern California SBDC Network leads to new partnership opportunities within business and academic circles, infusion of federal funds for business service activities, corporate sponsorship opportunities, access to SBDC-specific resources including a proprietary client and economic impact tracking system, proprietary and complimentary industry research tools and experts, access to other SBDC-only funding streams, and increased visibility for host organizations.

Small Business Development Centers provide direct and measurable economic benefits to the communities they serve. Established during the Carter administration, the SBDC program is the largest federally-designated technical assistance program focused on supporting startup and growing small businesses in all fifty states and U.S. territories. SBDC host organizations join a "family" of experts who are willing to share advice, resources and help local business assistance providers focus on what they do best—growing great local companies!

### C. Service Territory and Client Population

This RFP is issued for small business assistance delivered in San Francisco and for services to be available to all startup and existing small business in the county.

### D. Applicant Eligibility

Eligible host organizations include:

- Fully accredited **institutions of higher education** such as community colleges, public and private universities and state colleges;
- Private **nonprofit corporations** engaged in economic development activities;

- **Local counties or municipalities** that have pre-existing community/economic development departments and/or programs; and
- **Public economic development institutions** such as workforce investment boards and economic development corporations.

Proposals will only be accepted from organizations that:

- Are qualified to conduct business in the State of California;
- Are in good standing with the Secretary of State;
- Have not been debarred or had contracts terminated by the federal government, State of California or local government;
- Have at least twelve (12) months of current direct and/or related business technical assistance experience;
- Have accounting processes and prior experience necessary to manage and report on federally-funded programs/activities in accordance with federal OMB circular requirements; and
- **Are NOT for profit businesses.**

**It is NOT a requirement that a host organization's headquarters be physically located in the SBDC service territory.**

**A special note for institutions of higher education:**

There are many different ways to structure an SBDC within a university or college. SBDC services can fall under business, economics, engineering, or other academic units; other SBDCs are hosted within the President's Office, extended/community education, service learning/career centers, or the office on a campus focused on community relations; special institutes and centers focused on entrepreneurship, technology commercialization, economic research, corporate internships, international trade, etc. are also potential places where SBDC services can be located and compliment pre-existing activities.

**A special note for counties and municipalities:**

When a county or municipality is the host organization for a local SBDC, services are usually managed within the unit of the county or municipality that is responsible for economic development, community development, and business permitting and/or workforce development.

If a city or municipality is applying to host an SBDC that delivers services beyond its geographic borders, the bidder must have the authority to work outside these boundaries. If a portion of the required match funding is restricted for use within the host's boundaries, there must be assurances made that other non-restricted match funding is also available and plentiful enough to serve the entire geographic area within the proposal.

**E. Funding Available**

Funding for SBDC services in San Francisco is made available through a cooperative agreement between the United States Small Business Administration (SBA) and HSUSPF. **Maximum SBA funding for this award will be \$150,000 for 2014, provided funds are made available to HSUSPF by the SBA. HSUSPF reserves the right to award less than the maximum amount. 80% of the**

SBA funding must be applied to direct service delivery.

The awarded contract requires a one hundred percent (100%) match. Each bidder must ensure that no less than fifty percent (50%) of the required contribution will be in cash. Proposals with more than 50% cash match of the requested amount will receive extra points in scoring: more than 50% and less than 75% cash match will receive 5 extra points; 76-100% cash match will receive 15 extra points; 101-125% cash match will receive 25 extra points; more than 126% cash match will receive 30 extra points.

Cash outlay must not include other Federal funds (except for CDBG funding), indirect costs, in-kind contributions, or program income derived from activities supported in whole or in part with Federal or match funds. Remaining match required to meet the 100% match requirement may be documented as in-kind match as defined by federal OMB circulars. All in-kind match will be valued at market value and require support documentation. Waived indirect may be applied towards a host's in-kind match.

The SBDC is a reimbursement program; the host organization pays for expenses incurred by the SBDC and then submits quarterly invoices for reimbursement. Applicants must have cash on hand to account for quarterly invoicing with net 60 days for payment (from the point of invoice and support paperwork approval).

*Further information about budget requirements, cash match, in-kind match, program income, and indirect cost rates are located below.*

#### F. Duration of Contract and Renewal Option

The contract between HSUSPF and the successful bidder is expected to begin upon the date of contract approval by HSUSPF and terminate on December 31, 2014. The start date of the contract will be negotiable but must begin no later than April 1, 2014.

HSUSPF may renew its contract with the successful bidder at the end of the contract term, providing funding to do so is appropriated for this purpose in subsequent Federal, State and HSUSPF budgets. Proposed renewals (for a maximum of one (1) year after initial contract period), are assessed annually according to complete and satisfactory contractor performance, the Northern California SBDC Network guidelines, funding, budget allocation and scope of work/milestone continuity.

#### G. RFP Schedule

This schedule may be altered at any time at the discretion of HSUSPF. All dates and times stated in this RFP are Pacific Standard Time.

October 21 2013	RFP Released
November 5, 2013	Meeting with Potential Bidders: San Francisco Review of RFP and Q&A Session

November 15, 2013	<b>5:00 PM DEADLINE: 'Intent to Submit' Letter</b> <i>Letters of Intent are recommended but not required.</i>
December 20, 2013	<b>5:00 PM DEADLINE: Proposals Due to HSUSPF</b> <i>No proposals will be accepted after this date.</i>
January 6, 2014	Evaluation by Scoring Committee completed
January 17, 2014	Oral Reviews and/or Site Visits completed*
January 24, 2014	<b>Notification of winning Bidder*</b>
January 24, 2014	Notice of Intent to Award posted online and at HSUSPF*
January - March 2014	Orientation and Training for selected Bidder
Early 2014, No later than April 1, 2014	<b>Start Date of Contract, Work Commences</b> <i>Negotiable, but must begin no later than April 1, 2014</i>

*\*HSUSPF reserves the option to delay naming a winner of this RFP based on any significant changes in funding - federal or otherwise - or funding opportunities that arise between the time of the release of this RFP and the RFP evaluation period. HSUSPF reserves the option to delay under this circumstance since under said scenario SBA funding available may change and therefore matching funds required may also change.*

#### H. Bidders' Conferences

Interested potential applicants and others interested in this RFP, bidding process, and/or transition plans for SBDC services in San Francisco are invited to attend a SBDC Bidders' Conference. At the Bidder's Conference, a presentation will be made by representatives from the Northern California SBDC Lead Center that includes key points of the RFP, context about this SBDC's transition, an overview of the core services expected from any successful bidder and discussion about cash and in-kind match definitions. A question and answer period will follow.

A Bidder's Conference will be held in the service territory in order to accommodate the maximum number bidders. The same information will be presented at each session. Questions and answers will be documented and made available at [www.norcal sbdc.org/postings](http://www.norcal sbdc.org/postings) after the meetings. While attendance of a Bidders Conference is encouraged for all applicants, it is not a requirement.

##### **BIDDERS CONFERENCE #1: San Francisco**

Will be held in **San Francisco on November 5, 2013**

Date, time and location to be posted online at [www.norcal sbdc.org/postings](http://www.norcal sbdc.org/postings) by 10/30/13

#### I. Delivery of Proposals

Applicant will deliver one (1) package containing **four (4) typed copies** of the proposal to the

Northern California SBDC Lead Center at the address listed below, by **Friday, December 20, 2013 no later than 5:00 P.M.** Proposals may not be faxed or emailed.

Norcal SBDC Lead Center- RFP NO. 2013-SF-01  
Humboldt State University  
1 Harpst Street, House 71  
Arcata, CA 95521

#### **J. General Information**

The bidding process for this procurement of services is competitive and proposals will be judged based on their compliance with RFP guidelines, and each respondent's ability to meet stated requirements in SECTION IV, PROPOSAL FORMAT AND CONTENT. Only those proposals that meet these requirements will be evaluated according to the criteria in SECTION VI, SELECTION PROCESS AND EVALUATION CRITERIA. Further review may occur through interviews and/or site visits to one or more applicant. Oral communications with HSUSPF officers and employees shall be non-binding on HSUSPF and shall in no way exclude the bidder of obligations as set forth in this package.

***HSUSPF reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with any qualified entity, or to modify or cancel all or part of this RFP if it is in the interest of HSUSPF to do so.***

***Upon award of a contract to the successful bidder, the contract is between HSUSPF and the applicant organization. The applicant organization does not have a direct contract relationship with the SBA.***

## SECTION II. BACKGROUND INFORMATION

### A. Humboldt State University Sponsored Programs Foundation

The Humboldt State University Sponsored Programs Foundation (HSUSPF) was incorporated in 1952 as a nonprofit public corporation for the purpose of promoting and assisting educational and research goals of Humboldt State University. Specifically, HSUSPF oversees commercial operations, administers research and educational grants and contracts for the University, and is responsible for the fiscal administration for numerous University programs, including the Norcal SBDC. Humboldt State University is located in Arcata, California and is the Northern-most institution of the California State University system.

### B. SBDC Lead Center

The administrative headquarters for Norcal SBDC is called the "Lead Center." The Lead Center manages and administers the small business assistance network in the fourteen county region of the Norcal SBDC under terms of a Cooperative Agreement between the U.S Small Business Administration and Humboldt State University Sponsored Programs Foundation. There are 63 Lead Centers nationwide. The Norcal SBDC Lead Center is located in Arcata, California. Kristin Johnson is the Northern CA SBDC Director and manages the Lead Center.

### C. Norcal SBDC Network

The Norcal SBDC Network is the collaborative partnership organization of SBDC service providers in fourteen (14) counties that stretch from Monterey to Del Norte, including the San Francisco Bay Area. The Norcal SBDC Network provides technical services (consulting and training) to existing and emerging small businesses with a focus on growth industries in the area. Each host organization for a local service location becomes a partner in the Norcal SBDC Network via a contract with HSUSPF. At the time of this RFP there are thirteen (13) SBDC service centers, two (2) SBDC satellite centers, and over 25 SBDC outreach centers within the regional territory.

### D. SBDC Services

The Norcal SBDC Network offers a full range of business development assistance services made available to small businesses located in rural and metropolitan areas. Each local service location provides in-depth, high-quality assistance to small business in complex areas that require specialized expertise. These areas may include, but are not limited to: management, marketing, financing, accounting, strategic planning, regulation and taxation, capital formation, venture capital, procurement, human resource management, production, operations, economic and business data analysis, engineering, technology transfer, innovation and research, new product development or commercialization, product analysis, plant layout and design, agriculture, business law and referral, exporting, office automation, site selection, or any other areas of assistance required to promote small business growth, expansion and productivity.

In addition to consulting, the Norcal SBDC Network provides training, conducts special projects and provides business-specific research and referral services.



#### **E. Small Business Administration's SBDC Authorization**

The Small Business Development Center (SBDC) Program is authorized through Congress and partially funded by the U.S. Small Business Administration (SBA). The SBDC Program is the SBA's largest technical service delivery program providing business support and training to the small business community. Federal SBDC funding from SBA is apportioned for each state based upon population. The SBA maintains cooperative agreements with 63 SBDC Lead Centers—including the one at Humboldt State University—and annually distributes SBDC funding through these contractual relationships. The Norcal SBDC Network maintains a strong working relationship with the SBA District Office located in San Francisco, California.

#### **F. SBDC Services in San Francisco**

The successful local SBDC host shall service San Francisco, providing specialized technical assistance to small business owners and managers and prospective small business owners. Services will include private consulting, coaching, and training. SBDC services must be available to business owners in-person and within a short drive. Training must also be offered in multiple locations.

Candidates should be willing and able to demonstrate an ability to continue and/or add capacity and expertise to an existing series of programs for entrepreneurs. These programs funded in part by the City of San Francisco serve Chinese and Spanish-speaking clients and San Francisco restaurateurs. The successful host will partner with the City of San Francisco on these programs and collect job creation and retention data, along with demographic and income verification information for monthly reporting to the City on the progress of the program.

Other collaborative efforts between the City of San Francisco and the San Francisco SBDC include special consulting to support entrepreneurs enrolled in the BizFitSF program and the Healthy Food Retail Incentive Program.

##### **BizFitSF Program – Business Strengthening**

Under the Invest In Neighborhood's Initiative is a business strengthening pilot program, BizFitSF. The goal of the BizFitSF is to strengthen neighborhood commercial corridors by providing concentrated and tailored technical assistance by expert consultants that will address individual needs of existing businesses and ensure that they are healthy and can grow in the context of the neighborhood landscape. The program is coordinated by the City of San Francisco's Office of Workforce Development (OEWD).

##### **Healthy Food Retail Incentive Program**

This program will work with small corner store owners and other food retailers and provide technical assistance, equipment and other incentives to help them shift their business model to increase healthy and fresh foods and decrease unhealthy influences in a way that benefits the small independent stores while also promoting community health. The program is coordinated by the City of San Francisco's Office of Workforce Development (OEWD).

**G. Structure of a Local SBDC Service Location**

There are a variety of ways in which local SBDCs are structured. This RFP is intentionally non-prescriptive in regards to structure in order to allow for creativity from the applicant and to encourage a wide variety of host organizations to consider the possibilities of hosting an SBDC.

In designing an SBDC structure, the leveraging of office and training space, shared use of equipment, leveraging administrative and financial expertise and other assets of the host organization are encouraged. Additionally, alignment with pre-existing business assistance programs at the host organization and access to and support from upper management should be considered.

A summary of elements that an applicant will want to consider in constructing a proposed structure include the following:

- Lines of reporting and where the SBDC fits within the host’s organization;
- Host organization’s ability to provide support functions;
- Pre-existence of related business technical assistance program(s);
- Pre-existing management and staff focused on business/economic programs;
- Use of internal personnel and/or contractors to perform business consulting;
- Physical location(s) of host organization in relation to SBDC service location(s); and
- Size of total SBDC budget (SBA funds, cash match, in-kind match and program income).

Following are several fictitious examples that show a range of possibilities. Applicants *should not* be limited to structures detailed in these examples or limit their thinking based upon other SBDC models in California.

<b>EXAMPLE #1</b>	<b>A private university</b>
Location within Organization	SBDC will be located within the College of Engineering and be run as a program of the university’s Institute for Applied Technology.
SBDC Services Focus	This university wants to host the SBDC in order to enhance and expand its special institute focused on commercialization of technology. They propose an SBDC service offering that includes a special emphasis on commercialization and securing equity funding for small businesses. Further, the university proposes utilizing MBA students to provide a portion of the SBDC consulting.
Lead Program Manager(s)	Engineering Professor named Joe Smith who is focused on technology commercialization and who runs the University’s Institute for Applied Technology is the identified SBDC program manager. <ul style="list-style-type: none"> <li>- Joe Smith commits 20% time to the SBDC—focused on strategy, performance, partnerships, and interactions with SBDC Lead Center.</li> </ul> Several other faculty members from the school of business and the school of engineering who work with Joe at the institute also will be involved in strategic decisions, but not as the core SBDC manager.
Description of Budget	\$150,000 in SBA funding \$70,000 from a private donor interested in entrepreneurship and the university’s internship opportunities within emerging technology companies

	<p>\$ 43,000 from a corporate sponsor</p> <p>\$66,000 in university salary contributions (full time administrative assistant and part time from two faculty members in the business school who do business consulting for the SBDC)</p>
Administrative Support	<p>Full time administrative assistant named Sally Jones focuses on the SBDC program 50% time, and reports to Joe Smith.</p> <ul style="list-style-type: none"> <li>- Sally also oversees all the part time graduate students who work on various research under the institute and who will be doing a portion of the SBDC consulting.</li> </ul> <p>2 undergraduate student interns who assist with data entry and coordination of non-credit trainings offered through the SBDC.</p>
Financial Compliance	<p>This university's research office manages all the contracts and grants for Joe Smith and his work at the Institute for Applied Technology. The research office assigns the SBDC a financial/grant analyst who works with Joe to set budgets, and works with Sally on AP/AR.</p>
Business Advisors	<ul style="list-style-type: none"> <li>- There are eight MBA students who provide business counseling under the supervision of a lecturer from the business school—and who is one of Joe's colleagues.</li> <li>- Four faculty members from business and economics provide specialty business consulting on topics of: exporting, market research and energy efficiency.</li> <li>- Two Chinese graduate students within Engineering also develop curriculum for and teach non-credit courses to the local Chinese community about product commercialization.</li> </ul>
Location(s)	<p>SBDC services are offered from the offices of the Institute for Applied Technology (on campus), as well as in the conference rooms of three local chambers of commerce. They plan on expanding to two other satellite locations affiliated with angel capital groups who have investors in common with the university's donor list.</p>

<b>EXAMPLE #2.</b>	<b>A Municipality</b>
Location within Organization	SBDC will be located within the Economic and Community Development department.
SBDC Services Focus	This city has a high level of healthcare-related companies. The city council has decided that investing in the expansion and future success of the healthcare sector is a core strategy to pursue. The city wants to host the SBDC in order to provide direct assistance its healthcare companies.* Their proposed offering includes a special emphasis on healthcare businesses, supporting healthcare research (commercializing ideas that come from research), and growing new companies that supply the healthcare industry.
Lead Program Manager(s)	Economic Development Director hires a new full time SBDC Director named Peter Johnson, to oversee the SBDC's services. Johnson spends 50% of his time providing direct business consulting and the other part of his time focused on strategic partnerships, performance of the SBDC, and communications with his broad group of business advisors.
Description of Budget	<p>\$150,000 in SBA funding</p> <p>\$28,000 from the city's economic development budget</p> <p>\$ 86,000 from an economic development planning grant secured from a state</p>

	agency \$ 17,000 from a local community college that will partner with the city on providing community trainings \$50,000 from the county—for coverage of businesses that are located outside of the municipality's city limits but are within the SBDC territory.
Administrative Support	Shared support from the Office of Economic Development. There are four administrative personnel in this office and they will support the SBDC's needs for AP/AR/meeting logistics/data entry/etc.
Financial Compliance	Handled within the Office of Economic Development.
Business Advisors	Peter Johnson hires 13 part time private contractor consultants who have a range of specialty expertise related to the healthcare industry and general business operations. All contractors are only paid for their consulting hours.
Location(s)	SBDC services are offered at the city offices and at the clients' business locations by appointment. A local bank that has offices outside of the city but within the county provides free use of its community room for additional consulting and training.

<b>EXAMPLE #3</b>	<b>A Microenterprise Nonprofit Organization</b>
Location within Organization	This organization is 100% dedicated to providing business technical assistance. There are a total of eight staff members who report to an Executive Director who reports to a Board of Directors. SBDC funding is applied directly to the host organization's core services.
SBDC Services Focus	This nonprofit has a strong track record of serving micro-enterprises in a neighboring county and is looking at expanding both geographically and in terms of the size of business the organization serves. With SBDC funds, this organization could expand its footprint and serve more midsized small enterprises.
Lead Program Manager(s)	The Executive Director asks her Program Manager, Jill Stone to take lead on the SBDC program. Stone oversees three different grants that all pay for direct technical assistance to small businesses. The SBDC contract becomes her biggest program, but is very much like all the rest of her work. Stone is paid 45% by the SBDC funding and spends about 20% of her time conducting business advising with clients.
Description of Budget	\$150,000 in SBA funding \$42,000 from a Community Development Block Grant (CDBG) \$ 38,000 from a corporate foundation that donated to the nonprofit in order to help them expand to a larger clientele.
Administrative Support	Shared support from the core administrative staff.
Financial Compliance	Handled by the in-house bookkeeper with oversight by a CPA that has a background in fund accounting and federal contract management.
Business Advisors	The nonprofit has 11 existing business advisors who provide consulting through its other funding sources. These individuals are already used to tracking their work in a database and attributing it to the different funding sources. Jill Stone adds several additional part time advisors who are focused on access to capital.
Location(s)	The nonprofit decides to pay for a small office that is collocated with several economic development programs. Being in this space allows the nonprofit to

	get a leg up on the new expanded geographic territory and provides for many good referrals.
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**H. Focus on Economic Results**

A core differentiator between the SBDC and other federal, state and local business assistance programs is the SBDC's focus on economic results produced by its services. All SBDC consulting aims at creating measurable successes such as: business startups, increases in sales, obtaining loan financing or equity investment, job creation and retention, etc. Regionally, more than 40% of Norcal SBDC business clients will achieve one of these measurable results. All SBDC economic successes are annually verified by an out-of-state third party researcher.

In 2012, the Norcal SBDC provided one-on-one consulting and training to nearly 17,000 entrepreneurs in Northern California. Client businesses receiving individual private consulting attributed the following results to the help received from SBDC:

- Sales increases of more than \$63 million
- 2,370 jobs created and retained
- Over \$80 million in capital infusion (funding secured from equity investors and lenders)

**I. Other Clarifications**

Applicants should note that the SBDC is not a social, entitlement or workforce development program. The Network's business model is to serve small business owners and entrepreneurs. **Training of employees (workforce) is not an eligible activity of the program.**

SBDCs serve both startup and existing businesses. **The primary focus of the Norcal SBDC Network is on existing (in business) companies.** Sixty percent (60%) of all clients receiving services from the Norcal SBDC are small businesses that are beyond the startup phase of operations and are specifically looking for help growing their enterprises and responding to challenges and opportunities in their industries. A program exclusively focused on a single phase of the business lifecycle (startup only) is not allowed.

## SECTION III. SCOPE OF WORK

All SBDC services are provided pursuant to the Northern California SBDC Network Cooperative Agreement with the U.S. SBA; Federal OMB circulars, U.S. SBA Guidelines and Regulations; HSUSPF Policy and Procedures Manual and Norcal SBDC Network Policy and Procedures Manual. In addition, local host organizations receive fiscal and programmatic examinations/reviews each year, or as necessary, pursuant to the Norcal SBDC Network audit procedures, SBA and HSUSPF.

The local SBDC service provider must design and manage direct delivery of in-depth and high quality confidential business consulting and assistance with access to capital. In addition, the local host may provide specialized training and events. Client services must meet specific needs of small businesses in San Francisco. Services may be provided by staff of the host organization and/or contracted consultants/trainers of the SBDC.

The local SBDC host shall ensure that client services are made available to special interest groups including but not limited to: communities impacted by military base closings, minorities, women, Native Americans, disabled persons and veterans.

**The Scope of Work to be conducted through the contract resulting from this RFP consists of the following:**

### **A. Mandatory Services**

#### **1. Consulting**

The core service provided through SBDC is consulting. **All service and performance goals for the SBDC will be based upon consulting activities.**

The SBDC shall design and provide quality consulting services to improve the skills and knowledge of existing and prospective small business owners/managers. All consulting shall have an identified and measurable goal that is agreed upon by consultant and client. Consulting is a process of in-depth, two-way communication between client and counselor. This process includes identifying and analyzing the client's needs and problems.

The SBDC shall assist small businesses in solving problems concerning: operations, manufacturing, engineering, evaluation and adoption of new technology solutions, personnel administration, marketing, sales, merchandising, accounting, loan readiness, technology commercialization, equity financing, securing loans, business strategy development and other disciplines required for small business growth, expansion, innovation, productivity and management improvement.

**Fees may not be charged for SBDC consulting.** A local host organization charging fees for consulting under another grant or contract must adequately address how clients will be screened and served by the SBDC compared to those who will be charged fees for consulting services under another program. If an applicant to this RFP serves fee-based clients, methods must be identified for how referrals will be made to the SBDC and how the bidder will ensure conflicts will not arise between fee-based and free consulting. **All individuals providing consulting to SBDC clients must successfully pass the Norcal SBDC Business Advisor certification.**

## 2. Expected Consulting Results

Annually, the Small Business Administration sets measurable goals to be obtained by the SBDC Networks. In 2014, the Northern California SBDC Network is responsible for producing and documenting following results.

Service Results	2014 Expected Outcome
# of business clients to receive private (1-on-1) business consulting	1 client for every \$415.33 in SBA funding
Total # of hours of consulting	1 hour for every \$71.04 in SBA funding
Total # of business clients receiving more than 5 hours of consulting within the calendar year (Long Term Clients)	1 long-term client for every \$1,026.22 in SBA funding
Economic Impact (Client Success)	2014 Expected Outcome
# of business clients to produce at least one measurable economic impact (outcome) that is attributed to the SBDC consulting provided	40% of all clients
Total Jobs Created	1 new job for every \$1,428.69 in SBA funding
Total Jobs Retained (that were previously slated for elimination)	1 job retained for every \$1,530.31 in SBA funding
Total New Businesses Started*	1 new business started for every \$5,458.86 in SBA funding
Total Increases in Sales	\$29.07 in increased sales generated by every \$1.00 in SBA funding
Total Capital Infusion**	\$41.01 in new capital infusion for every \$1.00 in SBA funding

\*A new business start is realized when a pre-business client of the SBDC takes steps to complete required registration(s) with local, state and/or federal government (e.g., DBA registration, business licenses, tax identifications, etc) AND has documented transactions (more than one) from the sale of a product or service for the purpose of gain or profit.

\*\*Capital infusion includes all loans secured by business clients PLUS all equity capital investments secured. Owner-infused equity capital is included in equity capital.

Based upon formulas above a *sustaining* SBDC center serving San Francisco with full-scale services for twelve (12) months and receiving full SBA funding as described under Section I.E would be accountable for producing the results described below. **A start up SBDC in this region will need to make steady progress towards these goals and be at a level of performance by the end of 2013 such that it would be able to produce this level of results in 2014.**

Service Results	2014 Expected Outcome (if SBDC were a sustaining center)
# of business clients to receive private (1-on-1) business consulting	361
Total # of hours of consulting	2,111
Total # of business clients receiving more than 5 hours of consulting within the calendar year (Long Term Clients)	146

<b>Economic Impacts (Client Success)</b>	<b>2014 Expected Outcome (if SBDC were a sustaining center)</b>
# of business clients to produce a measurable economic impact (outcome) that is attributed to the SBDC consulting provided	144 (40% of all clients)
Total Jobs Created	104
Total Jobs Retained (that were previously slated for elimination)	98
Total New Businesses Started	27
Total Increases in Sales	\$3,750,000
Total Capital Infusion (Dollar amount of Business Loans Secured + Dollar amount of Equity Capital Secured)	6,151,500

### 3. Capital Access Assistance

The SBDC shall assist small businesses obtain growth capital through lending and equity investments. Services in this area shall include business plan development, financial statement preparation and analysis, cash flow preparation and analysis, understanding lending terms, loan application assistance, coaching on presentations for equity investors, etc.

The SBDC shall develop and keep current a wide range of close partnerships with traditional banks, community lenders, angel capital networks/groups, and other equity investment organizations. Regular networking that links lenders and equity investors with business owners is mandatory.

### 4. Client Activity and Performance Tracking

The SBDC shall participate in measurement of services delivered and client successes through use of a proprietary online tracking system named WebCATS (Web-enabled Client Activity Tracking System). Training on use of this system will be provided by the Norcal SBDC Lead Center to the SBDC personnel.

## B. Optional Services

### 1. Training

The SBDC is able to offer trainings/workshops that are relevant to groups of business owners and/or entrepreneurs in San Francisco. The Bidder is encouraged to arrange for co-sponsored training with the private sector and other organizations, to extend outreach and productivity. **Training attendees may be charged a small fee to attend training workshops.** Fees collected from training attendees are considered "program income."

While trainings are a cost effective way to provide education on topics that many small businesses have in common, trainings should be viewed as a secondary service of the SBDC, behind consulting and capital access assistance. Trainings can and should also be a good way to generate new consulting leads. Costs of training should primarily be covered from program income, sponsorships or other co-hosting partners. **Trainings may not be a primary cost for which SBA funding is used.**



## 2. Strategic Initiative Programs

The Norcal SBDC Network has invested in special programming to assist and attract high-growth entrepreneurs in need of specialized consulting. These initiative areas are described as follows: technology commercialization (Tech Futures Group), international trade assistance and social entrepreneurship. The level of engagement in specialty programs varies from one SBDC to another.

The **Tech Futures Group** is the Norcal SBDC's technology commercialization program and serves three types of clients: private technology companies, university researchers with the tech transfer process, and SBIR/STTR federal research grant applicants. Applicants may wish to apply a portion of their funding to focus on Tech Futures Group services. For more information, please visit the Tech Futures Group website at [TechFuturesGroup.org](http://TechFuturesGroup.org).

The other initiative areas (international trade, and social entrepreneurship) are in the development stages. Applicants may choose to focus a portion of their RFP response in one of these areas.

Additional information specifically about these programs can be requested from James Alva, Strategic Initiatives Director, at [jalva@norcalsbdc.org](mailto:jalva@norcalsbdc.org).

## 3. Special Projects

Special projects include market research; publications; conferences for minority, women, veterans or disabled person-owned businesses; services provided in languages other than English; etc. Special Projects should primarily be funded by non-SBA sources.

## SECTION IV. PROPOSAL FORMAT AND CONTENT

These instructions detail the mandatory proposal format and content to be used in each proposal. **PROPOSALS MUST BE PREPARED AND SUBMITTED IN THE FOLLOWING FORMAT TO ENSURE ACCURATE EVALUATION.**

### A. Required Content and Format

1. **ATTACHMENT 1, COVER SHEET.**
2. **ATTACHMENT 2, HOST ORGANIZATION CONTACT INFORMATION.**
3. **Table of Contents:** Information is organized as outlined in this Section with page references.
4. **Board Resolution/Minutes:** Provide an executed resolution or approved minutes signed by the board of directors or board or body of the local governing entity of the bidder's organization. If the bidder is a local governmental body and resolutions or minutes are not signed by the governing body, then an authorized representative must submit a signed resolution or minutes.
5. **Narrative:** The narrative portion of the proposal will address all of the following items and not be longer than 30 pages in length excluding all attachments. **Applicants are encouraged to focus on providing complete content in a streamlined manner. There are no extra points provided for using all 30 pages of allowable narrative space.**
  - a. **Description/Qualifications of Host Organization**
    - Provide a brief **history** of the organization, when it was established, when existing business assistance services were initiated by the organization and in which community(s), and location the applicant currently operate. What are the primary markets and target clients/customers of the organization?
    - Describe the organization's capacity to establish, maintain and operate the SBDC. Discuss **how the SBDC "fits"** within the organization and the purpose/mission of the SBDC aligns with the purpose/mission of the organization. Why does the applicant want to host an SBDC? Besides funding, what benefits will be realized by the host organization?
    - Provide a description of the host organization's **primary services** and activities. Describe how business and/or economic development activities fit within the larger mission of the organization if the primary focus is not business and/or economic development.
    - Provide a short description of all **business/economic development programs/projects** operated by the applicant during the last three (3) years and the specific funding source for each. If any such programs were discontinued prior to the end of the contract period, list the name of the funding source, the amount of the funds, program title, contract number and contract period. Please indicate the reason the contract was discontinued early.
    - Describe the organization's **key successes** in delivery of business assistance or similar programs within the last three (3) years. Discuss what systems the host uses to capture and communicate successes of its programs to stakeholders and the business community.

**b. SBDC Structure and Management**

- Provide a description of the proposed **SBDC location(s) and facilities**, demonstrating accessibility to the small business community to be served. The facilities must be disabled accessible, allow for posting of SBDC signage, include private office space for individual consulting, and provide accessible, free or low-cost parking. For each planned facility please describe if the location is currently under the control of the applicant or if space would need to be identified, negotiated and/or leased. If the applicant holds space via a lease, include information about the length and terms of the lease.
- Provide a narrative description of the proposed **SBDC personnel structure**. Include titles and duties for all individuals who will be involved in service delivery and oversight and the percentage of time they will be dedicated to the SBDC project. It is acceptable if host organization's proposed SBDC structure includes personnel yet to be hired; please note positions to be hired. *Provide résumés for all host organization pre-existing employees and pre-existing contract consultants that will be involved in SBDC services and oversight as part of the Attachments. Individuals proposed to provide business consulting should have prior small business experience.*
- If the applicant is a large organization (municipality, university, etc.), provide rationale for why the SBDC will be placed within the **chosen operational unit**.
- Indicate the individual(s) who will provide **supervision over the SBDC services**, who this position reports to, what other programs they manage, and how long they have been with the organization.
- If business consultants will be private contractors, provide the **hourly consulting rate** agreed upon for hourly services.

**c. Fiscal Compliance**

- Explain how **financial management** will be handled by the host organization. Indicate the individual will have oversight of the budget and the position responsible for tracking expenditures and submitting invoices. For each person, include who these individuals report to, what other fiscal responsibilities they have, and how long they have been employed by the organization. *Please provide résumé(s) as part of the Attachments.*
- Describe the organization's ability to maintain **separate ledgers and transaction journals** for SBDC financial activity to ensure a clear audit trail of the financial resources used under this agreement. SBDC expenditures of federal, matching, and program income must be accounted for separately from each other, from other host resource and must be identifiable by contract year (i.e. calendar year) in which they were provided.
- Discuss the host organization's background in **fund accounting** and prior experience with fiscal management of federal contracts.

**d. Financial Stability**

- Describe the organization's **core funding**. What are the primary ways the organization is funded and what have been the funding trends in recent years? If funding for the organization has significantly increased/decreased (+/- 20% or more) over the last three (3) years, please describe these circumstances.
- Discuss the organization's ability to manage a **reimbursement program**. What

safeguards does the applicant have to ensure proper cash-flow over the year?

- Describe the organization's **capacity for growth** (e.g. adding no-cost consulting services, expanding pre-existing business assistance programs, serving additional markets, the possibility of satellite offices, etc.).

e. **SBDC Service Delivery**

- Address how **consulting services** will be implemented and managed. Include information about how consulting will be accessible throughout the geographic territory. Discuss any specialty/emphasis topics to be provided and how resources will be managed for maximizing economic impact of services.
- Address how **capital access assistance** will be implemented and managed. Include information specific to assisting client with loan access and specific to clients securing equity capital. Describe any significant relationships with lenders or equity capital-related partners.
- Address how **training services** will be implemented and managed. Include information about how training will be distributed throughout the geographic territory. Discuss any specialty/emphasis topics to be provided or if web-based training will be provided. If SBDC funding will be expended on curriculum development, note which training topics will require curriculum development. If trainings will be co-sponsored, indicate partner organizations that will collaborate on trainings. *Trainings are not required, however if any resources will be spent on trainings they must be detailed.*
- Discuss how the applicant organization will participate in Norcal SBDC's **strategic initiative programs**. Provide details of any prior experience/expertise in each of the initiative areas: assistance to technology/innovation companies, international trade (exporting) assistance, and social entrepreneurship.
- Describe all **special projects** that would be initiated/take place within the contract year. Please include any special expertise or targeted programs not listed elsewhere. *Special projects are not required; however, if any resources will be spent on special projects they must be detailed.*
- If the applicant plans on specialized services for a **target market** within the general business population (women, Native Americans, Mandarin-speaking business owners, veterans, etc.), please explain how this will be executed and estimate what percentage of SBA funds will be applied to target clients.
- If any funding will be used to **enhance existing business assistance** services, please note where funding will be made to expand/enhance programs rather than develop new services. Note: Expansions/enhancements are perfectly fine so long as services are aligned with the SBA-required assistance areas.
- If any significant portion of the Scope of Work is proposed to be contracted out, the bidder must identify **work to be performed by subcontractors**, their qualifications and expertise, and describe the pre-existing relationship between the subcontractor and the applicant. *This does not relate to individual private contract consultants who may be engaged to provide consulting to clients under the supervision of the SBDC.*
- Provide a list of current community, business and corporate **partnerships** and explain the extent of the working relationships. If appropriate, document what these organizations

have committed to do in specifically helping launch SBDC services to be provided by the applicant in San Francisco.

- Discuss all forms of **outreach and promotion** that will be used to attract business clients. Note which of these methods and tools are pre-existing and which will be new efforts specific to the SBDC program.
- Describe the organization's realistic **startup timeline** to scale to full SBDC operations in a timely manner. Include extent to which operations would be in place by April 1, 2014.

**f. ATTACHMENT 3, CONSULTING WORKPLAN AND OUTCOMES.**

**g. ATTACHMENT 4, BUDGET FORMS**

- Format should not be altered. **Both sheets** must be completed (Budget Proposal and Budget Justification).
- ALL costs associated with the implementation of this proposal shall be included. **Proposals with incomplete budgets will not be reviewed.**
- The allocated annual total award for SBDC services delivered in San Francisco during calendar year 2014 is not to exceed \$150,000 in SBA funding including allowable indirect costs not more than ten percent (10%).
- Cash match of at least 50% must be included on ATTACHMENT 4, BUDGET FORM. Applicants with more than 50% cash match will get up to 30 extra points in the proposal scoring.
- In-kind match showing the difference between Cash match and the minimum one hundred percent (100%) match requirement. Overmatch (more than 100%) is allowable and encouraged.
- Within the SBDC budget (SBA funds, cash match, program income, in-kind match), **80% of the SBA funding must be applied to direct service delivery captured in WebCATS.**
- **All costs proposed require justification and narrative explanation (Sheet 2).**
  - i. Example 1- Personnel: If an employee will be working part time on the SBDC project, provide the percentage of time and salary for the employee.  
**JUSTIFICATION:** Frank Jordan, Business Consultant, annual salary of \$80,000 x 20% time for SBDC = \$16,000 salary expense.
  - ii. Example 2- Contractual: If there will be multiple contract business consultants, provide estimates on how dollar amount is to be distributed.  
**JUSTIFICATION:** 8 contract consultants. 4 consultants will average 10 hours/week and other 4 will average 5 hours/week. Hourly rate = \$50. Average of 60 hours/week x 48 weeks (assuming vacations, holidays, etc) = 2880 hours x \$50/hour = \$144,000.
  - iii. Example 3- Other: If there are costs associated with conducting trainings, list out costs and then list categories of costs under the "under" category.  
**JUSTIFICATION:** Proposing 20 trainings, for each training—handouts/printing cost of \$200, training facility rental of \$500, coffee and water (refreshments) of \$50  
Handouts/printing: \$4,000

Training facility rental: \$10,000  
Refreshments: \$1,000

- The budget must specify which costs will be paid by award dollars (federal), cash match dollars or in-kind/indirect match dollars.
  - Include waived indirect based upon applicant organization's federally recognized indirect rate if applicable. Waived indirect may be applied towards in-kind match.
  - Estimate any fees or charges to clients for attending training workshops/seminars, special events, and non-business advising activities; all program income collected must be used in the direct support of the program and the use of these funds must be separately and clearly tracked and identified. By SBA mandate, **program income cannot be used towards cash match or in-kind match requirements.**
- h. ATTACHMENT 5, CERTIFICATION OF CASH AND IN-KIND MATCH:** The amount and source of funds being provided as match must be clearly indicated.
- If a portion of match funding has been applied for but is not yet secured at the time of the applicant's submission to this RFP, please provide narrative to this fact and an estimated date on which funding notification will occur.
- i. Match Verification Documents**
- Please include support documentation for each match source listed on ATTACHMENT 5, CERTIFICATION OF CASH AND IN-KIND MATCH. Support documentation may include: cover sheets from other grants/contracts; letters from other funding entities which include a funding amount, funding purpose and funding end date for cash match; letters from host organization guaranteeing match from general funds; etc.
  - In-kind match contributions must be fully explained to show how their value is determined. Support documentation (such as signed commitment letters showing reasonable value of in-kind match amounts) for each match source is required.
- j. Applicant Organization's Supporting Financial Information**
- Provide a copy of the organization's most recent external audit report (A-133).
  - Provide a copy of the host organization's Indirect Cost Rate Agreement (federal cognizant rate agreement) if applicable.
  - Provide documentation of incorporation, if appropriate.
- k. ATTACHMENT 6, PLANNED CLOSURE DATES**
- l. Applicant Organization's Organization Chart**
- Submit an organization chart showing the hierarchy of the organization and how the SBDC will be administered. The chart must show the relationship between the proposed host entity, SBDC personnel and personnel of the host organization that will provide part time support to the SBDC.
- m. Résumés for Proposed SBDC Personnel**
- n. Business Client References**
- Provide a minimum of three (3) small business client references which the bidder has

provided consulting services to in the last three (3) years. Include the name of the organization, contact person, address, phone number and email address.

#### **5. Other Attachments**

Any additional attachments provided by the bidder – such as letters of support, media clippings and host organization collateral – are allowed but are not required. **Information included beyond the required documents will not count towards the formal evaluation and scoring of the proposal.**

## SECTION IV. SELECTION PROCESS AND EVALUATION CRITERIA

Each proposal shall be evaluated to determine responsiveness to HSUSPF's needs as described in this proposal package. HSUSPF reserves the right at any time to reject any or all proposals.

### A. Selection Process

1. After the period has closed for receipt of proposals, each proposal will be evaluated to determine compliance with general RFP guidelines and specific requirements of SECTION IV, PROPOSAL FORMAT AND CONTENT. If a proposal does not meet all requirements, it will be considered nonresponsive and rejected from further evaluation.
2. The evaluation committee will then review all responsive proposals against the evaluation criteria listed below. Proposals will be ranked based upon score.
3. The evaluation committee reserves the right to designate one or more members of the committee to perform oral interviews with one or more finalists. The oral interviews will confirm information presented in the proposal. Further, the oral interview will allow finalists to demonstrate their understanding of the project objectives, and to articulate their capability to meet or exceed the requirements of this RFP.
4. The evaluation committee reserves the right to designate one or more members of the committee to perform in-person site visits with one or more finalists. The site visits will confirm information presented in the proposal and oral interviews.
5. A contract will be awarded to the applicant with a highly scored proposal, a high level of cost-effectiveness of proposed services to be offered, a demonstrated ability to provide sufficient fiscal and programmatic oversight of a federally-funded program, and any additional information gathered from oral interviews and/or site visits, if deemed necessary.
6. HSUSPF reserves the right not to award any contracts.
7. Upon selection of a proposed contractor, a Notice of Intent to Award will be posted for five (5) working days at the NorCal SBDC Lead Center Office, Humboldt State University, House 71, Humboldt State University, Arcata, CA 95521. A Notice of Intent to Award will also be posted online at [www.norcalsbdc.org/postings](http://www.norcalsbdc.org/postings).
8. The chosen bidder shall be notified verbally or in writing as to their selection as the proposed contract awardee at the time HSUSPF posts the Notice of Intent to Award.
9. Unsuccessful applicants will be notified in writing on the date HSUSPF posts the Notice of Awards.
10. Preliminary contract negotiations shall begin on the sixth workday after the date the Notice of Intent to Award is posted.
11. The successful applicant will participate in the Norcal SBDC "onboarding" process. Onboarding includes orientation of the new host, mandatory training of key



programmatic and fiscal personnel, host participation in the annual all-region/all-staff meeting, and a series of startup checkpoints which must be accomplished by the new SBDC during its first six months of operation. Dates of onboarding activities will be negotiated with the successful applicant after the Notice of Intent to Award is posted. Onboarding activities will be included in the 2014 contract.

## B. Proposal Evaluation Criteria

Proposals will be reviewed and scored by an evaluation committee. Evaluation of proposals will be based on the criteria shown. **While criteria headings align with narrative sections, the entire proposal's content will inform scoring in each of these areas.**

Criteria	Points
<b>HOST ORGANIZATION</b> Host organization's focus, history and success in economic development activities; organization's alignment with SBDC program; extent to which the organization has ongoing related business assistance programs.	Up to 20
<b>SBDC STRUCTURE AND MANAGEMENT</b> Adequacy of proposed SBDC structure, program management and qualifications of programmatic personnel; knowledge and expertise of proposed staff, subcontractors and consultants in small business assistance.	Up to 20
<b>FISCAL COMPLIANCE</b> Organization's accounting and grant compliance systems; prior experience with federally funded programs; accounting department's background in fund accounting; prior successful experience tracking cash match, in-kind match and program income.	Up to 20
<b>FINANCIAL STABILITY</b> Organization is well positioned to provide matching funds for SBDC in 2014 and beyond; capacity for growth; long-term sustainability of organization is not in question.	Up to 20
<b>SBDC SERVICE DELIVERY</b> Quality and thoroughness of SBDC Service Delivery plan; variety and appropriateness of topics to local business needs; effective use of resources; focus on services producing measurable economic results; appropriate partnerships that will specifically enhance the SBDC service offering; special expertise in any of Norcal SBDC's specialty program areas; expertise serving underserved subsets of the general business population; ability to start up SBDC in reasonable timeframe.	Up to 30
<b>Subtotal</b>	<b>Up to 120</b>
Additional points for cash match above 50%. <ul style="list-style-type: none"> <li>• Cash Match at 51-75% = 5 extra points</li> <li>• Cash Match at 76-100% = 15 extra points</li> <li>• Cash Match at 101-125% = 25 extra points</li> <li>• Cash Match at 126%+ = 30 extra points</li> </ul>	Up to 30
<b>Total Points Possible</b>	<b>Up to 150</b>

**C. Oral Interview Evaluation Criteria**

The evaluation committee may conduct oral interviews with one or more bidder. The evaluation committee reserves the option of conducting the interview via teleconference, or at the finalist's and/or the proposed subcontractor's site, or other designated site. The following criteria will be used for assessing oral interview(s).

Criteria	Points
Quality and completeness of answers to questions regarding the proposed work plan.	Up to 10
Bidder's awareness of and ability to comfortably discuss concepts and approaches to small business development, economic development and measurement of economic impact. Understanding of the local business community, prominent growth industries and key partners/stakeholders in the economic development field, local growth industries and partnership opportunities.	Up to 20
Bidder's ability to tie ideas presented in the workplan to overall program objectives for the Northern California SBDC Network. Bidder's ability to tie ideas presented in the workplan to the mission, vision and purpose of the larger host organization.	Up to 10
Bidder's ability to articulate host's background in grant management and fiscal management of federally-funded programs. Understanding of fund accounting and core OMB cost principles.	Up to 10
<b>Total Points Possible.</b>	<b>Up to 50</b>

**D. Grounds for Rejection**

HSUSPF reserves the right to waive any immaterial deviation in a proposal; however, the waiver of an immaterial deviation in a proposal shall in no way modify the document or excuse the bidder from full compliance with the proposal requirements after the bidder is awarded the contract.

**A proposal shall be rejected if:**

- The proposal package is received after the exact time and date set for receipt of proposals.
- The proposal does not meet the requirements and is not prepared as required in SECTION IV PROPOSAL FORMAT AND CONTENT.
- The proposed SBA portion of the budget exceeds the maximum amount indicated by this RFP.
- The proposal contains false or misleading statements or references which do not support an attribute or condition contended by the bidder; and if, in the opinion of HSUSPF, such information was intended to erroneously mislead HSUSPF in its evaluation of the proposal.
- The proposal is confidential (excluding bidders financial information), conditional, incomplete or if it contains any irregularities.
- The bidder does not meet the required cash match, total match, direct services requirement and/or ATTACHMENT 5: CERTIFICATION OF CASH AND IN-KIND MATCH forms are incomplete.

**E. Debriefings**

Written debriefings of the evaluation results will not be provided to unsuccessful proposals. Oral debriefings may be provided at HSUSPF's discretion.

## SECTION VII. TERMS AND CONDITIONS

### A. Addenda

HSUSPF reserves the right to amend, alter or change the rules and conditions contained in this RFP prior to the deadline for submission of proposals.

HSUSPF reserves the right to negotiate with any qualified bidder, or to modify or cancel in part or in its entirety contract provisions if it is in the best interest of HSUSPF to do so.

HSUSPF reserves the right to extend the submission deadline should this be in the best interest of HSUSPF. Proposing organizations will have the right to revise their proposals in the event that the deadline is extended.

### B. Bidder's Costs

Costs for developing proposals are entirely the responsibility of the bidder and shall not be reimbursed by HSUSPF.

### C. Applicable Federal Reference Materials

As participants in a grant program of the SBA, SBDCs shall be familiar with overarching Administration goals and requirements. Reference materials that may be helpful for the applicant include the following:

1. **SBA Five-Year Strategic Plan:**  
[http://www.sba.gov/sites/default/files/serv\\_strategic\\_plan\\_2010-2016.pdf](http://www.sba.gov/sites/default/files/serv_strategic_plan_2010-2016.pdf)
2. **2013 SBDC Program Announcement:**  
[http://www.sba.gov/sites/default/files/files/FINAL%20PA\\_2013%20OGC\\_cleared%20.pdf](http://www.sba.gov/sites/default/files/files/FINAL%20PA_2013%20OGC_cleared%20.pdf)
3. **USC, CFR and OMB Circulars:**  
[http://www.whitehouse.gov/omb/circulars\\_default](http://www.whitehouse.gov/omb/circulars_default)  
Applicable references include the following:
  - a. 2 CFR Part 220 "Cost Principles for Educational Organizations" (OMB Circular A-21)
  - b. 2 CFR Part 215 "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and other Non-Profit Organizations" (OMB Circular A-110)
  - c. 2 CFR Part 230 "Cost Principles for Non-Profit Organizations" (OMB Circular A-122)
  - d. 13 CFR Part 143 "Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments" (OMB Circular A-102)
  - e. 29 CFR Part 99 "Audit of State, Local, and Non-Profit Organizations" (OMB Circular A-133)
  - f. Section 21 of the Small Business Act, 15 U.S.C. 648

##RFP END##



# HUMBOLDT STATE UNIVERSITY

Sponsored Programs Foundation

February 6, 2014

Todd Rufo  
Director, Office of Economic & Workforce Development  
City of San Francisco  
1 Dr. Carlton B. Goodlet Place, Room 110  
San Francisco, CA 94102

**Re: Notice of award for SBDC services in San Francisco.**

Dear Mr. Rufo,

Thank you for the City of San Francisco, Office of Economic & Workforce Development's recent proposal dated 12/17/2013, responding to RFP #2013-SF-01. It is our pleasure to notify you that we intend to award a 2014 contract for SBDC services in San Francisco to your organization.

This award will be executed for a maximum of \$150,000 in reimbursements for expenses specific to SBDC services within San Francisco.

You may incur costs for normal business activities at a level of \$150,000 pending final approval of budgets by the Foundation. Final award amounts may be different to those stated and will be reflected in final contracts. It should be noted that the budget period will be for the period of February 1, 2014 through December 31, 2014.

If you have any questions regarding contractual matters, please do not hesitate to contact Stephanie Tyrer in this office at (707) 826-5163 or via email at [Stephanie.Tyrer@humboldt.edu](mailto:Stephanie.Tyrer@humboldt.edu).

Yours sincerely,

Steve Karp  
Director, Sponsored Programs Foundation  
Humboldt State University

CC: Kristin Johnson, Region Director, Northern CA SBDC  
Mark Quinn, District Director, San Francisco District Office, SBA.

OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
MAYOR

TO: Angela Calvillo, Clerk of the Board of Supervisors  
FROM: *for* Mayor Edwin M. Lee *JE*  
RE: Accept and Expend Federal Pass Through Grant – Small Business  
Development Center Grant – \$150,000  
DATE: April 15, 2014

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Attached for introduction to the Board of Supervisors is the ordinance authorizing the Office of Economic and Workforce Development (OEWD) to retroactively accept and expend a grant in the amount of \$150,000 from the Humboldt State University Sponsored Programs Foundation (HSUSPF) to host the San Francisco Small Business Development Center, and amending Ordinance No. 160-13 (Annual Salary Ordinance, FY 2013-14 and FY 2014-2015) to reflect addition of one (1) Class 9775 Senior Community Development Specialist II grant-funded position (0.17 FTE) in the Office of Economic and Workforce Development.

I request that this item be calendared in Budget and Finance Committee.

Should you have any questions, please contact Jason Elliott (415) 554-5105.

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