Ocean Avenue Association Board Development Request for Proposals (RFP)

Budget: up to $20,000.00

Scope of work –

The Ocean Avenue Association (OAA) is issuing a Request for Proposals to identify a partner to implement a variety of tasks designed to strengthen the organization’s governing board, operational capacity, and organizational framework. More information about the organization can be found on its website: https://oceanavenueassociation.org/. Funding for this RFP comes through the City and County of San Francisco’s Office of Economic and Workforce Development (OEWD).

Ocean Avenue Association Background

The Ocean Avenue Association is a Community Benefit District (CBD) operating along the core Ocean Avenue commercial corridor. The OAA was formally established in December 2010 for an initial 15-year term. The CBD consists of approximately 170 individual assessed parcels and runs from Manor Drive in the West to I-280 in the east.

In 2020, the OAA was awarded a proposal to renew and expand the CBD for an additional term. Part of this award was a strategic plan aimed at building the organization’s capacity, efficiency, and efficacy in managing the CBD. The strategic plan reported findings across four sections: 1) Organizational, 2) Operational, 3) Financial, 4) District Renewal. These recommendations can be found in the Ocean Avenue Strategic Plan, attached as an appendix to this document.

Scope of Work

OAA is seeking proposals from established consultants and professionals to assist the organization in implementing the recommendations of the OAA Strategic Plan, provide training to the organization’s Board of Directors and executive director on best practices, and meet with OEWD staff to update them on the progress of the work.

Specifically, the consultant:
• Will assist the OAA governing board in implementing strategic plan recommendations in the Organizational, Operational, and Financial sections of the document.
• Provide trainings to the OAA governing board and staff on their roles and responsibilities.
• Will provide honest guidance, regularly, to the OAA governing board, OAA staff, and OEWD on areas of improvement and concern for the organization.
• Will meet with OEWD to understand City objectives and explain how work plan will achieve those.
• Will review with fiduciary responsibilities of the organizations governing board with the entire governing board and staff.
• Will work with Board Chair on how to recruit new board members, identify areas of improvement and apply best practices for a more effective, productive & successful board with identified short-term & long-term goals, ensure board member engagement, and ensure board members follow established governing board practices.
• Will consistently provide best practice trainings to the organization’s board of directors.

Application

The following items must be submitted to the OAA and OEWD in one (1) email for consideration. The full packet should be emailed to pierres@oaacbd.org. Incomplete applications may not be considered.

1) Organizational/Company/Consultant Info
2) Applicant Qualifications and Staff Assignments
   a. Describe any past experience successfully implementing similar projects or activities. You may include details on active/ongoing projects as well as prior/completed projects. Please be sure to highlight successful outcomes for the target populations or neighborhoods.
   b. **Describe your staffing plan for the proposed project.** Please answer all of the following in this section:
      i. List the names, titles and qualifications of staff, partners, and subcontractors that will make up the project team. If you do not have a person identified yet (e.g. if you have a vacant position), please provide information on the status of the hiring process. Please submit resumes or cv of all individuals involved on the project team.
      ii. How will work be distributed within the project team?
      iii. Are there any specific cultural, linguistic, educational or other skills that will help the project team deliver the proposed project?
3) Approach, Activities, and Outcomes
   a. **Clearly state your approach to the project.** Provide detailed goals and objectives, and describe any evidence-based practices that inform your project design.
   b. **Describe the services to be provided.** For each service component, provide detail on the following, as appropriate: types of activities; number of hours; frequency of services; location(s) of services; and methods that will be used to deliver services.
   c. **Describe the qualitative and quantitative outcomes your project proposes to achieve.** Provide projections of the accomplishments to be achieved for each activity or function
proposed, such as the number of activities or steps to be accomplished or number of individuals or businesses to be served. If accomplishments cannot be quantified, list them in chronological order to show a sequence of steps and their projected start and end dates.

d. **Provide a project timeline.** Please include all major milestones and target dates, as appropriate. Describe any factors that might speed or hinder implementation of the project, and explain how you will manage unanticipated project hurdles, should they arise.

e. **Describe your expertise serving similar organizations or non-profits with governing boards.** Describe specific outreach or engagement strategies that you will use to ensure this governing board follows through on their training.

4) **Performance Measurement and Reporting**
   
a. How data on project activities and outcomes will be collected and reported.
   
b. Measures that will be developed and/or used to determine the extent to which the project has achieved its stated objectives
   
c. How data will be used to determine whether the needs identified are being met and whether project results are being achieved
   
d. Any processes and procedures that are or will be in place to determine whether the project is being conducted in a manner consistent with the work plan and how effectiveness and efficiency will be improved
   
e. How the outcomes proposed and measured will demonstrate positive impact based on the Scope of Work outlined within the program area.

5) **Proposed Budget**
   
a. Provide a proposed budget for the project, including materials and staff hourly rates.
   
b. Provide an estimate of how many hours each staff person will be working on this project.