

1. Is there is way for us to see if we can partner with another firm for this proposal?

**Please visit the SF City Partner website and click on the "View Partner Requests" tab to view available partner requests for a prime or subcontractor. To filter Partner Request Results, select "Art Commission" from the "Department" drop down menu and click "Search". To submit a request for a partner you must be a Registered Bidder.**

**[SF City Partner \(sfgov.org\)](http://sfgov.org)**

2. With the full intention of delivering on 100% of specified outcomes, is SFAC open to some restructuring of the phases provided in the professional services agreement?

**Yes, we are open to some restructuring provided delivery of 100% of specified outcomes.**

3. What are the challenges you anticipate in the strategic and business plan development process?

**We would like to focus how to operationalize the strategic plan to a living and breathing document using the latest program data.**

4. Are responses required to fit into the proposer response boxes without exceeding the 7.25 x 4.25in dimensions?

**No. They can exceed the dimensions of the template.**

5. How will the goals and strategies of your current Racial Equity Action plan feed into the strategic and business plan development process?

**Our current REAP should inform our strategic and business plan.**

6. What is the makeup of the committee/stakeholders that will review the proposals?

**The panel reviewing the proposal will be made-up by a mix of agency leadership, grantee/s, and other city staff.**

7. Are reviewers recommended/ allocated the same amount of time to reviewing each proposer response?

**Yes. Panelists will be given ample time to review all proposals.**

8. The 2014 strategic plan calls for an annual review and evaluation of SFAC's grantmaking strategy. Were these evaluations conducted, and are they available as input for the new strategic planning process? Are there any portfolio-level evaluations (as opposed to evaluations of individual programs) that assess progress against these goals?

**Since the last strategic plan there been only limited review of our grantmaking strategy.**

9. Have the goals and subgoals articulated in the previous strategic plan been updated or evaluated since 2014?

**There has been limited review of our strategic plan since 2014.**

10. What is different about the organization since that process was initiated that would affect the new strategic planning process?

**The organization has a new leadership team and relatively new staff. The agency is also responding to new arts landscape due to the lingering effects of the pandemic.**

11. What roadblocks have the organization encountered since 2014 in implementing its strategic plan?

**Some roadblocks encountered since 2014 has been funding issues due to the decrease in hotel taxes and leadership/ staff turnover.**

12. Who within the organization will be leading the project? Who are the key members of the SFAC project team for this project?

**This will be led by the SFAC leadership team. Key members include the Director of Cultural Affairs, Deputy Director of Finance and Administration, Deputy Director of Programs, Director of Communications, Commission Secretary, and Racial Equity Analyst.**

13. Is there an expectation regarding in-person vs. online meetings?

**We are open to both in-person and online meetings.**

14. Will SFAC be able to recommend peer municipalities, cultural organizations, and Arts and Culture agencies for comparison and benchmarking? What should be the criteria for selecting these entities?

**Please review the peer municipalities in the previous benchmark study.**

**[SFAC-Benchmark-Study-2.pdf \(sfartscommission.org\)](#)**

15. What is the expectation of "ongoing support" and "long-term assistance"?

**Ongoing support and long-term assistance might be in the form periodic review of strategic and business plans in terms of goal setting, communications, and community engagement.**

16. LBE requirement - How important is it to qualify as an LBE before the proposal is submitted? What are the implications if our application is in the process but still needs to be approved?

**All prime and subconsultant firms must be CMD LBE certified in the categories of the scope of works listed on the Form 2A at time of the proposal submittal deadline. A pending LBE certification status is NOT accepted and may cause the proposal to fail and be rejected. Firms are encouraged to contact the LBE Certification Unit right away at [lbecert@sfgov.org](mailto:lbecert@sfgov.org).**

**In order to be eligible to meet 14B requirements, including for the rating bonus, LBE subcontracting requirements, LBE rating bonus for joint ventures, all firms must have the SF CMD LBE certification status in good standing.**

17. What qualifies as "Evidence of delivery of 3 similar plans or engagements" per minimum requirements (MQ#6)

**This can be any document that supports evidence of previous work i.e., list or copies of previously completed strategic plans.**

18. What qualifies as "Evidence of 10 years of experience" for Project Lead? (MQ#7)

**This can be any document that supports evidence of previous work i.e., list or copies of previously completed reports for consulting work.**