FEBRUARY 2010
TECHNICAL ASSISTANCE INITIATIVE
REQUEST FOR PROPOSAL

Introduction:
Wells Fargo is seeking proposals to build the long-term capacity of established technical assistance providers operating within the state of California. As a financial institution, we understand the significant role that technical assistance providers play in strengthening disadvantaged individuals and small businesses. This additional funding will help providers increase the scope and quality of services provided and build sustainable internal capacity.

As a regionally based initiative, Wells Fargo will select a limited number of grantees from each of the following regions: 1) Northern CA; 2) San Francisco Bay Area; 3) Greater Bay Area; 4) Central CA; 5) Los Angeles Metro; 6) Orange County; and 7) Southern CA (see map attached). Wells Fargo will work with the California Reinvestment Coalition to review proposals.

The requirements within this RFP are intentionally broadly defined. The funds to be awarded are intended for use as each technical assistance provider sees most appropriate with long-term capacity enhanced through infrastructure stability, operational efficiency and effectiveness, program sustainability and community benefit. Response to this RFP should reflect plans that will result in these anticipated outcomes. Past awards have included but were NOT limited to uses such as: program expansion, development of training material, upgrades of technology infrastructure, etc.

Definition of Technical Assistance:
For purposes of this RFP, technical assistance will include the following services:

1. **Are You Ready to Start a Business**
   - Readiness Training; Self Assessment
   - Business Potential
2. **Introductory Management Classes**
   - Courses which teach entrepreneurs to do feasibility projections
   - Courses which help entrepreneurs to understand the financial impact of their business decisions on personal resources, and those of family and friends
3. **Businesses Management Training**
   - Financial: budgeting, bookkeeping, accounts payable and receivable, inventory, cash flow analysis
   - General Operations: methods to improve efficiency and production systems
   - Marketing: product definition, pricing, positioning, access to vendor procurement
   - Human Resources: recruitment, hiring, training
4. **Individualized Technical Assistance**
   - Business Management Training/Individual Consulting
   - Strategic Business Planning
   - Customized services to fit business needs
   - Business and credit needs assessment

5. **Networking and Mentoring**
   - Business owners learn from each other; Collective problem solving
   - Peer support promotes strategic alliances, collaboration and economies of scale

6. **Loan Packaging**
   - Assesses business owner's creditworthiness and financing needs
   - Translates and quantifies positive attributes of business to get access to credit
   - Helps business person complete loan application and match with financing
7. **Post Loan Support**
   - Monitors finances and operations to assist borrower with successful repayment
   - Critical method to keep loan losses low and sustain businesses over time
   - Problems addressed before they become serious; significant credit enhancement
8. **Resource and Referral**
   - Referrals to services not offered by the technical assistance provider
   - Financial and educational resources available from colleges, business programs, financial institutions, etc. that provide additional avenues to business success not available from provider.
   - Mentoring programs or industry-specific technical assistance

<u>Scope of the Initiative:</u>
This initiative is designed to support technical assistance providers who service the following targeted populations:

- Low and Moderate Income populations – income levels are less than 80% of the area median income
- Micro and small businesses – businesses with annual revenues of $1,000,000 or less
- Minority, women, veterans, and disabled owned businesses

Examples of capacity building activity that will qualify for funding include (but are not limited to):

Program Expansion: i.e., increasing the number of products or services offered, fully building out specific programs, extending market outreach to include underserved ethnicities, or promoting job creation.

Infrastructure Needs: i.e. tracking of clients, data collection, hardware or software needs, or staff training.

<u>Eligible Organizations:</u>
This RFP is designed for organizations with current 501c3 designations. 501c4s or 501c6s are **not** eligible to apply.

<u>Application Requirements:</u>
The application should not exceed six (6) pages and must address the following questions:

1) Provide a list and brief description of the technical assistance programs that your agency has administered in the last three (3) years, especially those programs which have been targeted to low to moderate income, disabled, minority and women business owners. Include number of participants and number of graduates for each program.
2) Describe the current population that your organization targets for offering technical assistance programs.
3) Describe what methods your organization is currently using to source candidates for your technical assistance programs.
4) Describe specific obstacles your organization has encountered with technical assistance delivery in ethnically diverse and LMI areas, and the specific steps that your agency has taken to overcome these obstacles.

5) Describe how your organization has assessed the needs of your target population to determine that your program is needed and supported by the community.
6) Describe the local continuum of business development services in your area and how your programs fit into this continuum. If there are gaps in the continuum of services, describe your strategy for filling the gaps.
7) Describe how your specific technical assistance services help businesses access capital/resources in order to have sustainable growth.
8) Describe the evaluation methods currently used to determine the effectiveness of your technical assistance programs. Do you track your graduates, loan applications, etc.? If so, what do you measure and how do you measure it?
9) Clearly identify the goals and objectives to be obtained as a result of this funding. Include expected performance measurements of success.
10) Describe how these funds will allow you to improve operational efficiency and/or program effectiveness that will build your capacity to offer technical assistance in the low to moderate income, disabled, minority and women's business community. Describe how you plan to support that increased capacity in the future once the WF funding is complete.

Required attachments:

- Cover page introducing the organization
- Organization's mission statement
- 501 c 3 letter from IRS
- Organization's current operating budget
- Organization's financial statement for the previous two years - audited if available
- Organization's TA/Business development program budget
- List of key staff members involved in the programs/services referenced in this RFP. Include a brief discussion of their responsibilities and work history
- List of members of Board of Directors and length of service on the board
- Current marketing materials for organization's programs
- Major accomplishments in the past three years
- E-mail and telephone contact information for follow-up correspondence
- A letter of commitment or memorandum of understanding for any agency referenced as a partner in your proposal for the delivery of technical assistance services

Application Process:
The RFP process will be as follows:

February 5, 2010	Release of RFP
February 17, 2010*	Conference call to answer questions on the application process
March 5, 2010	Deadline for proposal submission (receipt)
April 7, 2010	Notification of Grant Award

*Two conference calls will be held on February 17, 2010. Please attend only one call. The same topics will be discussed on each call. The first call will be held from 10am-11am (PST) and the 2nd call will be held from 2pm-3pm (PST).

Conference number: 866-844-9390
Participant code: 2619094

An **electronic** copy of your proposal should be submitted to the following email address:

wffound@wellsfargo.com

For technical issues regarding the submission, please contact John Ng at 415-396-2544. If you are unable to submit the application electronically, please send a copy of your application to:

John Ng
Wells Fargo Foundation
550 California Street, 7th Floor
MAC: A0112-073
San Francisco, CA 94104

Only fully completed applications will be forwarded to the review committee.

Review Committee:

- A joint committee consisting of representatives from Wells Fargo and the California Reinvestment Coalition will review all complete applications.

All qualified applicants will be notified of the committee's decision by April 12, 2010. It is expected that those organizations receiving funds will have 30 days to initiate or expand programs for which funds are being sought.

QUESTIONS AND ANSWERS

Q: **Will start up organizations be eligible for funding under the Technical Assistance Initiative?**

A: No. The initiative is designed to assist existing providers in operation for six months or more.

Q: **Are previous awardees eligible to apply again?**

A: Yes.

Q: **How much grant funding can one organization expect to receive?**

A: There will be up to fourteen recipients. Each recipient will receive $50,000 in 2010 and $50,000 in 2011. Funding of the 2nd $50,000 in 2011 is contingent upon the organization making successful progress on the goals it outlined in its original proposal. Funds will be awarded on or about April 30th of each year.

Q: **Is there an appeal process, if my organization does not receive funding?**

A: No. All decisions of the review committee are final.

Q: **Are the required attachments counted as part of the six-page proposal?**

A: No, the required attachments are in addition to the six-page proposal. An application will be considered complete only if it includes all required attachments and the proposal.

Q: **Are there any reporting requirements for those organizations that receive funding?**

A: Yes. Semi-annual reports will be required to allow Wells Fargo and CRC to evaluate the success of this Initiative and to determine how technical assistance produces measurable outcomes for underserved communities. The reports will consist of information on baseline and follow-up data on your clients. Information such as number of consulting hours, number of clients served, client evaluations, and number of referrals to other resources will be required.

Specific reporting requirements will be defined for the grant awardees.

Q: **What should I do if I have questions regarding the application process?**

A: Participate in either one of the conference calls on 2/17/10 to ask questions about the application process. You may also contact Sarah Bennett at bennetsj@wellsfargo.com. As noted earlier, contact John Ng at john.ng@wellsfargo regarding technical questions regarding your electronic submission of your proposal.