4. Description of Services

The tasks discussed below include all activities associated with the preparation, review, scoring, and documenting the results of the cannabis business RFP application evaluation as well as ICF's recommendation for selection. ICF will employ an unbiased and thorough quantitative scoring process to evaluate each application. The application evaluation will be conducted by experienced subject matter experts to ensure a rigorous review of each content area as well as an overall efficient process.

Note that the task structure outlined below presents the logical flow of how the work will be conducted. For clarity, we've provided the RFP Scope of Services task number in parentheses.

Under our current contract, ICF has already completed scoring of the applications received by the City of Hayward for testing lab permits. This process included the development of a rigorous scoring rubric and scoring template, and thus ICF has already developed these materials to be flexible enough to accommodate the differences in the application for the other permit types. Before beginning the application review and scoring process for the other commercial business applications, ICF will meet with the City to confirm that the City is comfortable with the established scoring rubric and template and/or make any necessary modifications. Having these tasks completed will allow ICF to launch into the application review process immediately and efficiently, ensuring we are able to meet the City's aggressive evaluation timeline.

- ■ *Scoring Rubric* (Task 3 in RFP Scope of Services): ICF has already prepared a scoring rubric for each business type that specifies the overall point values associated with each high-level question in the Permit Application, as well as more granular point values for each of the sub-components of those questions. This rubric will ensure consistent and rigorous scoring across all applications received.

- ■ *Scoring Template* (Task 4 in RFP Scope of Services)*:* ICF has already prepared an excel-based scoring template that allows for consistent and clear tracking of the detailed scoring for each of the individual applications. The scoring template will be used by the reviewers to track the review of each question, including a numeric score for each question and each major sub-component of the application. The scoring template will also include a narrative of qualitative comments to explain and justify the score given.

Once the City has signed-off on the scoring rubric and template, ICF will employ the following tasks to complete the application review, evaluation, and recommendation processes.

Task 1: Conducting Compliance Check of Applications (Task 2 in RFP Scope of Services)

Upon receipt of the submitted applications from the City, ICF will conduct a compliance check to verify that all information required by the application is included. This review will serve to ensure that the application is complete and that the required page limits are met. ICF will identify questions that are unanswered and/or any missing content, as that may impact the time needed to score the application. ICF will work with the City to determine if applicants will be given the opportunity to provide any missing information.

Task 2: Simultaneous Application Review and Evaluation (Task 1 in RFP Scope of Services)

ICF subject matter experts will review each of the applications that have passed the criminal background check. Reviewers will independently evaluate and score each question against the pre-determined evaluation criteria and scoring rubric agreed with the City. To increase the efficiency of the evaluation, multiple SME reviewers will review the applications simultaneously (e.g., one SME will focus on reviewing the Safety and Security Plan section of all applications, while another SME will concurrently review the Community Benefits Proposal section of those applications). To ensure a consistent review, subject matter experts will review each application in their subject area across all applications and business types. Reviewer scores will be documented in a spreadsheet (i.e., the Scoring Template described above) that tracks the score to each question for each application. The scoring spreadsheet will allow comments to be entered by each reviewer. Following their independent evaluation, the reviewers will convene to discuss the merits of each application and reconcile any inconsistencies or outstanding issues.

Task 3: Prepare Final Scoring Reports and Recommendations (Task 5 in RFP Scope of Services)

For each cannabis business type, ICF will prepare a scoring report consisting of the Excel-based scoring template, which includes the scores for the individual questions across all applications, a final point score and ranking of the applications, and a summary narrative of the key strengths and weaknesses of each application. ICF will meet with the City to discuss the final score reports. The final results spreadsheets will be provided to the City, as well as recommendations regarding which of the applicants are the most highly qualified in each business category and what teams should be contacted to participate in an interview.

Task 4: Interview Protocol for Most Qualified Applicants (Task 6 in RFP Scope of Services)

ICF will work with the City to design an interview protocol that will be used to guide interviews of the most qualified applicants in each permit category. The protocol will consist of standard questions to be asked during each interview, as well as follow-up questions, as needed, for specific applicants. Once the interview process is complete, ICF and the City will discuss the merits of each team and prepare a final ranking spreadsheet which identifies the most qualified applicants to be recommended to the City Council.

Task 5: Provision of Invoices (Task 7 in RFP Scope of Services)

Throughout the review process, ICF will track the time spent reviewing each application. Each subject matter expert will log the time spent reviewing their section of each application in a notation on the scoring tracker. To facilitate cost recovery billing of applicants by the City, ICF's monthly invoices will include a report that calculates the time spent on each application and the total cost incurred, as well as a brief descriptions of the activities.