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OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT  
WORKFORCE DEVELOPMENT DIVISION

**MEMORANDUM**

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Meeting of April 17, 2017

**TO:** Members of the Workforce Investment San Francisco Board (WISF)  
**FROM:** Michael Carr, OEWD Workforce Development Division Director  
**RE:** Information on RFP 121 Review Process and Request to approve OEWD's funding Recommendations for FY 2018 – 2021

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At the meeting of the WISF on March 9, 2017, Board members requested additional information on the proposal review and selection process under OEWD Request for Proposals #121 (RFP 121). In support of the WISF's final review and approval, this memo outlines the goals and process of OEWD's internal review. It also includes references to additional information and materials used in the selection of workforce service providers for FY 2018 – 2021.

**SUMMARY**

Following the standard processes for advertisement, technical and programmatic assistance, and submission, grant proposals under the Office of Economic and Workforce Development's (OEWD) Request for Proposal (RFP) 121 were reviewed, ranked, and tentatively awarded funds. OEWD has submitted its funding recommendations to the WISF for approval.

OEWD's proposal review consisted of several steps. First, current grantees' performance was assessed by their assigned program officers and contract managers. Next, panels of staff and vetted outside colleagues reviewed proposals and determined final scores. These combined scores were used to rank proposals. Senior staff then made final funding allocations based on rank order, funding requirements, and organizational capacity.

The selection and review process is outlined in detail on pages 14-18 of RFP 121 (see Appendix E). The full text of the RFP is publicly available online at <http://oewd.org/file/8161>. In order to ensure consistency and fairness, a uniform process, which conforms to the guidelines of the City Administrative Code and applicable Federal regulations, was applied to all submissions.

## **REVIEW PROCESS**

### **STEP 1: Open Procurement**

**Advertisement:** Notice of the RFP release was distributed to an extensive list of email contacts maintained by the Invest in Neighborhoods (IIN) and Workforce (WF) Divisions of OWED. These lists include providers, members of the public, board members, City colleagues, merchant groups, and other stakeholders. As with previous RFPs, IIN team members made presentations to share details of the RFP at various public forums, such as the Merchant and Resident Association meetings. The announcement was also sent to staff at the Department of Children, Youth and their Families (DCYF), the Human Services Agency (HSA), and to the San Francisco Foundation (TSFF), for distribution to their respective networks. It was posted publicly on the website of the Office of Contract Administration (OCA), and on OEWD's bid opportunities webpage, [oewd.org/bid-opportunities](http://oewd.org/bid-opportunities). Providers and staff were encouraged to share the opportunity with their networks.

**Question Period:** During the question period, OEWD accepted programmatic questions about the RFP by email at [oewd.procurement@sfgov.org](mailto:oewd.procurement@sfgov.org). A bidder's conference was held on December 14, 2016, at which OEWD staff presented RFP details to members of the public and fielded questions. The conference was attended by over 100 individuals. All information provided, including answers to questions, was documented and posted publicly on [oewd.org/bid-opportunities](http://oewd.org/bid-opportunities). Staff were instructed to direct any questions to the procurement email address, to ensure consistent and ubiquitous information was available to all potential respondents. A complete log of questions and answers was posted to the web page. After the close of the question period, all programmatic questions were redirected to the posted questions and answers. The goal of this system was to ensure that all potential bidders had access to the same guidance and that the process was fair. Technical questions were addressed directly by the OEWD Contracts team, by phone and email.

**Grant Submission:** As with previous OEWD RFP processes, proposals were exclusively accepted through an online system, Total Grant Solution (TGS), at [totalgrantsolution.org/tgsewd/MasterLogon/Logon.aspx](http://totalgrantsolution.org/tgsewd/MasterLogon/Logon.aspx). Step-by-step instructions for navigating the software were made publicly available on the OEWD bid opportunities page. Technical questions were addressed directly by the OEWD Contracts team, by phone and email. Proposals were due Thursday, January 19, 2017, by 5pm.

**Program Areas:** Each submission was made under one of 33 specified program areas. Organizations proposing programs in multiple areas were required to submit a unique application for each. Program areas are outlined in the RFP on pages 35 – 107, where specific requirements are identified for each funding area, along with the funding range and the number of anticipated grants in each program area (see Appendix B for page references).

### **STEP 2: REVIEW**

OEWD received 127 proposals, which were reviewed in multiple steps under a uniform process by panels of three. Panels were comprised of OEWD staff and, in some cases, outside colleagues.

Outside reviewers were selected based on their expertise in the area under review. In order to ensure consistency and fairness, the same proposal review process was strictly adhered to for all submissions. The selection and preparation of panelists ensured that there were no conflicts of interest represented, and reviewers confirmed this by signing a conflict of interest form. This year's review process was conducted between January 23 and February 3, 2016. Review panels met on February 6, 7, and 8.

There review process entailed the following activities:

- A. **Past Performance Review of Current Grantees:** First, all current grantees were reviewed and rated by their program officer and contract manager, based on a standardized rubric (see Appendix A). Staff were instructed to consider performance during the previous 18 months (July, 2015 – December, 2016) when evaluating grantees. This portion of the review occurred between 1/16/17 – 1/27/17.
- B. **Individual Proposal Scoring:** Upon the Proposal deadline, all proposals were "batched" according to program area and assigned to a three person review panel. Panels were comprised of OEWD staff and colleagues from other departments with expertise in the program area being reviewed. In Program Areas that received a large number of submissions, proposals were batched and split among two review panels. All proposals were scored (regardless of whether the organization in question held existing grants with OEWD), using a standardized rubric specific to the program area (see Appendix C for sample general and program-specific score sheets). Pages 107-112 in RFP 121(see Appendix E) give a detailed description of the evaluation criteria by which proposals were judged and each of the Program Areas listed specific requirements for applicants submitting proposals in that Program Area. Before meeting as a panel, each reviewer performed his or her review independently using the scoring rubric. This portion of the review occurred between 1/23/17 – 2/3/17.
- C. **Panel Review:** Following completion of their assigned scoring worksheets, panelists met to discuss and submit their scores. If there were any discrepancies among independent scores in any area, facilitators led a discussion with panelists in order to reach consensus and assign a representative score. Panel review occurred between 2/6/17 – 2/8/17. (See Appendix C for examples of general and program-specific score sheets).

In order to ensure an objective assessment of qualifications and to judge proposals based on consistent criteria, reviewers were instructed to limit their evaluation to the content of the proposal, leaving aside assumptions and any outside information. All submitted materials were considered as part of the application, and proposals were evaluated based on the entirety of the content of the submission, though only within the parameters of the identified program area.

- D. **Ranking:** Proposals were ranked based on their scores. Since some submissions were scored in two separate processes, final rankings were based on each proposal's percentage received of the total possible points. This portion of the review occurred between 2/10/17 – 2/13/17.

Rankings were determined according to the following formulas:

- a. Current grantees applying for current program area: derived percentage of points from of a possible total of 140 (100 points possible from proposal review; 40 points possible from current grantee performance review).
- b. Current grantees applying for new program area: derived percentage of points from a possible total of 120 (100 points possible from proposal review; 20 points possible from current grantee performance review – based on responses to the last 4 questions, which are organization-based, not program-based). (See Appendix C.)
- c. New applicants: derived percentage of points from a possible total of 100 (100 points possible from proposal review; no current grantee review applicable).
- d. Special circumstances: for an organization with multiple current grants – and therefore multiple performance reviews – scores for the last four (organization-specific) questions in current performance reviews were averaged.

### **STEP 3: RECOMMENDATIONS**

Finally, a panel of senior staff met to review and determine funding allocations based on the ranked order of proposals. This group determined the number and size of the grants made in each area, with the goal of supporting the strategic guidelines of RFP 121 (pages 6 – 7) (see Appendix E).

Based on OEWD’s Strategy Framework (approved by WISF on September 14, 2016), the RFP strategy seeks to enable demand-driven skills attainment, industry-recognized credentials, upward mobility, customer-centered service delivery, data-driven decision-making, and collaboration between partners to provide seamless service delivery. Highlights of the strategy include a continuum of career services (including training and placement, barrier removal and support, and retention services), integration with workforce partners in outside departments and institutions, strategies to support incumbent workers, results-driven contracting (including incentive payments), and pilot projects to test new sectors and approaches.

### **TIMELINE**

**December 2, 2016:** The Office of Economic and Workforce Development’s (OEWD) most recent, three-year RFP, #121 was published on its website ([oewd.org/bid-opportunities](http://oewd.org/bid-opportunities)).

**December 14, 2017:** Bidder’s Conference

**December 21, 2016 at 12pm:** OEWD closed the question period.

**January 19, 2017:** Closed submission period

**January 23 – February 3, 2017:** Proposal review

**February 20, 2017:** Issued tentative award letters

**February 25, 2017:** Appeals period closed

**April – June, 2017:** Anticipated negotiations

**July 1, 2017:** Programming begins

*Originated by Katherine Daniel, Deputy Director*



Michael E. Carr

Director, OEWD Workforce Development Division

**APPENDIX A  
CURRENT GRANTEE PERFORMANCE REVIEW SHEET**

Organization Name:

Service Area:

Reviewer:

<b>Review of Current Performance</b>	Excellent	Good	Average/ Fair	Below Average	Poor	Score
On track with the delivery of required scope of services, and performance outcomes for this Service Strategy <b>*(Please include comments below to justify this score).*</b>	20	15	10	5	0-1	
Quality of services delivered and effectiveness in reaching the identified target population	5	4	3	2	0-1	
Responsiveness to OEWD program staff, including responding to staff communication, making requested programmatic adjustments, and attendance at required meetings	5	4	3	2	0-1	
Linkages and relationships with service, resource, and training providers that are effectively leveraged to serve jobseekers.	5	4	3	2	0-1	
Fiscal accountability, tracking, and timeliness of invoices	5	4	3	2	0-1	
<b>Total Score (Max. 40 Points)</b>						

**Comments:** Rationale for score could include actual performance to date, compared to goals and projections. Include previous year's performance if applicable.

Sample comments:

- PY 16-17, grantee is on track to meet projected enrollment and placement goals for the 2<sup>nd</sup> quarter
- PY 15-16, grantee exceeded enrollment goal and placement goal.

**APPENDIX B:**

**RFP Page References and Anticipated Grant Parameters**

Proposal Area	Anticipated Number of Grants	Anticipated Per Grant Minimum	Anticipated Per Grant Maximum	RFP Description of Program Area
One-Stop Operator	1	\$ 75,000	\$ 100,000	35
Comprehensive Access Point (CAP)	1	\$ 550,000	\$ 650,000	37
Neighborhood Access Points (NAPs)	5-7	\$ 300,000	\$ 500,000	41
Re-entry Specialized Access Point (SAP)	1	\$ 125,000	\$ 250,000	44
Disability Coordinator	1	\$ 125,000	\$ 250,000	47
Disability Specialized Access Point (SAP)	2-4	\$ 75,000	\$ 100,000	47
Veterans Specialized Access Point (SAP)	1-2	\$ 100,000	\$ 250,000	51
Other Specialized Access Point (SAP)	0-2	\$ 75,000	\$ 150,000	54
Job Readiness Services (JRS)	3-5	\$ 75,000	\$ 125,000	56
Construction Sector Coordinator	1	\$ 750,000	\$ 1,500,000	80
Construction Sector Occupational Skills Training (OST)	1	\$ 750,000	\$ 1,000,000	83
Construction Sector Career Development	1-4	\$ 200,000	\$ 400,000	88
Construction Sector IPO	1	\$ 150,000	\$ 250,000	89
Health Sector Coordinator	1	\$ 400,000	\$ 600,000	80
Health Sector Occupational Skills Training (OST)	5-7	\$ 100,000	\$ 400,000	83
Health Sector Bridge	1-3	\$ 75,000	\$ 200,000	86
Hospitality/Retail Sector Coordinator	1-2	\$ 250,000	\$ 500,000	80
Hospitality/Retail Sector Occupational Skills Training (OST)	3-5	\$ 100,000	\$ 350,000	83
Information & Communications Technology Sector Coordinator	1	\$ 400,000	\$ 600,000	80
Information & Communications	5-8	\$ 100,000	\$ 500,000	83

**APPENDIX B:**

Technology Sector Occupational Skills Training (OST)				
Information & Communications Technology Sector Bridge	1-3	\$ 75,000	\$ 250,000	86
Young Adult Access Points	3-6	\$ 100,000	\$ 250,000	62
RAMP	1-2	\$ 200,000	\$ 400,000	65
Young Adult Subsidized Employment	1-3	\$ 200,000	\$ 600,000	69
First Source Business Services Coordinator - General	1	\$ 300,000	\$ 450,000	99
First Source Business Services Coordinator - SFO	1	\$ 150,000	\$ 250,000	101
Retention Pilot	0-2	\$ 50,000	\$ 125,000	91
Incumbent Workers Pilot	0-2	\$ 30,000	\$ 75,000	92
New Sector Workforce Program Pilot	0-2	\$ 50,000	\$ 100,000	93
Modular Core Curriculum Pilot	0-2	\$ 30,000	\$ 75,000	94
Entrepreneur and Gig Pilot	0-2	\$ 30,000	\$ 100,000	95
Collaborative Competition Pilot	0-1	\$ 30,000	\$ 50,000	96
Database Management	1	\$ 100,000	\$ 250,000	104



**APPENDIX C: GENERAL  
SCORE SHEET**

Proposal Number:
Organization Name:
Proposal Area:
Review Team & Reviewer Number:

<b>TOTAL PROPOSAL SCORE</b>	<b>MAXIMUM POINTS AVAILABLE</b>	<b>Points Awarded</b>
Section: Overview	<b>10 pts</b>	
Section: Approach, Work Plan Outline, and Neighborhood Services Grid	<b>20 pts general for all program areas</b>	
Sub Section: Program Area Specific Questions	<b>20 pts program specific</b>	
Section: Performance Measurement & Reporting	<b>20 pts</b>	
Section: Organizational Capacity	<b>10 pts</b>	
Section: Financial Management & Budget	<b>20 pts</b>	
<b>OVERALL TOTAL</b>	<b>100</b>	

<b>RECOMMENDATION</b>	<b>Check One</b>
Highly Recommended	
Recommend	
Recommend with Reservations (please explain in comment section below)	
Not recommended	

**Partners Identified and roles:**

Please list any identified partners and a brief description of role such as main program delivery organization (in the case where the submitting agency is a fiscal agent) or subcontractor for approximately 20% the programming, etc.:


**Comments:**


**APPENDIX C: GENERAL  
SCORE SHEET**

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**Section: Overview (10 pts)**

<b>Overview (10 points):</b> The proposal clearly demonstrates:	Excellent	Average	Poor	No Answer		Score
Understanding of goals, objectives and outcomes listed in the RFP. See pp. 20-24	2	1	0.5	0		
The proposed project will contribute to achieving the goals and objectives stated in the RFP.	2	1	0.5	0		
The application presents a clear description of the proposed project, including a clear statement of goals and objectives.	2	1	0.5	0		
The application demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution.	2	1	0.5	0		
The application suggests compelling, clear, and feasible strategies to deliver services in a manner that will achieve strategic goals and updated vision for workforce services presented in the RFP.	2	1	0.5	0		
					<b>Overview Total Score (Maximum 10 pts)</b>	

**Further comments**

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**APPENDIX C: GENERAL  
SCORE SHEET**

**Section: Approach, Work plan Outline & Neighborhood Services Grid – General (20 pts)**

The Proposal:	Excellent ←-----→ Poor					No Answer		Score
Presents a plan of action that describes in clear, sufficient detail the specific scope of services applicant(s) propose and how the proposed work will be accomplished. Project strategies are logically linked to intended deliverables and performance outcomes.	2	1.5	1	0.5		0		
The Proposal clearly describes...	Excellent ←-----→ Poor					No Answer		Score
A process, by which the services will be planned, provided, tracked and improved.	2	1.5	1	0.5		0		
The Proposal clearly describes...	Excellent ←-----→ Poor					No Answer		Score
A reasonable timeline for implementing the proposed project including major milestones and target dates. It addresses factors that might speed or hinder implementation and explains how these factors would be managed.	2	1.5	1	0.5		0		
The Proposal clearly describes...	Excellent ←-----→ Poor					No Answer		Score
The population to be served and how the proposed program will address the barriers and limitations such individuals may experience, including special needs.	3	2.5	2	1.5	1	0		
The Proposal clearly describes...	Excellent ←-----→ Poor					No Answer		Score
How the project would be culturally responsive to target populations	2	1.5	1	0.5		0		

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The Proposal clearly describes...	← Excellent					Poor →		No Answer		Score
The design of the project reflects current knowledge on effective practices supported by applicants' experience, research and literature.	3	2.5	2	1.5	1	0				
The Proposal clearly describes...	← Excellent					Poor →		No Answer		Score
The collaboration of partner organizations, cooperating entities, consultants or key individuals who would maximize the effectiveness and efficiency of service delivery. If a collaborative application is proposed, the proposal has described the organization, specific activities and the role, capacity and contributions each partner will make to the proposed project.	3	2.5	2	1.5	1	0				
The Proposal clearly describes...	← Excellent					Poor →		No Answer		Score
Performance targets appropriate for the program and the participant served and is within a range consistent with the recommendations charts found in the RFP for the program area being reviewed.  Recommendation charts can be found at the end of each program section in the RFP.	3	2.5	2	1.5	1	0				
<b>Approach, Work plan Outline &amp; Neighborhood Services Grid</b>										
<b>Total</b>										
<b>(Maximum 20 points)</b>										

**Further comments:**

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SECOND PAGE OF PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

**APPENDIX C: GENERAL  
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**Section: Performance Measurement & Reporting (Q4)**

<b>Performance Measurement &amp; Reporting (20 Points)</b> The proposal ...	Excellent	Average	Poor	No Answer		Score
Addresses how data on project activities, outputs and outcomes will be collected and reported.	10	5	3	0		
Demonstrates that the applicant(s) has or will develop the capacity to collect and manage data.	5	3	1	0		
Provides an appropriate and feasible plan describing how data will be used to determine whether the needs identified are being met and whether project results are being achieved.	5	3	1	0		
<b>Performance Measurement &amp; Reporting Total Score (Maximum 20 pts)</b>						

**Further comments:**

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**Section: Organizational Capacity (Q6) Note: Q5 inadvertently skipped in RFP set up**

<b>Organizational Capacity (10 pts)</b> The proposal demonstrates...	Excellent	Average	Poor	No Answer		Score

**APPENDIX C: GENERAL  
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That the applicant(s) individually and collectively have relevant experience with the development, administration, implantation, management and measurement of workforce development services. <b>(Please list any identified partners on the coversheet; summarize their involvement as best as you can, and provide that information during the panel discussion)</b>	2	1	0.5	0		
That each participating organization possesses the organizational capacity to fulfill its assigned roles and functions effectively.	2	1	0.5	0		
That the proposed project director and key project staff demonstrate sufficient relevant knowledge and experience to effectively institute and manage a project of the size, scope and complexity proposed. Roles, responsibilities and time commitments or all proposed project staff are clearly defined and appropriate to successful implementation of the proposed project.	2	1	0.5	0		
<b>Organizational Capacity (cont'd)</b> The proposal demonstrates...	Excellent	Average	Poor	No Answer		Score
That there is a sound management plan for achieving the objectives of the proposed project on time and within budget, including clearly defined milestones, timelines and activities for accomplishing project tasks and ensuring project quality. Roles, responsibilities of the lead agency are clearly defined.	2	1	0.5	0		
That there would be clear linkages and mutually beneficial relationships between the proposed project and other work planned or underway with financial assistance provided by OEWD.	2	1	0.5	0		
<b>Organizational Capacity Total Score(Maximum 10 pts)</b>						

**Further comments:**

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**APPENDIX C:  
GENERAL SCORE SHEET**

**Section: Financial Management & Budget (20 points total)**

<b>Financial Management (6 pts)</b> Proposal clearly describes or identifies:	Addressed and confirmed		No answer/Not addressed		Score
The key features of the organization’s financial system that maintains effective control and ensures accountability over all funds property and other workforce development assets including the adequate safeguard of such assets. <b>AND</b> The key features of the organization’s financial tracking system and confirms it is capable of generating all financial information needed for required reports, including data needed to monitor, evaluate and if necessary, modify program performance.	1		0		
How records are currently maintained at the organization and confirms that accounting records are supported by source documentation for each transaction. Records must be traceable to documentation and maintained in such a manner as to provide a complete and accurate audit trail during any internal or external examination.	1		0		
All staff/positions that are authorized to receive or deposit funds and confirms that these individuals <u>are</u> or <u>will be</u> bonded against loss.	1		0		
	Explanation Extremely Clear	Explanation Somewhat clear	No answer/Not addressed		Score
The cost allocation plan utilized when costs are chargeable to more than one cost category, or to more than one program and/or funding source (this plan should be appropriate for the amount and type of funds currently in use at the organization).	2	1	0		
	All 5 addressed in the affirmative		No Answer / Not all confirmed		Score
The organization either currently abides by or will abide by the following OEWD policies: Record Retention, Invoices & Reconciliation, Generally accepted accounting principles, Program income and stand-in costs, and Procurement	1		0		
<b>Financial Management TOTAL</b> <b>(6 Maximum points)</b>					

**APPENDIX C: GENERAL  
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Please complete the budget analysis table below using the answers provided by the organization on the proposal (double-click on this table to activate it as an Excel-style spreadsheet with imbedded formulas). Then use the budget provided in the proposal as well as the information in the analysis table below to rate the cost effectiveness and appropriateness of the proposal's budget. (specific questions follow the table). See Budget Analysis Table instructions (separate document) for additional directions on where these figures can be found in the proposals.

<b>BUDGET ANALYSIS TABLE</b>		Amounts from Proposal
Total Amount Requested (total from budget table)	ENTER AMOUNT ----->	
Total Program Funding from other City Departments (Budget Q2)	ENTER AMOUNT ----->	
Total of Program Funding from non-City Sources (Budget Q3)	ENTER AMOUNT ----->	
Total Project Budget (amount requested + total leveraged dollars)	CALCULATED	\$0.00
Total Organizational Budget (from budget narrative in Q4)	ENTER NUMBER ----->	
Leveraged to Total Program Funding - % <small>(total other fund sources divided by total project budget)</small>	CALCULATED	#DIV/0!
Total Requested Funding - % of Total Agency <small>(total amount requested divided by total organizational budget)</small>	CALCULATED	#DIV/0!

<b>The proposed budget:</b>	All charges expected are in budget	Some expected charges in budget but some missing	Several expected items missing	No Budget Provided		Score
Addressed all appropriate charges expected to	6	4	2	0		



**APPENDIX C: GENERAL  
SCORE SHEET**

successfully run the project proposed in the budget narrative – charges may be noted as leverage or direct ask.						
		All costs are allowable	Some costs are not allowable	No Budget Provided		
No questionable or disallowed costs, so far as the reader knows, are requested in the budget as described in the budget narrative		2	1	0		

Analysis of the budget	Excellent	Average	Poor	No Answer		Score
<b>The Budget Analysis table reveals:</b>						
The organization has identified an adequate amount of leveraged resources for the program and the amount requested does not exceed 50% of the organization's overall budget	3	2	1	0		
	Within range identified		Outside range	No Answer		
The amount requested is within the target ranges for this area of the RFP (refer to chart on page 19)	3		1	0		

## APPENDIX C - Program Specific Questions

**Proposal Area: Business Services Coordinator – First Source General**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

### BUSINESS SERVICES COORDINATOR –FIRST SOURCE GENERAL PROGRAM SPECIFIC

The Proposal clearly describes... (see pages 98-103- for additional details on items below)	← Excellent <span style="margin-left: 100px;">Poor</span> →			No Answer		Score
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Create and implement an outreach and marketing strategy to inform the business community about available Business Services.</li> <li>• Proactively conduct new business development and continuous business engagement with employers, in order to address the needs of both employers and job-seekers through targeted job connections.</li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Participate in employer, community, and other networking events, including events that occur outside of business hours.</li> <li>• Organize, host and implement career fairs that showcase training providers and/or local businesses, at the Access Points and in various communities, in order to educate customers/participants about available employment and training opportunities.</li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Partner with the CAP, NAPs, and other Access Points as appropriate</li> <li>• Deliver trainings to Access Point job development staff about engaging employers and representing OEWD First Source programs and business services.</li> <li>• Coordinate with and contribute to existing business resources, such as the Office of Small</li> </ul>	4	2	1	0		

## APPENDIX C - Program Specific Questions

<p>Business, Small Business Assistance Center, other OEWD Business Services initiatives, and training sessions given by OEWD staff on tax credits, Business Development section initiatives, etc.</p> <ul style="list-style-type: none"> <li>• Provide free workshops for the business community, and educate employers about available services and opportunities to use the Access Point facilities to conduct business and generate local employment opportunities.</li> </ul>						
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Identify, screen, match and refer applicants of varying education and experience levels in order to meet the hiring needs of businesses, utilizing OEWD’s online job matching and customer relationship management systems to facilitate connections between job-seekers and employers.</li> <li>• Provide businesses that have hired applicants referred by any of the Access Points with new-hire employee retention coaching services, as needed.</li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Collaborate with OEWD and its contracted service providers, assist both employers and participants to access services that allow them to address new or on-going barriers that may interfere with employment.</li> <li>• Implement a formal process to regularly survey employers about satisfaction with First Source employees and responsiveness of OEWD workforce services to their needs</li> </ul>	4	2	1	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

**APPENDIX C - Program Specific Questions**

**Proposal Area: Business Services Coordinator – SFO**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you’re reading.

**BUSINESS SERVICES COORDINATOR -SFO PROGRAM SPECIFIC**

The Proposal clearly describes... (see pages 98-103- for additional details on items below)	<div style="display: flex; justify-content: space-between; align-items: center;"> <span>← Excellent</span> <span>Poor →</span> </div>				No Answer		Score
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Conduct targeted recruitment for SFO jobs through the Access Points, with a focus on socio-economically disadvantaged San Francisco residents.</li> <li>• With OEWD and the Airport Commission’s workforce development staff, host job fairs at Access Points and other locations.</li> </ul>	4	2	1	0			
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Provide initial pre-screening, career and job opportunity information to job-seekers interested in jobs at SFO.</li> <li>• Provide background check assistance, including past employment and/or criminal record verification.</li> <li>• Advise NAPs on Job Readiness Training (JRT) or other preparation assistance specific to SFO sectors and occupations, incorporating OEWD’s existing Hospitality/Retail JRT.</li> <li>• Coordinate with the NAPs to provide transportation, child care, and other supportive services assistance for individuals hired into SFO jobs.</li> </ul>	4	2	1	0			

### APPENDIX C - Program Specific Questions

<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Maintain a pre-screened pool of SFO job candidates, to ensure timely response to SFO’s First Source position openings.</li> <li>• Provide direct application assistance for job-seekers.</li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Proactively generate SFO employment leads.</li> <li>• Work with OEWD and its designee for SFO businesses to define specific tasks, skills, abilities, education, and responsibilities associated with a new position, to facilitate appropriate referrals.</li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Collaborate with OEWD and its contracted service providers, assist both employers and participants to access services that allow them to address new or on-going barriers that may interfere with employment.</li> <li>• Implement a formal process to regularly survey employers about satisfaction with First Source employees and responsiveness of OEWD workforce services to their needs</li> </ul>	4	2	1	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

## APPENDIX C - Program Specific Questions

<b>Proposal Area: Comprehensive Access Point (CAP)</b>
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PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

### CAP PROGRAM SPECIFIC

The Proposal clearly describes... (see pages 25-34 and 35-36 for additional details on items below)	← Excellent <span style="margin-left: 100px;">Poor</span> →			No Answer		Score
How the organization will <ul style="list-style-type: none"> <li>• Participate in the Access Point Provider Network</li> <li>• Provide appropriate and effective outreach and recruitment activities</li> <li>• Provide appropriate and effective information, orientation, assessment and enrollment services</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>• Appropriately and effectively refer participants to training and other system services</li> <li>• Provide appropriate and effective individual planning and case management services</li> <li>• Provide appropriate and effective supportive services to participants</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>• Effectively and appropriately provide Job Readiness Training</li> <li>• Effectively and appropriately provide Basic Computer Skills Training at a location that is accessible to participants with no additional cost.</li> <li>• Effectively and appropriately provide Financial Literacy Services at a location that is accessible to participants without additional cost.</li> </ul>	4	2	1	0		

### APPENDIX C - Program Specific Questions

<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately provide direct job search, employment, and retention services</li> <li>• Effectively and appropriately provide Business Services to employer customers.</li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately administer On-the-Job Training Accounts (OJT) and Individual Training Accounts (ITA) (including accepting referrals from other system providers).</li> </ul>	4	2	1	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

**Proposal Area: Construction Career Development Services**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**CONSTRUCTION CAREER DEVELOPMENT SERVICES PROGRAM SPECIFIC**

The Proposal clearly describes... (see pages 77-82 and 88 for additional details on items below)	<div style="display: flex; justify-content: space-between;"> <span>← Excellent</span> <span>Poor →</span> </div>				No Answer		Score
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Establish strategies to support a wide range of graduates and San Francisco construction professionals.               <ol style="list-style-type: none"> <li>1. Provide the following services (at a minimum) Life skills and professional workshops.</li> <li>2. Information and referrals.</li> <li>3. Access to barrier removal services.</li> <li>4. Case management services.</li> <li>5. Access to additional skills development, tutoring services, VESL classes, career counseling, non-construction employment assistance, and other support services as designated by CityBuild.</li> </ol> </li> <li>• Provide appropriate and effective outreach and recruitment activities to CityBuild and CAPSA graduates</li> </ul>	6	3	1	0			
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Appropriately and effectively refer participants to training and other system services.</li> <li>• Provide appropriate and effective individual planning and case management services</li> <li>• Provide or connect participants with appropriate supportive services.</li> <li>• Provide direct pre- and post-training services for CBA/CAPSA graduates, including:               <ul style="list-style-type: none"> <li>○ On-going case management, career counseling, and referral services.</li> </ul> </li> </ul>	6	3	1	0			



**APPENDIX C - Program Specific Questions**

<ul style="list-style-type: none"> <li>○ Job search and non-construction employment assistance.</li> <li>○ Information on employment and community resources.</li> <li>○ Facilitated access to barrier removal services.</li> <li>○ Facilitated access to on-going skill development opportunities.</li> <li>○ Notification of the dates and times of union examinations.</li> <li>○ Tutorials and other trade examination preparation strategies.</li> <li>○ Post-training mentoring.</li> <li>○ Professional and life skills workshops and other group services.</li> </ul>						
<ul style="list-style-type: none"> <li>• How the organization will Track CBA and CAPSA graduates and their employment status.</li> <li>• Assist OEWD with the establishment and ongoing support of a CityBuild Graduate Alumni Board composed of past graduates, community-based organization partners, labor unions and contractors. <ul style="list-style-type: none"> <li>○</li> </ul> </li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Assist OEWD with the implementation of an employment retention service delivery model for CBA and CAPSA graduates.</li> </ul>	4	2	1	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

## APPENDIX C - Program Specific Questions

<b>Proposal Area: Construction Skills - IPO</b>
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PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

### CONSTRUCTION SKILLS TRAINING – IPO PROGRAM SPECIFIC

The Proposal clearly describes... (see pages 77-82 and 89 for additional details on items below)	← Excellent <span style="float: right;">Poor →</span>			No Answer		Score
How the organization will <ul style="list-style-type: none"> <li>Participate in the Access Point Provider Network</li> <li>Provide appropriate and effective outreach and recruitment activities</li> <li>Provide appropriate and effective information, orientation, assessment and enrollment services</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>Appropriately and effectively refer participants to training and other system services.</li> <li>Provide appropriate and effective individual planning and case management services</li> <li>Provide or connect participants with appropriate supportive services.</li> <li>Effectively and appropriately provide Sector-specific Job Readiness Training. Provide guidance to participants on how to remain employable after they graduate from IPO training.</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>Deliver classroom and hands-on vocational skills training to IPO participants, leading to recognizable construction industry certifications.</li> </ul>	6	3	1	0		

**APPENDIX C - Program Specific Questions**

<p>How the organization will</p> <ul style="list-style-type: none"> <li>Assist OEWD in the development and implementation of the IPO service delivery model.</li> </ul>	6	3	1	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

## APPENDIX C - Program Specific Questions

**Proposal Area: Database**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

### DATABASE MAINTENANCE PROGRAM SPECIFIC

The Proposal clearly describes... (see pages 104-106- for additional details on items below)	← Excellent <span style="margin-left: 100px;">Poor</span> →				No Answer		Score
How the organization will <ul style="list-style-type: none"> <li>• Provide functionality that appropriately serves case managers, job developers, grantee management staff, and OEWD needs as described on page 104</li> <li>• Provide appropriate one-time and ongoing training to users with a variety of skills, needs, experience, and user permission levels.</li> </ul>	8	6	4	2	0		
How the organization will <ul style="list-style-type: none"> <li>• Provide daily application status file downloads</li> <li>• Provide daily error report logs</li> <li>• Manage user accounts</li> <li>• Manage assignment of grant codes</li> <li>• Manage, track, and resolve technical support issues.</li> </ul>	5	3		1	0		
How the organization will <ul style="list-style-type: none"> <li>• Ensure/maintain proper connectivity with CalJOBS</li> <li>• Provide appropriate system upgrades and customizations</li> <li>• Meet or exceed the special qualifications noted on page 105 of the RFP.</li> </ul>	7	5	3	1	0		
<b>Proposed Specific Activities Total (Maximum 20 points)</b>							

## APPENDIX C - Program Specific Questions

### Section: Performance Measurement & Reporting (Q4)

<b>Performance Measurement &amp; Reporting (20 Points)</b> The proposal ...	Excellent	Average	Poor	No Answer		Score
Addresses how data on project activities, outputs and outcomes will be collected and reported.	10	5	3	0		
Demonstrates that the applicant(s) has or will develop the capacity to collect and manage data.	5	3	1	0		
Provides an appropriate and feasible plan describing how data will be used to determine whether the needs identified are being met and whether project results are being achieved.	5	3	1	0		
<b>Performance Measurement &amp; Reporting Total Score (Maximum 20 pts)</b>						

**APPENDIX C - Program Specific Questions**

**Proposal Area: Disability Coordinator (note: not disability SAP)**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**DISABILITY COORDINATOR PROGRAM SPECIFIC**

See pages 47-50 (Disability SAP and Disability Coordinator) for descriptions for additional details on items below.  The Proposal clearly describes...	<div style="display: flex; justify-content: space-between; align-items: center;"> <span>← Excellent</span> <span>→ Poor</span> </div>				No Answer		Score
How the organization will <ul style="list-style-type: none"> <li>• Ensure accessibility of services provided at the CAP and NAPs</li> <li>• Provide appropriate and effective information, orientation, assessment and enrollment services through referral or co-location</li> <li>• Provide appropriate and effective targeted outreach and recruitment activities</li> <li>• Provide appropriate referral to Social Security Ticket to Work Program</li> </ul>	4	2	1	0			
How the organization will <ul style="list-style-type: none"> <li>• Appropriately and effectively refer participants to training and other Access Point system services</li> <li>• Administer Social Security's Ticket to Work program</li> <li>• Provide appropriate and effective workforce services for individuals with disabilities</li> <li>• Provide or connect participants with appropriate supportive services</li> </ul>	4	2	1	0			

### APPENDIX C - Program Specific Questions

<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately provide or connect participants with educational institutions to support attainment of credentials</li> <li>• Effectively and appropriately provide Computer Skills Training</li> <li>• Effectively and appropriately provide direct job search, employment, financial literacy, and long term retention services</li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately train staff at the CAP, NAPs, and other programs on disability awareness</li> <li>• Effectively and appropriately provide Business Services and other employer engagement activities</li> <li>• Effectively train employers on supporting employees with disabilities</li> </ul>	4	2	1	0		
<ul style="list-style-type: none"> <li>• Appropriate and thorough answers to any area-specific items noted in the corresponding “special qualifications, stipulations, and area-specific questions” section.</li> <li>• Formal connections with CAP, NAPs, DOR, and other required partners noted in the corresponding “special qualifications, stipulations, and area-specific questions” section.</li> <li>• Train staff at the CAP, NAPs, and other programs on disability awareness</li> </ul>	4	2	1	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

## APPENDIX C - Program Specific Questions

<b>Proposal Area: Job Readiness Services (JRS)</b>
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PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

### JRS PROGRAM SPECIFIC

The Proposal clearly describes... (see pages 56-59 for additional details on the items below)	← Excellent <span style="margin-left: 150px;">Poor</span> →				No Answer	Score
How the organization will <ul style="list-style-type: none"> <li>• Participate in the Access Point Provider Network</li> <li>• Provide and accept appropriate and effective referrals from/to Access Points; offers appropriate services to accept referrals with myriad barriers.</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>• Provide appropriate and effective assessments to participants to determine barriers, interests, and abilities</li> <li>• Provide appropriate and effective career counseling, case management and barrier removal services</li> </ul>	8	4	2	0		
How the organization will <ul style="list-style-type: none"> <li>• Effectively and appropriately provide participants with instructor-led Basic Computer Skills Training at a location that is accessible to participants with no additional cost.</li> </ul>	4	2	1	0		
<ul style="list-style-type: none"> <li>• A need for workforce services focused on barrier removal services in the neighborhood identified.</li> <li>• How the organization will address myriad barriers for clients; proposal is not focused on one particular population or barrier to be served.</li> </ul>	4	2	1	0		



## APPENDIX C - Program Specific Questions

<b>Proposed Specific Activities Total (Maximum 20 points)</b>		
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**APPENDIX C - Program Specific Questions**

**Proposal Area: Neighborhood Access Point (NAP)**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**NAP PROGRAM SPECIFIC**

The Proposal clearly describes... (see pages 25-34 and 41-43 for additional details on items below)	Excellent ←-----→ Poor			No Answer		Score
How the organization will <ul style="list-style-type: none"> <li>• Participate in the Access Point Provider Network</li> <li>• Provide appropriate and effective outreach and recruitment activities</li> <li>• Provide appropriate and effective information, orientation, assessment and enrollment services</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>• Appropriately and effectively refer participants to training and other system services</li> <li>• Provide appropriate and effective individual planning and case management services</li> <li>• Provide or connect participants with appropriate supportive services.</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>• Effectively and appropriately provide Job Readiness Training</li> <li>• Effectively and appropriately provide or connect participants with Basic Computer Skills Training at a location that is accessible to participants with no additional cost.</li> <li>• Effectively and appropriately provide or connect participants with Financial Literacy Services at a location that is accessible to participants without additional cost.</li> </ul>	4	2	1	0		

### APPENDIX C - Program Specific Questions

<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately provide direct job search, employment, and retention services</li> <li>• Effectively and appropriately provide Business Services to employer customers.</li> </ul>	4	2	1	0		
<ul style="list-style-type: none"> <li>• A need for workforce services focused on placing work ready job seekers in the neighborhood identified at the level of service and budget proposed</li> </ul>	4	2	1	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

**Proposal Area: Pilot Proposals**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**PILOT - PROGRAM SPECIFIC**

The Proposal clearly describes... (see pages 91-97- for additional details on items below)	← Excellent <span style="float: right;">Poor →</span>				No Answer		Score
<ul style="list-style-type: none"> <li>The issue that the proposed pilot programming is aiming to rectify</li> </ul>	5	3		1	0		
<ul style="list-style-type: none"> <li>The method and service components that would be delivered</li> <li>Evidence supporting the adoption of the proposed solution.</li> </ul> <p>For Sector Other Proposals, also consider:</p> <ul style="list-style-type: none"> <li>Convincing evidence that the sector proposed has hiring demand, high growth occupations, and a significant pool of regional employers that would partner with the program.</li> <li>How the services outlined in the proposal are connected to post-secondary education and career pathways.</li> </ul>	8	6	4	2	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>Leverage the existing workforce system infrastructure to maximize the value of the proposed solution. (including, if appropriate, how the proposed program will outreach to/recruit from/accept referrals from Access points)</li> </ul>	7	5	3	1	0		

**APPENDIX C - Program Specific Questions**

<ul style="list-style-type: none"> <li>• Ensure proposed programming is non-duplicative and integrated into other system services where appropriate.</li> <li>• Meet or exceed any special qualifications and stipulations noted for the specific pilot being proposed.</li> </ul>							
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>							

**APPENDIX C - Program Specific Questions**

**Proposal Area: Specialized Access Point (SAP)**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**SAP PROGRAM SPECIFIC -- for all sub areas including Veterans, Disability, Reentry, and Other SAPs**

<p>See pages 25-34 (Access Point Services) and 44-55 (SAP descriptions) for additional details on items below.                      Reentry SAP can be found beginning on page 44                      Disability SAP can be found beginning on page 47                      Veterans SAP can be found beginning on page 51                      Other SAPs can be found beginning on page 54</p> <p>The Proposal clearly describes...</p>	<p align="center"> <span>←</span> Excellent <span style="float:right">→</span> Poor <span>→</span> </p>				<p>No Answer</p>		<p>Score</p>
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Participate in the Access Point Provider Network</li> <li>• Provide appropriate and effective outreach and recruitment activities</li> <li>• Provide appropriate and effective information, orientation, assessment and enrollment services</li> </ul>	4	2	1	0			
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Appropriately and effectively refer participants to training and other system services</li> <li>• Provide appropriate and effective individual planning and case management services</li> <li>• Provide or connect participants with appropriate supportive services.</li> </ul>	4	2	1	0			

### APPENDIX C - Program Specific Questions

<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately provide Job Readiness Training</li> <li>• Effectively and appropriately provide or connect participants with Basic Computer Skills Training at a location that is accessible to participants with no additional cost.</li> <li>• Effectively and appropriately provide or connect participants with Financial Literacy Services at a location that is accessible to participants without additional cost.</li> </ul>	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately provide direct job search, employment, and retention services</li> <li>• Effectively and appropriately provide Business Services to employer customers.</li> </ul>	4	2	1	0		
<ul style="list-style-type: none"> <li>• Appropriate and thorough answers to any area-specific items noted in the corresponding “special qualifications, stipulations, and area-specific questions” section.</li> <li>• Formal connections with CAP, NAPs, and other required partners noted in the corresponding “special qualifications, stipulations, and area-specific questions” section.</li> </ul>	4	2	1	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

**APPENDIX C - Program Specific Questions**

**Proposal Area: Sector Bridge – all OEWD identified sectors**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**SECTOR BRIDGE PROGRAM SPECIFIC (OEWD targeted sectors)**

**Note: Agencies proposing other sectors fall under Pilot programming**

The Proposal clearly describes... (see pages 77-79 and 86-87 for additional details on items below)	← Excellent <span style="float:right">Poor →</span>				No Answer	Score
	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>• Participate in the Access Point Provider Network</li> <li>• Provide appropriate and effective outreach and recruitment activities</li> <li>• Provide appropriate and effective sector information, orientation, assessment and enrollment services</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>• Appropriately and effectively refer participants to training and other system services. (optional)</li> <li>• Provide appropriate and effective individual planning and case management services (optional)</li> <li>• Provide or connect participants with appropriate supportive services. (optional)</li> <li>• Effectively develop and facilitate Sector-specific Job Readiness Training (required)</li> <li>• Effectively develop and facilitate Sector Bridge instruction</li> </ul>	4	2	1	0		



## APPENDIX C - Program Specific Questions

<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately provide direct job search and employment services to Bridge training participants (optional)</li> <li>• Effectively and appropriately provide retention services (required for all except Citybuild/Construction bridge providers)</li> <li>• Effectively and appropriately provide Business Services to industry employer customers (optional).</li> <li>• Facilitate connections between participants and optional program services when needed.</li> </ul>	2	1		0		
<ul style="list-style-type: none"> <li>• How the job readiness, occupational skills training and other services offered through the sector bridge program are formally connected or articulated to sector coordinator services or occupational skills training and education programs offered (or proposed to be offered through this RFP) in the local workforce system.</li> <li>• Existing and formal connections with post-secondary education and Occupational Skills Training programs leading to a degree/certification</li> <li>• Unsubsidized, sector-related employment opportunities that, if entry-level, are part of a long-term career pathway in a given industry.</li> <li>• Robust partnership efforts or agreements with community college, sector training, or employers, including record of positive participant outcomes achieved through such partnership.</li> </ul>	8	5	2	0		
<p><b>Proposed Specific Activities Total (Maximum 20 points)</b></p>						

**APPENDIX C - Program Specific Questions**

**Proposal Area: Sector Lead/Sector Coordinator – all OEWD identified sectors**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you’re reading.

**SECTOR LEAD/SECTOR COORDINATOR PROGRAM SPECIFIC all OEWD targeted sectors including Construction/CityBuild, Health Care, Hospitality/Retail, and Information and Communications Technology (ICT)**

**Note: Agencies proposing other sectors fall under Pilot programming**

The Proposal clearly describes... (see pages 77-82 for additional details on items below)	Excellent ←-----→ Poor No Answer					Score
How the organization will <ul style="list-style-type: none"> <li>• Participate in the Access Point Provider Network</li> <li>• Provide appropriate and effective outreach and recruitment activities, plans and strategies that cover the entire City and County of San Francisco Provide appropriate and effective sector information, orientation, assessment and enrollment services for all relevant and appropriate sector services in the local workforce system</li> </ul>	4	2	1	0		
How the organization will <ul style="list-style-type: none"> <li>• Appropriately continuously and effectively refer participants to training and other system services, including existing and proposed navigation for all relevant and appropriate sector services in the local workforce system.</li> <li>• Effectively follow-up on all referrals, and document the outcome of the referrals</li> <li>• Provide appropriate and effective individual planning and case management services</li> <li>• Provide or connect participants with appropriate supportive services.</li> <li>• Effectively develop and facilitate Sector-specific Job Readiness Training, access to</li> </ul>	6	3	1	0		

### APPENDIX C - Program Specific Questions

career workshops, career pathways or other relevant services to enhance job readiness.						
<p>How the organization will</p> <ul style="list-style-type: none"> <li>Effectively and appropriately provide direct job search, employment, and retention services to training and direct placement participants (Construction Sector/CityBuild proposals should only address job search services; employer and retention services are done by OEWD)</li> <li>Effectively and appropriately provide Business Services to industry employer customers. Construction Sector/CityBuild proposals should only address job search services; employer and retention services are done by OEWD)</li> </ul>	4	2	1	0		
<ul style="list-style-type: none"> <li>Appropriate and thorough answers to any area-specific items noted in the corresponding “special qualifications, stipulations, and area-specific questions” section.</li> <li>Formal connections with CAP, NAPs, and other required partners noted in the corresponding “special qualifications, stipulations, and area-specific questions” section.</li> </ul>	6	3	1	0		
<b>Proposed Specific Activities Total (Maximum 20 points)</b>						

**APPENDIX C - Program Specific Questions**

**Proposal Area: Sector Occupational Skills Training (OST) – all OEWD identified sectors**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you’re reading.

**SECTOR OST PROGRAM SPECIFIC all OEWD targeted sectors including Construction/CityBuild, Health Care, Hospitality/Retail, and Information and Communications Technology (ICT)**

**Note: Agencies proposing other sectors fall under Pilot programming**

The Proposal clearly describes... (see pages 77-79 and 83-85 for additional details on items below)	<div style="display: flex; justify-content: space-between; align-items: center;"> <span>← Excellent</span> <span>Poor →</span> </div>				No Answer		Score
How the organization will <ul style="list-style-type: none"> <li>• Participate in the Access Point Provider Network</li> <li>• Provide appropriate and effective outreach and recruitment activities</li> <li>• Provide appropriate and effective sector information, orientation, assessment and enrollment services</li> </ul>	4	2	1	0			
How the organization will <ul style="list-style-type: none"> <li>• Appropriately and effectively refer participants to training and other system services and formally connects with proposed sector coordinator(s) and training providers to align services in the sector.</li> <li>• Provide appropriate and effective individual planning and case management services (optional) (Except CityBuild OST)</li> <li>• Provide or connect participants with appropriate supportive services. (optional)</li> <li>• Effectively develop and facilitate Sector-specific Job Readiness Training (required)</li> <li>• Effectively develop and facilitate occupational curriculum that leads to an industry recognized credential, certification or degree.</li> <li>•</li> </ul>	4	2	1	0			

### APPENDIX C - Program Specific Questions

	4	2	1	0		
<p>How the organization will</p> <ul style="list-style-type: none"> <li>• Effectively and appropriately provide direct job search and employment services to training participants (optional)</li> <li>• Effectively and appropriately provide retention services (required for all except Citybuild/Construction OST providers)</li> <li>• Effectively and appropriately provide Business Services to industry employer customers. (required for all except Citybuild/Construction OST providers as OEWD provides this service directly for CityBuild)</li> </ul>						
<ul style="list-style-type: none"> <li>• Appropriate and thorough answers to all area-specific items noted in the corresponding “special qualifications, stipulations, and area-specific questions” section.</li> <li>• An OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends and validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree and clearly exhibits skill development</li> <li>•</li> <li>• Addressed one or more of the program priorities for OST (page 85)</li> <li>• Incumbent worker training to advance workers in the sector.</li> <li>• Other contextualized work-based learning strategies, such as internships.</li> <li>• Pre-apprenticeship training (training articulated to an Apprenticeship)</li> <li>• Apprenticeship (Note: Classroom-based apprenticeship OST but be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a federal- or State-approved Registered Apprenticeship credential).</li> <li>• Customized training in partnership with employers</li> </ul>	8	5	2	0		

## APPENDIX C - Program Specific Questions

<b>Proposed Specific Activities Total (Maximum 20 points)</b>		
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**APPENDIX C - Program Specific Questions**

**Proposal Area: Young Adult Access Point**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid. Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**YOUNG ADULT ACCESS POINT PROGRAM SPECIFIC**

The Proposal clearly describes...	← Excellent <span style="float:right">Poor →</span>					No Answer		Score
	5	4	3	2	1			
Services that are relevant and tailored to young adults and aligned with the Young Adult Access Point overview/requirements on pages 60-64.	5	4	3	2	1	0		
How greeting/orientation, intake, assessment (including WIA eligibility), and the development of an Individual Services Strategy, including measurement of measurable skills gains, will be delivered.	5	4	3	2	1	0		
Promoting the development of positive relationships with caring adults and strategies for developing strong relationships between program staff and participants and providing intensive professional development support to ensure Access Point staff have core youth workforce development competencies, including knowledge of external resources and how to access them.	3	2.5	2	1.5	1	0		
Staffing who will serve as job developers and workforce experts and operate services with a dual customer approach, providing services to both job seekers and employers to provide unsubsidized job opportunities, work experience or mentorship.	3	2.5	2	1.5	1	0		
Creating a young adult-friendly facility that offers case management space, computer/internet access, evening and weekend hours.	2	1.5	1	0.5		0		
Outreach and recruitment strategies that target young adults citywide.	2	1.5	1	0.5		0		
<b>Proposal Area IV: Young Adult Access Points Proposed Activities Total (Maximum 20 points)</b>								

**APPENDIX C - Program Specific Questions**

**Proposal Area: RAMP**

PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**YOUNG ADULT RAMP PROGRAM SPECIFIC**

The Proposal clearly describes...	← Excellent					Poor →	No Answer	Score
	5	4	3	2	1			
Services that are relevant and tailored to young adults who are not making positive connections to the labor market -- particularly young people who are involved with or exited from the justice system, reside in public housing, are currently or formerly in foster care, and/or have dropped out of school, and aligned with the RAMP overview/requirements on pages 65-68, particularly, a clear and effective plan for providing the following: <ul style="list-style-type: none"> <li>• Job Readiness Training (JRT)</li> <li>• Work Experience with Stipends</li> <li>• Career Coaching and Case Management</li> </ul>	5	4	3	2	1	0		
How greeting/orientation, intake, assessment (including WIA eligibility), and the development of an Individual Services Strategy, including measurement of measurable skills gains, will be delivered.	5	4	3	2	1	0		
Promoting the development of positive relationships with caring adults and strategies for developing strong relationships between program staff and participants and providing intensive professional development support to ensure Access Point staff have core youth workforce development competencies, including knowledge of external resources and how to access them.	3	2.5	2	1.5	1	0		



**APPENDIX C - Program Specific Questions**

Staffing who will serve as job developers, workforce experts and operate services with a dual customer approach, providing services to both job seekers and employers to provide unsubsidized job opportunities, work experience or mentorship.	3	2.5	2	1.5	1	0		
Creating a young adult-friendly facility that offers computer/internet access, evening and weekend hours, including a facility that supports the JRT activities.	2	1.5	1	0.5		0		
Outreach and recruitment strategies that target young adults from HSA youth programs and citywide.	2	1.5	1	0.5		0		
<b>Proposal Area D2: RAMP</b>								
<b>Proposed Activities Total (Maximum 20 points)</b>								

**APPENDIX C - Program Specific Questions**

<b>Proposal Area: Young Adult Subsidized Employment</b>
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PROGRAM SPECIFIC ITEMS FOR 2<sup>nd</sup> 20 pts associated with Approach, Work Plan Outline, and Neighborhood Services Grid.

Please ensure you are using the correct score sheet by confirming the program area noted below corresponds to the program area for the proposal you're reading.

**YOUNG ADULT SUBSIDIZED EMPLOYMENT PROGRAM SPECIFIC**

The Proposal clearly describes...	← Excellent					→ Poor	No Answer	Score
	5	4	3	2	1			
Services that are relevant and tailored to young adults and aligned with the Young Adult Subsidized Employment Program overview/requirements on pages 69-71, particularly an effective plan for providing the following: <ul style="list-style-type: none"> <li>• Functioning as employer on record and payroll processing for subsidized jobs</li> <li>• Employment Readiness Activities</li> <li>• Subsidized and Unsubsidized Employment Development</li> <li>• Subsidized Employment Assistance and Support</li> <li>• Unsubsidized Employment Assistance and Follow-up Support</li> </ul>	5	4	3	2	1	0		
How outreach to MYEEP, SWEP, YouthWorks and other subsidized employment programs, greeting/orientation, intake, assessment (including WIA eligibility), and the development of an Individual Services Strategy, including measurement of measurable skills gains, will be delivered.	5	4	3	2	1	0		
Promoting the development of positive relationships with caring adults and strategies for developing strong relationships between program staff and participants and providing intensive professional development support to ensure Access Point staff have core youth workforce development competencies, including	3	2.5	2	1.5	1	0		

**APPENDIX C - Program Specific Questions**

knowledge of external resources and how to access them.. .								
Staffing who will serve as job developers, workforce experts and operate services with a dual customer approach, providing services to both job seekers and employers to provide unsubsidized job opportunities, work experience or mentorship.	3	2.5	2	1.5	1	0		
Creating a young adult-friendly facility that offers workshop space, computer/internet access, evening and weekend hours.	2	1.5	1	0.5		0		
Outreach and recruitment strategies that target young adults in MYEEP, YouthWorks, SWEP and other subsidized employment programs citywide.	2	1.5	1	0.5		0		
<b>Proposal Area D3: Young Adult Subsidized Employment Program</b>								
<b>Proposed Activities Total (Maximum 20 points)</b>								

**APPENDIX D: RFP 121 Cover Page**  
**(FULL TEXT BEGINS ON FOLLOWING PAGE)**

## APPENDIX E



**CITY AND COUNTY OF SAN FRANCISCO  
OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT**

***Request for Proposals #121***  
***for***  
**Workforce Services**

**DEADLINE FOR SUBMITTING PROPOSALS: THURSDAY, JANUARY 19, 2017 AT 5:00PM.**

All proposals must be submitted through the Total Grant Solution (TGS) online system. No other methods of submission will be accepted.

### **Technical Assistance Conference**

A Technical Assistance Conference to assist interested applicants in determining the eligibility of proposed projects and completing the required elements of the proposal packet will be held:

**DATE:** Wednesday December 14, 2016  
**TIME:** 3:00 PM–5:00 PM  
**LOCATION:** Hotel Whitcomb  
Ballroom  
1231 Market Street (between 8<sup>th</sup> and 9<sup>th</sup> Streets)  
San Francisco, CA 94103

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## ANNOUNCEMENT

The City and County of San Francisco Office of Economic and Workforce Development (OEWD) is issuing this Request for Proposals (RFP) procuring workforce development services for San Francisco residents.

In support of the City's overall workforce development strategy, this RFP leverages multiple funding sources, including:

- Federal Workforce Innovation and Opportunity Act (WIOA) Funds
- Federal Community Development Block Grant (CDBG) Funds
- OEWD General Funds
- San Francisco County Transportation Authority Funds

## RFP STRATEGIC PRIORITIES

The specific program areas solicited through this RFP are:

- **One-Stop Operator:** Leads coordination of services delivered to San Francisco's workforce system by WIOA Core Partners (see section Core Partners section below) and in coordination with OEWD, creates and offers technical assistance to OEWD workforce services providers on WIOA and other foundational technical assistance. .
- **Adult Workforce Services:** Provide a continuum of workforce services to San Francisco residents. Access Points for workforce services include:
  - **Comprehensive Access Point (CAP):** Forms the central hub of San Francisco's workforce system, providing on-site access to the services of WIOA Core Partners and to all WIOA-mandated service elements of an America's Job Center of California (AJCC). Services target all jobseekers; including first-time workforce participants, individuals who seek to reconnect to the workforce, incumbent workers, and dislocated workers.
  - **Neighborhood Access Points (NAPs):** Provide geographically accessible workforce services and offer an entry-point into San Francisco's larger workforce system.
  - **Specialized Access Points (SAP):** Offer specialized employment services focused on specific target populations, including the re-entry population, individuals with disabilities, veterans, and other segments of the population in need of specialized employment services.
- **Young Adult Services:** Provide a comprehensive set of services to prepare young adults for successful entry into San Francisco's workforce.
- **Sector Workforce Programs:** Continue OEWD's existing sector initiatives (in construction, healthcare, hospitality/retail, and information & communications technology) aimed at recruiting, training and placing workers in jobs with upward mobility.
- **Job Readiness Services:** Provide holistic and culturally competent barrier removal services to enable hard-to-employ populations to benefit from workforce services.
- **Pilot Programs:** Pilot services that bolster existing, or initiate new program areas that will enhance the effectiveness of San Francisco's workforce development system.
- **Business Services:** Engage and assist employers involved in San Francisco's First Source Hiring Programs and others, to successfully connect with qualified jobseekers in San Francisco.

- Database: Maintain OEWD's web-based application that tracks and reports client data to appropriate funders.

OEWD seeks applications from single organizations or collaborative partnerships that can effectively innovate on the WIOA program model to provide enhanced services for jobseekers and the business community. Preference will be given to organizations or partnerships whose work is currently focused on assisting individuals with job readiness and attainment of education and unsubsidized employment, and that help individuals enter long-term career pathways through a range of education and training programs leading to industry-recognized certifications and degrees.

## BACKGROUND: WISF'S VISION FOR THE CITY'S WORKFORCE SYSTEM

San Francisco's Workforce Investment Board (WISF), as designated by statute, has responsibility for the local workforce development system. The WISF provides a forum for business, labor, education, government, community-based organizations, and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the workforce. Additionally, WISF committees provide input on specific workforce development areas.

Consistent with the State of California's policy objectives, the WISF's vision for San Francisco's workforce development system is anchored in three priorities:

- Fostering "demand-driven skills attainment."
- Enabling upward economic mobility.
- Aligning, coordinating, and integrating programs and services.

The WISF envisions a workforce system that is the bridge between employers and job-seekers and follows a dual-customer approach, ensuring that workforce development programs and services are tailored to the needs of job-seekers and provide a skilled and ready workforce for local businesses.

San Francisco's workforce system aims to incorporate employer input and feedback into programs that support a diverse range of job seekers, including:

- Individuals who require intensive job readiness and occupational skills training.
- Skilled and semi-skilled individuals who required moderate job readiness and moderate to intensive occupational skills training.
- Experienced and/or skilled individuals, who require minimal job readiness and/or skills training, but require job search and employment assistance.

While OEWD strives to tailor services to a number of different segments of the population, San Francisco's residents with barriers to employment need targeted support on their path to economic self-sufficiency. In this spirit, OEWD prioritizes:

- San Francisco residents who face barriers to employment and/or are adversely affected by local economic conditions, including low-income individuals and persons on public assistance.
- Incumbent workers who may benefit from additional skills attainment that would lead higher-paying jobs and improved economic self-sufficiency.
- Formerly justice involved San Francisco residents (as served through re-entry programs and the Office of the Mayor's Interrupt Predict and Organize program) that need to be connected with promising career opportunities.

Locating tech training facilities in diverse and underserved neighborhoods by working with our post-secondary, secondary educational and community based organization partners to develop public private partnerships in the ICT sector.

San Francisco's workforce system is designed to be accessible to diverse job-seekers and employers through OEWD's network of Access Points. Each Access Point plays a specialized role within San Francisco's workforce system, customizing services and facilitating access to target populations, residents of target neighborhoods, job-seekers with barriers to employment, and those seeking to enter or advance in a specific industry sector. Collaboration and coordination of service offerings among the Access Points is critical in developing flexible and responsive programs and services that meet the needs of all San Francisco job seekers. Each Access Point must demonstrate a high level of coordination with other Access Points, as well as OEWD's specialized providers of Job Readiness

Services, Young Adult Services, Occupational Skills Training, Business Services, and other services, as appropriate.

The vision for workforce development in San Francisco aims to integrate policies, funding and delivery systems into a coordinated, community-wide effort to support businesses and workers, leveraging the participation of educational institutions, public agencies, and community partners.

## GOVERNING AUTHORITY

The goal of OEWD's RFP process is to fairly and objectively select organizations most qualified to implement workforce programs in San Francisco. This RFP is issued to solicit responses from community-based organizations, educational institutions, private sector businesses, social service agencies and other qualified entities to provide the services described in this RFP to adult and dislocated worker job-seekers, young adults, and business customers.

## FUNDING SOURCES

### WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

The Workforce Innovation and Opportunity Act of 2014 (WIOA) reauthorized the expired Workforce Investment Act of 1998 (WIA). While WIOA maintains the structure of a comprehensive workforce system set forth in WIA, it amends WIA in a number of key areas that adjust allowable activities, eligible populations, and performance outcomes. ***At the time of application for OEWD funds and at all times during the term of an awarded contract, applicants are expected to be familiar with the contents of WIOA and related federal regulations.*** Both can be found at the Department of Labor's website, [www.doleta.gov](http://www.doleta.gov), and specifically in a detailed Training and Employment Guidance Letter (TEGL-1705) and a 1-page overview that summarizes key WIOA program performance measures, which may be retrieved at this link: [http://www.doleta.gov/performance/guidance/tools\\_commonmeasures.cfm](http://www.doleta.gov/performance/guidance/tools_commonmeasures.cfm). WIOA dollars are tracked at the Federal budget level under the Code of Federal Domestic Assistance (CFDA) number 17.278, 17.259, and 17.258 for Dislocated Worker, Youth, and Adult Services respectively. Applicants for OEWD funds must be aware that guidance related to the new legislation is forthcoming in many areas, and programmatic and administrative guidance may be clarified during the active life of the RFP based on new legislation or guidance released concerning WIOA or other funding sources associated with the services being procured.

WIOA-funded programs must offer Career Services that allow a jobseeker to understand, prepare for, and successfully connect to and retain employment in local demand occupations. Required Career Services are detailed in this RFP in the descriptions of OEWD Program Areas.

Further, WIOA-funded programs must collaborate with and connect participants to services offered through WIOA-mandated Core Partners, as appropriate. Please see the complete description of San Francisco's Core Partners (see Core Partners section below). OEWD will work with contracted workforce service providers to broker and develop relationships with Core Partners.

### COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

The U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program provides uniquely flexible resources for community development, particularly in neighborhoods with a high number of residents living in poverty. A subset of CDBG dollars are designed for the provision of employment services focused on these communities' low- and moderate-income job-seekers. CDBG dollars are tracked at the Federal budget level under the Code of Federal Domestic Assistance (CFDA) number 14.218.

In San Francisco, the Mayor's Office of Housing and Community Development (MOHCD) is the designated city agency responsible for the overall administration of CDBG funds. MOHCD partners with OEWD to administer CDBG funds designated for economic and workforce development. Applicants should be familiar with all forms, documents and manuals available on MOH's website at: <http://sfmohcd.org/community-development-forms-and-documents>, and feel confident that their organization can meet the requirements detailed in those documents. OEWD's contracted service providers must achieve one of the overarching goals identified in the 2015-2019 Five-Year Consolidated Plan, which may be found at: <http://sfmohcd.org/sites/default/files/Documents/MOHCD%202015-19%20Con%20Plan%20and%202015-16%20Action%20Plan.pdf>

## GENERAL FUNDS

Services solicited through this RFP will be funded in part by OEWD General Funds. General Funds enable OEWD to extend services to San Franciscans who may not meet WIOA and/or CDBG eligibility criteria, and create greater flexibility for applicants to propose effective service models and/or service components that are not strictly tied to WIOA and/or CDBG funding structures. The availability of OEWD general funds for this RFP is subject to approval through the City's budgeting process.

## OTHER FUNDS

OEWD, or other appropriate City Agencies, will disclose any additional regulations or requirements during the negotiation process for grants/contracts that are awarded utilizing this procurement and funded by other local, state or federal programs.

## GENERAL REQUIREMENTS

### APPLICANT ELIGIBILITY

Eligible applicants for OEWD funding include:

- 501(c) (3), 501(c) (4), 501 (c) (6) registered non-profit corporations. Applicants should have a Board of Directors that reflects the diversity of the program(s) and clients being served.
- Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San Francisco's government.
- Churches that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS.
- Institutes of higher education, private businesses and other entities properly recognized by the State of California, who are eligible to do business in San Francisco, and meet the vendor requirements set forth below.

### PREFERRED QUALIFICATIONS

All applicants should include in their proposals information that demonstrates they possess the following preferred qualifications, as related to the proposed scope of work. The majority of services procured through this RFP are workforce services delivered to job seekers. Not all of the qualifications listed below may apply to applicants in the following Program Areas: One Stop Operator, some Pilot projects, Database Maintenance, and to some extent Business Service Coordinators. In all Program Areas, additional qualifications and requirements that pertain to specific services are listed in the section that applies to providers of those services. To ensure a proposal's competitiveness, applicants should address all applicable general qualifications listed below, as well as all specific qualifications within their proposed service area.

#### Service Experience

- Prior successful experience providing workforce development services, employment barrier remediation services, and/or referrals to the public workforce system.
- Experience serving a diverse clientele, representative of the range of job-seekers and employers targeted in this RFP.
- Demonstrated history of meeting contract outcome requirements for workforce development programs, including previous success in connecting low-income San Francisco residents and dislocated workers to viable employment opportunities.
- Experience employing promising, evidence-informed, or evidence-based service strategies.
- Demonstrated familiarity with WIOA and its service requirements.

#### Established Partnerships

- Demonstrated strong relationships with WIOA Core Partners (see Core Partners section below), other City Departments, local employers, and other relevant organizations and service providers.
- Established referral networks with citywide service providers and resources.
- If applying as a lead agency of a collaborative, demonstrated experience managing a collaborative and holding partners accountable.

#### Administrative, Management and Compliance Experience

- Experience managing federal workforce funds and implementing WIOA and/or other complex eligibility determination processes.
- Experience maintaining auditable records and conducting self-monitoring for grant compliance.

#### Leveraged Funding

- Demonstrated commitment of leveraged funding, and of diverse funding sources supporting operating expenses. No more than 80% of the total agency budget should be from City and County of San Francisco sources, and no more than 50% of the total agency budget should be comprised of CDBG funds.

#### Organizational Capacity

- Physical space and staff capacity to deliver a wide range of on-site workforce services.
- Access to appropriate classroom and meeting space, computers and other equipment needed to conduct proposed services.
- Established administrative and performance management systems capable of managing public funds and federal contracts.
- A detailed staffing plan adequate to successfully accomplish the requirements described in this RFP, including:
  - at minimum a designated staff lead committed to the respective program; and
  - an appropriate ratio of participants for each service professional (defined as a staff member whose job is focused on providing direct services).

Successful applicants will be required to notify OEWD of any changes in key personnel within 30 days of the proposed change. In addition, if the grantee anticipates a change in service location, the grantee shall notify OEWD and schedule a site visit to the proposed new location prior to finalizing and no later than the 30th day in advance of the proposed change.

### POPULATIONS TO BE SERVED, AND BARRIERS TO BE ADDRESSED

San Francisco’s workforce system must quickly and effectively facilitate a diverse array of jobseekers to enter, re-enter, or advance in the labor market in a manner that maximizes their full economic potential. The workforce system serves the full range of San Francisco’s job seekers, including:

- Individuals with barriers to employment who require intensive job readiness and occupational skills training.
- Skilled and semi-skilled individuals who require moderate job readiness and moderate to intensive occupational skills training.
- Experienced and/or skilled individuals, who require minimal job readiness and/or skills training, but require job search assistance and connections to viable employment opportunities.

Providers in all Program Areas must design their services in a manner that includes strategies to effectively offer all jobseekers appropriate resources in order to help them successfully connect to employment, including services to advance eligible individuals over 18 years old who are confronted by employment barriers in sustainable employment. Barriers range from those that present significant challenges to those able to be addressed with short-term or minimal guidance and support. OEWD has prioritized connecting the following populations to employment:

- Formerly incarcerated individuals
- Public housing residents
- Residents receiving public assistance
- People with disabilities
- Individuals with limited English proficiency
- Individuals lacking a High School Diploma or GED
- Individuals with less than 8<sup>th</sup> grade math or literacy proficiency
- Individuals facing chronic or long-term un/under employment (more than 6 months)
- Individuals making a first time transition into the workforce
- Individuals with limited work skills and experience

## CORE PARTNERS

Through partnerships with other state, city and educational entities as well as through direct procurement of workforce development services, OEWD has created a workforce system with a range of entry points appropriate for a variety of jobseekers with unique interests and goals. OEWD expects all providers receiving funding to leverage the entire workforce system in order to maximize outcomes for the participants they serve. Towards this goal, OEWD strongly encourages applicants to document evidence of existing, high-functioning partnerships and/or the capacity to develop new working relationships, as well as strategies to establish mutual accountability for achieving successful implementation of the program model described in the scope of services.

In particular, OEWD has established a formal relationship with its WIOA mandated Core Partners. WIOA Core Partners are programs and organizations that are mandated by WIOA to participate in the operations of the public workforce system. These Core Partners are required to offer services on-site at the Comprehensive Access Point (CAP), and OEWD requires that all providers in San Francisco's workforce system are aware of and able to facilitate access to the programs and services offered by Core Partners. OEWD grantees must demonstrate or present plans to develop partnerships with Core Partners.

Four Core Partners must be deeply engaged in the operations of San Francisco's public workforce system and its Access Points. These include:

- California Employment Development Department (EDD)
- California Department of Rehabilitation (DOR)
- City College of San Francisco (CCSF) Career Technical Education and Adult Education programs
- San Francisco Human Services Agency (HSA)/TANF programs

## COLLABORATIONS

Collaborative consortia, joint ventures, and teams of organizations with complementary skills and experience are permitted and **highly encouraged** to respond to this RFP.

Proposals from collaborative consortia, joint ventures, or teams must designate a lead agency that will serve as the fiscal agent for the partners. The lead agency or organization will be responsible and accountable for effectively and efficiently planning, managing and delivering the services and activities described in this RFP, while providing excellent customer service and achieving the



stipulated performance outcomes. The lead agency must also demonstrate the financial capability needed to effectively and efficiently disburse and account for the grant funds.

Applicants that are formally collaborating with other organizations to deliver services under a program should submit letter(s) of collaboration confirming the commitments each partner has made to support the programming as described in the proposal.

*Separate proposals must be filed for each area of interest (funding area) under which an organization or collaboration wishes to be considered for funding.* Applicants submitting proposals for multiple areas are encouraged to address potential cost savings in the budget narrative and efficiencies in programming in the proposal should a contract be awarded for multiple areas.

## ADDITIONAL LOCAL REQUIREMENTS

This RFP uses the words grant and contract interchangeably. The actual form of agreement and specific legal language for the agreement will be confirmed by the City during the negotiation process. Applicants can assume that the terms of the agreement will be similar to those of the sample G100 grant agreement posted to OEWD's bid opportunity website. Details on many of San Francisco's contract terms and conditions can be found at: <http://sfgov.org/oca/general-contract-terms-conditions>

By submitting a proposal for funding, applicants confirm they and their identified partners:

- 1) Are not listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Non-Procurement Programs in accordance with Executive Orders 12549 and 12689, "Debarment and Suspension." This list includes the names of parties debarred, suspended, or otherwise excluded by agencies, and the names of contractors declared ineligible under statutory or regulatory authority other than Executive Order 12549;
- 2) Have not, within the previous three years, been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- 3) Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or Local) with commission of any of the offenses enumerated in subsection above; and,
- 4) Have not, within the previous three years, had one or more public transactions (Federal, State or local) terminated for cause or default; or
- 5) Are otherwise not presently debarred, suspended, proposed for debarment, or declared ineligible or voluntarily excluded from covered transactions by any Federal department or agency.
- 6) Were not involved in the drafting of this solicitation. Any proposals that were written, prepared or conceived in whole or in part by any person that participated in the drafting of the RFP will be deemed non-responsive and shall be rejected.

Successful applicants will be required to:

- 1) Successful applicants must either be an approved City vendor or be able to meet all City vendor requirements by the proposal deadline. Unless approved by OEWD, all applicants not already vendors must be able to become an approved City vendor within ten days of notice of

award. OEWD may terminate negotiations with organizations who are unable to fulfil this requirement within this timeframe and negotiate with other organizations that submitted responsive proposals. Sub-grantees are not required to be City-approved vendors; only the lead organization or fiscal sponsor must be City-approved. Vendor application packets can be obtained from the Office of Contract Administration at City Hall, Room 430, and 1 Dr. Carlton B. Goodlett Place San Francisco, California 94102 or downloaded from their website at <http://sfgov.org/oca/qualify-do-business>. The City vendor process has several steps and can take some time so interested parties are encouraged to begin the process as early as possible.

- 2) Provide proof of workers' compensation, general liability, auto liability, and potentially professional liability insurance during grant negotiations.
- 3) Comply with all reporting and monitoring requirements to capture the overall efficacy of this funding opportunity and of the specific program(s).
- 4) Comply with all applicable local government regulations, including:
  - a) **Accessibility:** Programs and services must be accessible to persons with disabilities. Program access can be achieved in many cases without having to alter the existing facility.
  - b) **Non-Discrimination:** Agencies must comply with federal and San Francisco Contract Monitoring Division (CMD) prohibitions against discrimination in fair housing and equal employment opportunity, and in awarding grants. Agencies must also comply with the Equal Benefits Ordinance for domestic partners. Additional information concerning these items can be found on the CMD website at <http://sfgsa.org/index.aspx?page=6125>
  - c) **Environmental Review:** If required, agencies must complete this review before funds can be utilized.
  - d) **Procurement:** Projects must comply with federal conflict of interest regulations, and regulatory procedures for obtaining and granting for goods and services.
  - e) **Ineligible Reimbursements:** Funds for activities occurring prior to the commencement date of the grant agreement cannot be reimbursed.
  - f) **Religious Activity:** Funds may not be used for religious purposes or for the improvements of property owned by religious entities except where the grant recipient is a secular non-profit organization with a long term lease.
  - g) **Political Activity:** No federal funds received through this RFP shall be used to provide financial assistance for any program that involves political activities. Grantee shall comply with the provisions of the Hatch Act (U.S.C. 1501-1508 and 7324-7328), which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds. In addition, proposers must comply with Section 1.126 of the San Francisco Campaign and Governmental Conduct Code.

## EXTENDABILITY OF PROCUREMENT JUSTIFICATION

This RFP procurement process, and the proposals received as a result of it, may be used to justify contract funding decisions for other similar services and/or other funding that becomes available through OEWD or any other City department.

OEWD and/or any other City departments who use this RFP solicitation as a procurement process for other funds reserve the right, at their own discretion, to fund select activities or partners, (and remove or eliminate others) within a proposal submitted by a collaborative or group of agencies.

## SUBMISSION AND SELECTION PROCESS

Below is an anticipated timeline for key elements of the proposal submission and selection process. The City reserves the right to adjust these dates as needed.

RFP released	Friday, December 2, 2016
Technical Assistance Conference	Wednesday, December 14, 2016
All questions due to <a href="mailto:owd.procurement@sfgov.org">owd.procurement@sfgov.org</a>	Wednesday, December 21 at 12:00 p.m. (noon)
Q & A final posting	by Wednesday, January 4, 2017 by end of day
Proposals due	<b>Thursday, January 19, 2017 at 5:00 p.m.</b>
Notification of awards	Tuesday, February 21, 2017
Protest letters due	Sunday, February 26, 2017 (or 5 calendar days after award notifications are sent)
Anticipated negotiations	April-June 2017
Projects begin	July 2017

## PROPOSAL CONDITIONS, PROCESS AND SCHEDULE

**Separate proposals must be filed for each Program Area for which an organization or collaboration wishes to be considered for funding.**

Proposals received after 5:00 PM on January 19, 2017 will not be considered in the review process or be eligible for funding.

All proposals must be completed and submitted using the Total Grant Solution (TGS) online system. Proposals submitted (including any additional addenda to proposals), in any other manner including those hand delivered, mailed, or faxed will not be considered for funding.

A proposal is considered submitted when the ‘Submit’ button on the final page of the online RFP application is clicked by an Organization Admin-level user and a confirmation number is received. The online ‘Submit’ button will be disabled at 5:00 pm on January 19, 2017.

Instructions for accessing TGS including agency registration and the RFP application will be posted to OEWD’s Bid Opportunities page at <http://owd.org/bid-opportunities>. TGS can be accessed from that page as well or directly through <https://totalgrantsolution.org/tgsewd/MasterLogon/>

The application will be available by end of day Monday December 5, 2016 in TGS for interested parties to begin entering their proposals.

Agencies are encouraged to familiarize themselves with the TGS system and register for a log on, if necessary, as soon as possible. Additional assistance with the TGS system after reviewing the documents provided is available by calling OEWD’s main line at 415-701-4848

## TECHNICAL ASSISTANCE

Questions on completing the application and programming described in this RFP will be addressed at the Technical Assistance Conference and posted on the OEWD website. Questions may also be submitted via email to OEWD at [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org). Please reference “RFP 121” in the subject line of the e-mail. Questions asked via telephone that are not of a purely technical nature concerning the online system and all questions submitted via fax will not be responded to.

All questions concerning this RFP that are not of a purely technical nature concerning the online system must be submitted before **12:00 pm noon, Wednesday December 21, 2016**. Questions received after that deadline will not be answered. Questions and responses will be posted on the OEWD Bid Opportunities page at <http://owd.org/bid-opportunities>. Applicants are responsible for reviewing and incorporating information provided on the OEWD website.

Questions concerning navigation of the online TGS system will be answered through the submission deadline date. Applicants are encouraged to call the OEWD mainline at 415-701-4848 or submit questions via email to [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org) for this type of assistance. No clarification of the RFP content, including eligibility or programming will be provided via phone or after the 5:00pm deadline on December 21, 2016.

There will be a **Technical Assistance Conference** to review program needs and expectations for interested applicants as well as navigating TGS. Though not required, all interested parties are encouraged to attend the Technical Assistance Conference. This workshop is scheduled for:

**DATE:** Wednesday December 14, 2016  
**LOCATION:** Hotel Whitcomb, Ballroom  
**TIME:** 3:00 PM–5:00 PM

## CONDITIONS OF PROPOSAL

- 1) An Applicant may revise a proposal on the Applicant’s own initiative at any time before the deadline for submission of proposals. The Applicant must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before the proposal due date. In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer. Note that once a proposal is submitted through the online TGS system, the Applicant is no longer able to edit the proposal. If the Applicant wishes to revise any item, an entirely new proposal must be created and submitted as a replacement through TGS. OEWD requests that the Applicant email [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org) and provide the confirmation number for the proposal they do not wish to have reviewed as well as the proposal that they have submitted as a replacement to avoid possible confusion during the review process. In no instance will a partial proposal be accepted. All submissions must be received by the deadline to be considered.
- 2) Applicant agrees that submission of a proposal properly completed and electronically signed by an agency’s organizational administrator shall constitute an agreement to accept all conditions, provisions, requirements, and specifications contained in the City and County of San Francisco Request for Proposals (RFP). It is the responsibility of the lead agency to ensure that all named partners are in agreement with the proposal prior to submission. The Proposal shall be binding for no less than one hundred twenty (120) days. The contractor must comply with City and County ordinances and contracting requirements. For more detailed information, see the Office

of Contract Administration website at <http://sfgov.org/oca/qualify-do-business>. The contract requirements include general liability and auto insurances, compliance with equal benefits ordinance, and current San Francisco business tax certificate, if applicable.

- 3) Applicant agrees that all costs incurred in developing this proposal are the Applicant's responsibility and at the Applicant's cost.
- 4) Applicant agrees to provide adequate staff to carry out the project and to work with City staff in ensuring that all provisions in the grant agreement are met, including timely reporting using City client tracking reporting systems.
- 5) Applicant understands and agrees that any proposal may be rejected if it is conditional, incomplete, and/or deviates from the specifications contained in this City and County of San Francisco RFP. Applicant further understands and agrees that the City's representatives have the right to reject any or all proposals or to waive deviations, which are immaterial to performance. Applicant understands and agrees that minor defects may be waived at the discretion of the City. The waiver will not excuse an applicant from full performance if Applicant should be awarded the contract. Justification supporting the reason for any type of rejection will be submitted to the Applicant.
- 6) Applicant may apply for more than one funding area in the RFP but must submit separate, complete, and distinct proposals tailored to each funding area under which they wish to propose services. Applicant should not submit a single proposal for services under multiple modules. As well, Applicant should ensure that each proposal is complete and stand-alone.
- 7) In accordance with S.F. Administrative Code Section 67.24(e), contractors' bids, responses to RFPs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

## PROCESS CONTENT AND FORM OF APPLICATION SUBMISSION

As noted above, all proposals must be completed and submitted using the Total Grant Solution (TGS) online system. There is no strict page limit on the total submission nor are there word/character restrictions on individual answers within the system.

Applicants can access the Workforce Services RFP module of TGS by clicking the icon Total Grant Solutions icon (see right) available on OEWD's funding website at OEWD's Bid Opportunities page at <http://www.oewd.org/bid-opportunities> or by directly accessing OEWD's version of Total Grant Solution at <https://totalgrantsolution.org/tgsewd/MasterLogon/>



Instructions including system navigation, how to request a log on, and how to add users will be posted to OEWD's Bid Opportunities Page. Users may request a log on, complete the general agency information sections, and familiarize themselves with the system in general at any time.

## REVIEW PROCESS

The City will verify that proposals have met all the requirements to be considered responsive. Failure to comply with the proposal requirements contained in this RFP may result in elimination of

that proposal from consideration. All responsive proposals will then be submitted to a Proposal Review Panel for scoring.

- 1) The City may contact the applicants to clarify any portion of the proposal. All questions to the applicants will be submitted in writing and the answers, in writing, will be submitted, along with the proposals, to the Proposal Review Panel for scoring.
- 2) A Proposal Review Panel will review and score all responsive proposals.
- 3) The Proposal Review Panel may consist of non-City staff and other individuals who have experience in the service areas requested in this RFP.
- 4) The City will select the members of this Panel.
- 5) Any attempt by an applicant to contact a member of the Review Panel during the proposal review process may result in the elimination of that proposal from consideration.
- 6) After the Proposal Review Panel has concluded its evaluation and scoring of the proposals, the results will be submitted to the Director of Workforce Development for OEWD, the Director of OEWD and the appropriate oversight bodies, if appropriate, for review and determination of the award. The tentative awardees whose proposal(s) are determined to meet the needs of the City will be recommended to negotiate a contract.
- 7) All applicants will be notified of the results of the evaluation scoring in writing.
- 8) The tentative award may be conditioned on inclusion of changes/additional terms. Negotiations over the specific terms and language may be required before submission to the Civil Services Commission for approval, if applicable.
- 9) If the City is unable to negotiate a satisfactory agreement with the winning applicant(s), the City may terminate negotiations with that applicant and proceed to negotiate with other qualified applicants in the order of their ranking in the evaluation process. This process may be repeated until a satisfactory contractual agreement has been reached.
- 10) Final award of the contract may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

## PROTEST PROCEDURES

### PROTEST OF NON-RESPONSIVENESS DETERMINATION

Within five calendar days of the City's issuance of a notice of non-responsiveness, any respondent that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the respondent, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

### PROTEST OF GRANT/CONTRACT AWARD

Within five calendar days of the City's issuance of a notice of intent to award the contract, any respondent that has submitted a responsive proposal and believes that the City has incorrectly selected another respondent for award may submit a written notice of protest.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the respondent, and must cite the law, rule, local ordinance, procedure or RFP provision on which

the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

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## DELIVERY OF PROTESTS

All protests must be received by 5:00 p.m. on the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) or fax will not be considered. Scanned signed appeal letters may be submitted via email to [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org). Letters transmitted electronically must be sent in PDF format and be signed by an individual authorized to negotiate or sign agreements on behalf of the submitting organization.

If the City determines that a meeting with the party submitting the appeal is necessary, such meeting will be scheduled within ten (10) calendar days of the receipt of a protest to review and attempt to resolve the protest. If the City determines a meeting is not necessary to address the appeal presented, the agency can anticipate a response letter from the City within 10 calendar days of submission of the letter of appeal.

### **Protests must be delivered to:**

Contracts and Performance Director  
Office of Economic and Workforce Development, Workforce Development Division  
One South Van Ness Avenue, 5<sup>th</sup> Floor  
San Francisco, CA 94103

Or via email at: [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org)

All appeal determinations made by the Director of OEWD are final.

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## CANCELLATION

The procurement process or any of its component proposal areas or modules may be delayed, suspended, or canceled if the City determines that such action is in the best interest of the City.

## CONTRACT TERMS

This RFP includes 33 distinct Proposal Areas as noted in the chart below. It is anticipated that this RFP will guide grant decisions through fiscal year 2020-2021 or as allowed by fund source regulation; this includes authorizing new agreements as well as amendments to be made through FY 2020-2021. Agreement terms must begin within, but do not necessarily need to conclude within that timeframe. The anticipated number and value of annual awards for each of these areas are identified in this section. Though this procurement is expected to be the basis for programming decisions for multiple years, successful proposers should anticipate negotiating annual goals, terms, and budgets with OEWD. Budget constraints, prioritization of programming, or other factors may limit, delay, or accelerate the number of pilot proposals funded - especially in the first year.

Proposal Area	Anticipated Number of Grants	Anticipated Per Grant Minimum	Anticipated Per Grant Maximum
One-Stop Operator	1	\$ 75,000	\$ 100,000
Comprehensive Access Point (CAP)	1	\$ 550,000	\$ 650,000
Neighborhood Access Points (NAPs)	5-7	\$ 300,000	\$ 500,000
Re-entry Specialized Access Point (SAP)	1	\$ 125,000	\$ 250,000
Disability Coordinator	1	\$ 125,000	\$ 250,000
Disability Specialized Access Point (SAP)	2-4	\$ 75,000	\$ 100,000
Veterans Specialized Access Point (SAP)	1-2	\$ 100,000	\$ 250,000
Other Specialized Access Point (SAP)	0-2	\$ 75,000	\$ 150,000
Job Readiness Services (JRS)	3-5	\$ 75,000	\$ 125,000
Construction Sector Coordinator	1	\$ 750,000	\$ 1,500,000
Construction Sector Occupational Skills Training (OST)	1	\$ 750,000	\$ 1,000,000
Construction Sector Career Development	1-4	\$ 200,000	\$ 400,000
Construction Sector IPO	1	\$ 150,000	\$ 250,000
Health Sector Coordinator	1	\$ 400,000	\$ 600,000
Health Sector Occupational Skills Training (OST)	5-7	\$ 100,000	\$ 400,000
Health Sector Bridge	1-3	\$ 75,000	\$ 200,000
Hospitality/Retail Sector Coordinator	1-2	\$ 250,000	\$ 500,000
Hospitality/Retail Sector Occupational Skills Training (OST)	3-5	\$ 100,000	\$ 350,000
Information & Communications Technology Sector Coordinator	1	\$ 400,000	\$ 600,000
Information & Communications Technology Sector Occupational Skills Training (OST)	5-8	\$ 100,000	\$ 500,000
Information & Communications Technology Sector Bridge	1-3	\$ 75,000	\$ 250,000
Young Adult Access Points	3-6	\$ 100,000	\$ 250,000
RAMP	1-2	\$ 200,000	\$ 400,000
Young Adult Subsidized Employment	1-3	\$ 200,000	\$ 600,000
First Source Business Services Coordinator - General	1	\$ 300,000	\$ 450,000
First Source Business Services Coordinator - SFO	1	\$ 150,000	\$ 250,000
Retention Pilot	0-2	\$ 50,000	\$ 125,000
Incumbent Workers Pilot	0-2	\$ 30,000	\$ 75,000
New Sector Workforce Program Pilot	0-2	\$ 50,000	\$ 100,000
Modular Core Curriculum Pilot	0-2	\$ 30,000	\$ 75,000
Entrepreneur and Gig Pilot	0-2	\$ 30,000	\$ 100,000
Collaborative Competition Pilot	0-1	\$ 30,000	\$ 50,000
Database Management	1	\$ 100,000	\$ 250,000



## PERFORMANCE AND REPORTING REQUIREMENTS

### OVERVIEW

OEWD is committed to assessing the impact of services awarded under this RFP by measuring outcomes. All applicants should include a plan for collecting and reporting applicable OEWD outcomes listed here and in the Program Area sections below.

OEWD is held accountable by the U.S. Department of Labor (DOL) and the State of California, Employment Development Department (EDD) to report all WIOA-funded activities, as well as WIOA Performance Measures. The following link to the Department of Labor's website provides a document that details WIOA program performance measures and reporting guidance: [https://www.doleta.gov/performance/reporting/eta\\_default.cfm](https://www.doleta.gov/performance/reporting/eta_default.cfm)

WIOA Common Measure and performance metrics are separate and distinct from the performance measurement and reporting requirements that OEWD will apply to applicants awarded funding through this RFP. OEWD performance measures described below are consistent with and incorporate WIOA measures. Common OEWD measures required under this RFP are defined in this section.

***Performance measures specific to each Program Area are detailed in the respective Program Area sections below.*** Applicants for OEWD grant funds are asked to propose performance goals that are aligned with those for the selected Program Area and appropriate for the proposed services and the residents to be served. If the proposed goals are lower than the OEWD performance goals suggested in the RFP, the applicant must provide specific information explaining why. Applicants should include strategies to collect and report on those performance measures in their proposal. Applicants should note that final contracted performance goals will be negotiated with successful applicants before awards are finalized and annually, thereafter.

If applicants propose new or innovative services and believe the measures listed below and within the applicable Program Area descriptions do not apply, they must propose performance measures on which they will collect and report data, and demonstrate how these measures are related to and/or will support attainment of WIOA and OEWD performance targets.

The Department of Labor, State of California, and several national organizations have studied the positive effects of performance-based contracting models and encouraged adoption of them where possible. OEWD is committed to continuing to explore and refine best practice models and to negotiate performance tied funding as appropriate with grantees funded through this RFP. For the initial year of funding, OEWD is interested in piloting performance based contracting with providers applying to the Comprehensive Access Point (CAP) and Neighborhood Access Point (NAP) areas. Additional details as to how this may affect proposal budgets for these two areas can be found in the program descriptions and application instructions for those specific areas below.

OEWD may expand performance based contracting models into other program areas during the lifetime of this RFP. Specific terms, conditions, and payment triggers will be discussed with grantees as appropriate and codified in the resulting grant agreements.

### OEWD OUTCOME MEASURES

OEWD will require all grantees to gather and report outcome data that will allow OEWD and successful applicants to (1) evaluate whether participants are well-served as a result of their participation in the proposed programs, and (2) ensure compliance with OEWD policy and with multiple program funders. OEWD tracks the outcomes described below, and has established performance measures that allow for the evaluation of those outcomes. Performance Measures for all proposed programs and services must be consistent with the measures and definitions provided below.

OEWD outcomes include:

- Placement in employment, training or postsecondary education at exit, and during the 2<sup>nd</sup> and 4<sup>th</sup> quarters after exit
- Median earnings 2<sup>nd</sup> quarter after exit
- Credential attainment
- Measurable skill gains
- Effectiveness in serving employers

A brief overview and definition of each measure follows.

### **1. Placement in Employment, Training, or Postsecondary Education at Exit and at 2<sup>nd</sup> and 4<sup>th</sup> Quarters**

This measures the work that providers have conducted to achieve results at exit and, in the case of staff-assisted placements, at the 2<sup>nd</sup> and 4<sup>th</sup> quarters after exit. This measure will evaluate whether participants are enrolled in and engaged in coursework at an accredited post-secondary training program or institution, or attached to employment. Positive outcomes include placement in:

- Unsubsidized employment;
- Occupational skills training;
- Registered apprenticeship;
- Post-secondary education.

All placement outcomes must be documented at exit. Only staff-assisted placements require additional documentation at the 2<sup>nd</sup> and 4<sup>th</sup> quarters after exit. To demonstrate that a participant has achieved this outcome, grantees must submit one of the following pieces of documentation to OEWD that corresponds with the dates of the respective reporting quarter:

- Paystub for most recent pay period;
- Official letter of employment, including dates employed and position, from employer;
- Third Party verification through “The Work Number,” a user-paid verification of employment [www.theworknumber.com](http://www.theworknumber.com) ;
- Official class schedule from accredited post-secondary or training institution;
- Official letter from accredited post-secondary or training institution, including dates of enrollment.

### **2. Median Earnings at 2<sup>nd</sup> Quarter**

This measure evaluates and reports the wage that is at the midpoint (of all the wages) between the highest and lowest wage earned in the second quarter after exit. To demonstrate that a participant has achieved this outcome, grantees must submit one of the following pieces of documentation to OEWD that corresponds with the dates of the respective reporting quarter:

- Paystub for most recent pay period; or
- Third Party verification through “The Work Number” (see details above)

### **3. Credential Attainment**

This measure captures the number of participants who participated in a training program or post-secondary education at any point during their enrollment for workforce services and who obtained a recognized certificate or post-secondary credential during the program or within one year after exit; as well as the number of participants who exited that were in a secondary education program and who obtained a secondary education diploma or its equivalent during the program or within one year after exit AND who were also employed or enrolled in an education or training program leading to a recognized post-secondary credential within one year after exit.

A qualifying credential generally refers to an attestation of qualification or competence issued to an individual by a third party with the relevant authority or assumed competence to issue such a credential. Qualifying credentials can include educational degrees such as associate's or bachelor's degrees, educational diplomas and certificates, registered apprenticeship certificates, industry-recognized, state license or professional association certifications, or similar credentials.

Qualifying credentials must be awarded or approved by one of the following:

- State educational or career and technical educational agency;
- Institution of higher education;
- Professional, industry or employer organization;
- Registered apprenticeship program;
- Public regulatory agency;
- Program approved by the Department of Veterans Affairs;
- Office of Job Corps; or
- A tribal college or similar entity.

To demonstrate that a participant has achieved this outcome, grantees must submit one of the following pieces of documentation to OEWD:

- High School Diploma or GED certificate AND proof of employment or enrollment in education or training program leading to a recognized post-secondary credential;
- Qualifying credential.

### **4. Measurable Skill Gains**

This measure identifies program participants who, during the program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains based on attainment of one of five types of gains: a) educational functional level gain; b) secondary diploma or equivalent; c) secondary/post-secondary transcript/report card; d) training milestone; or e) skills progression.

#### *a. Educational Functioning Level Gain*

This measure applies to participants who have low levels of literacy or are basic skills deficient (i.e., test below 8th grade level in reading or math at program entry) and whose educational level increases by at least one level of a participant who received educational instruction below the post-secondary level. The measure is based on documented pre- and post-tests using the same approved assessment instrument. The current approved testing instruments are the Comprehensive Adult Student Assessment Systems (CASAS) Survey Achievement Tests and Test of Adult Basic Education (TABE).

#### *b. Attainment of Secondary Diploma or its equivalent*

This measure applies to participants who do not have a secondary education diploma or its equivalent at program entry and who had a successful outcome.

#### *c. Secondary or Postsecondary Transcript/Report Card*

This measure is documented by a participant's transcript or report card for either secondary or post-secondary education for 1 academic year (or 24 credit hours) that shows participant is achieving the state unit's policies for academic standards at program entry or during the period of participation.

*d. Training Milestone*

This measure is documented by a satisfactory or better progress report, towards established milestones from an employer/training provider who is providing training (e.g., completion of On-the-Job Training (OJT), completion of 1 year of an apprenticeship program, etc.).

*e. Skills Progression*

This measure is documented by the successful passage of an exam that is required for a particular occupation, and/or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

To demonstrate that a participant has achieved this outcome, grantees must submit the following documentation to OEWD:

- Pre-test and post-test results from CASAS or TABE demonstrating gain of at least one (1) Educational Functioning Level within one year of program participation; or
- High school diploma or GED certificate; or
- Transcript or report card from educational institution; or
- OJT Completion Evaluation or letter from employer; or
- Progress Report or letter from training provider; or
- Copy of exam results.

### **5. Effectiveness in Serving Employers**

This measure evaluates the quality of service provided to employers. DOL has proposed a pilot allowing three approaches to measuring effectiveness of business services:

- Retention with same employer in the 2<sup>nd</sup> and 4<sup>th</sup> quarters after exit rate.
- Employer penetration rate.
- Repeat business customer rate.

OEWD will lead analysis to determine programs' effectiveness at serving employers. As this measure evolves and in order to conduct our analysis, OEWD may require documentation from providers evidencing ongoing interactions with employers and/or quality of placements.

## **DATA COLLECTION AND EVALUATION**

Applicants awarded OEWD grant funds will be required to collect, store, review, and report complete and accurate data on programs and services funded under this RFP, including: operational, administrative and program performance; services; and participant demographics, progress, and outcomes. In order to support continuous service improvement, grantees may be asked to conduct analysis of data, such as participant barriers, services provided, and retention success. Required data elements vary by Program Area and will be confirmed during the contracting process. These data elements are subject to change, based on the mandates of the funding source and/or other local, state, or federal requirements.

Grantees will be required to enter data into OEWD's data management systems (including Work Force Central (WFC), Elations, GMS and/or Jobs Portal) and ensure complete and accurate data entry within 10 business days following the month that services were provided that is in compliance

with OEWD's specific funding requirements. Grantees will maintain records of individual case files for each participant enrolled in programs funded under this RFP. Such case files will record all participant contacts, including any assessments and evaluations, all services indicated and provided, and services to which the participant is referred. Case files must be shared across OEWD partners, if necessary.

OEWD aims to support grantees in their efforts to continuously improve their practice, programs and services. OEWD will offer technical assistance and capacity-building activities in a variety of subjects related to quality assurance and program improvement. These will include operational requirements, program practices, and quality standards. Successful applicants must ensure that appropriate staff members attend these sessions.

## MONITORING

In addition to reviewing monthly reports and quarterly narrative reports, OEWD and designated partners will engage in monitoring activities that may include, but are not limited to, site visits to grantee and partner facilities, interviews or surveys of program participants, review of financial and organizational documents, and learning group meetings among grantees. Grantees shall make all reasonable efforts to accommodate such monitoring activities. OEWD will make all reasonable efforts to ensure that such monitoring activities are not unduly disruptive of grantees' normal course of programs and activities.

## DESCRIPTION OF ACCESS POINT SERVICES

Job-seekers and employers access San Francisco's workforce system through a network of Access Points. Access Points offer a range of workforce development services to jobseekers meant to assess their interests and aptitudes, develop a plan to attain employment and deliver or refer targeted services within or outside the workforce system that allow the individual to realize their employment goals. San Francisco's workforce system is comprised of several kinds of Access Points, each of which plays a specialized role.

- **Comprehensive Access Point (CAP):** The CAP forms the central hub of San Francisco's workforce system. It provides on-site access to the services of OEWD's Core Partners (see Core Partner section above) and encompasses all of the WIOA-mandated service elements of an America's Job Center of California (AJCC). Further, it coordinates the services of all of the Access Points within San Francisco's workforce system to ensure that individuals seeking services are connected to the programs and opportunities that help them to achieve their full potential. To that end, it is the central administrator of Individual Training Account (ITA) and On-the-Job Training (OJT) funds.
- **Neighborhood Access Point (NAP):** The NAPs are located in geographic areas that are physically isolated from the CAP or that chronically suffer from higher unemployment rates than San Francisco's average. NAPs allow community-based access to an array of workforce services and provide and community-based entry point to the larger workforce system.
- **Specialized Access Point (SAP):** The SAPs serve specific target populations with customized career services that respond to a unique set of needs among work-ready jobseekers in their specialized population. SAPs solicited through this RFP include the Re-Entry, Disability, and Veterans SAPs.
- **Sector Coordinator:** The Sector Coordinators act as the Access Point for their Sector. They offer all required Access Point services, but deliver them within the context of the skills, requirements and opportunities that pertain to the Sector. Sector Coordinators are expert in all occupations within that sector and can quickly identify training needs and/or job opportunities appropriate for jobseekers interested in entering that sector. Additionally, they coordinate Sector Workforce Services – including Sector Occupational Skills Training and Sector Bridge Programs, solicited through this RFP. Sector Coordinators solicited through this RFP are focused in San Francisco's priority industry sectors: Healthcare, Hospitality/Retail, Information & Communications Technology (ICT), and Construction
- **Young Adult Access Point:** The Young Adult Access Points deliver a comprehensive menu of employment, education, training, wrap-around, barrier-removal, and supportive services tailored to address the needs of young adults ages 17-24. Young Adult Access Points serve as entry points into San Francisco's larger public workforce and education systems, effectively orienting young adults to the workforce and equipping them with the foundational skills and self-confidence they need to make informed choices about their futures, that result in their achievement of economic stability and general well-being.

Collaboration and coordination of service offerings among the CAP, NAPs, SAPs, Sector Coordinators, and Young Adult Access Points is critical in developing flexible and responsive programs and services that meet the needs of all San Francisco job seekers.

Each Access Point must coordinate service offerings amongst the other Access Points in order to ensure that participants are accessing the services most appropriate to their individual employment goals. Additionally they must demonstrate a high level of coordination with more specialized

providers of the other Program Areas (i.e., Job Readiness Services, RAMP-SF, Young Adult Subsidized Employment Program, and Business Services), as appropriate for the type of services they provide. The services required of these specialized Program Areas, and their relationships with the Access Points, are described in the Program Area sections below.

Unless indicated, all Access Points in San Francisco's workforce system must deliver or make available to job-seekers a comprehensive menu of required Access Point services, including outreach, intake and assessment, career planning and exploration, job search assistance, job readiness training, referrals to education and training services, and access to computers, internet, fax machines and copy machines. Additional service requirements specific to the CAP, NAPs, SAPs, Sector Workforce Programs, and Youth Access Points are detailed in the Program Area descriptions. Furthermore, the relationships between Access Points and other Program Areas are included in the Program Area descriptions.

All OEWD grantees must tailor delivery of Access Point services and other services to the needs, barriers, assets and interests of individual job-seekers, who may benefit from all or a portion of the services available. Access Points must make available the full menu of Access Point services, and they must utilize effective assessment and case management practices to determine and facilitate access to appropriate services, based on the needs of each job-seeker. A job-seeker who presents with multiple barriers that prevent effective use of career services and subsequent employment may be referred to Job Readiness Services prior to enrollment in the Access Point.

Required Access Point services are the following:

### **1. Access Point Provider Network Participation**

Each Access Point grantee will participate in OEWD's Access Point Provider Network. This will involve regular meetings, trainings, peer exchanges, networking with community-based organizations, and other activities to enhance service coordination and capacity.

### **2. Outreach and Recruitment**

Outreach and recruitment services must enhance general awareness of the workforce services available at Access Points and identify appropriate/eligible participants to be enrolled in workforce programs and services, including low-income, unemployed, underemployed, and dislocated workers. Standard marketing tools such as brochures, speakers, ads, and flyers should be utilized to attract individuals eligible for services to the Access Point and the broader workforce system. In addition, outreach and recruitment materials and strategies may be tailored to the Access Point's target population (e.g., veterans outreach by the Veterans SAP, or neighborhood outreach by a NAP). Grantees may receive participant referrals from OEWD, other workforce system providers, and partnering agencies under an agreed-upon referral process. Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders; competitive proposals will have existing or propose plans to establish formal partnerships and Memoranda of Understanding (MOUs) with these entities.

### **3. Information, Orientation, Assessment, and Enrollment**

*Information:* Each Access Point must provide participants with information on employment opportunities and how to access services within the Access Point and the larger public workforce system, including those made available by other workforce providers and Core Partners. Information

on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information on unemployment claims, eligibility for TANF employment activities, and financial aid assistance for training and education programs should also be provided. Information regarding supportive services, including childcare and transportation, must also be accessible. Information can be made available in a self-service resource room, through individualized referrals, and/or in group workshops. The Access Point should, at minimum, maintain a self-service resource room and a Job Board with information on job leads and openings.

*Orientation:* Each Access Point must provide orientations to the full array of services and activities available through all Access Points and the larger workforce system, including those provided by other agencies and organizations. Information should be provided on how to access these services, as well as eligibility and expectations for successful program participation. Orientations should take place at the Access Point and can occur regularly in a group workshop format or take place individually as part of intake as appropriate to the Access Point. Outreach materials should include the Orientation dates, if scheduled.

*Assessment:* Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals. Assessment also identifies barriers to employment that are relevant to the individual participant and any needed supportive services are identified during the assessment process. Assessment helps determine the incoming participants' eligibility and appropriateness for required and optional workforce programs and supportive services. An objective assessment must examine a participant's:

- Education
- Basic skills
- Occupational skills
- Prior work experience
- Interests
- Employability
- Aptitudes
- Supportive services needs
- Developmental needs.

All Access Points must conduct a basic objective assessment of each participant's experience and interests, unless the participant has been referred by another provider with a current assessment. Access Points must additionally make a more in-depth technical assessment available to any participant who is interested in receiving such service. ***Only the CAP is required to conduct technical assessments of eligible participants***; other Access Points may elect to conduct these technical assessments or may arrange for participants to receive them through the CAP. All technical assessments must be approved by OEWD; currently-approved assessment tools include ACT's job skills assessment system, WorkKeys, KeyTrain, National Career Readiness Certificate, CASAS and TABE. The CAP and any Access Point that conducts on-site technical assessments must identify the type and depth of comprehensive assessment to be conducted with participants eligible for WIOA career services, based upon the nature of the barriers identified during counseling and any prior assessments.

*Enrollment:* Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any



additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

#### **4. Referral to Training and other System Services**

*General Workforce System Referrals:* For those jobseekers that require supportive or direct services in order to achieve their employment objectives, Access Points must have the ability to successfully refer and connect individuals to required services. Referral services must provide job-seekers with information on how to access services within and across Access Points and the larger workforce system. Referral services must include guided referral to services and workforce programs for which individuals are eligible and prepared and which are most appropriate to their goals, abilities and needs, based on the results of assessment.

Each Access Point must:

- Be a primary receiver and provider of referrals to and from other wrap-around and workforce services providers.
- Document all referrals for services.
- Provide updates to referring and receiving agencies on client progress/challenges, as appropriate.

Applicants must identify the types of services they propose to provide access to by referral and, as appropriate, identify service providers with whom they have established referral relationships.

*Training Referrals:* When assessment identifies a jobseeker's need for and interest in technical or occupational training (not already provided by one of OEWD's workforce service providers), the Access Point may refer the individual to an approved training provider included on California's Eligible Training Provider List (ETPL). OEWD will work with grantees to ensure they are familiar with ETPL providers, as well as with other agencies providing specialized and/or complimentary training services, in order to facilitate relationships and strong referral networks amongst approved providers. The Access Point must inform individuals of available training subsidies, such as Individual Training Accounts (ITAs) available to eligible job-seekers through the CAP (see Comprehensive Access Point services section below).

*Sector Workforce Program Referrals:* Each Access Point must develop and maintain effective partnerships and referral relationships with OEWD's Sector Coordinators and their related Occupational Skills Training and Sector Bridge programs. Sector Workforce Programs solicited through this RFP target the Construction, Healthcare, Hospitality/Retail, and Information & Communications Technology (ICT) sectors. Job-seekers with interest in one of OEWD's targeted sectors must be referred to a Sector Coordinator orientation as an entry-point into Sector Workforce Programs.

#### **5. Individual Planning and Case Management**

All Access Points are required to provide individual planning and case management services to interested program participants. These services are intended to ensure that:

- The program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant; and

- Services are provided in a manner that addresses the individual needs of each participant, including services designed to help individuals overcome barriers to post-secondary or employment success.

*Individual Planning:* The Access Point must work jointly with all eligible program participants who are being referred to training to develop Individual Employment Plans (IEPs) or Individual Service Strategies (ISSs) (for WIOA Youth eligible participants) that, at a minimum, (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify any barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve his/her employment goals, including providing information on supportive services, eligible providers of training services, Sector Workforce Programs, and career pathways to attain career objectives. As appropriate to a participant's goals and needs, individual planning should involve case management staff from relevant service providers to ensure that no services are duplicated.

*Case Management:* The Access Point must provide integrated case management services to prepare job-seekers for a successful job search and employment, depending upon their level of need. Some job-seekers may not require case management; others may benefit from referral to Job Readiness Services prior to participating in case management at the Access Point. Case management should:

- Provide one-on-one as well as small group career and motivational counseling, including review of IEP/ISS goals and steps to achieve them.
- Assist the participant with overcoming barriers, including connections to other resources and support services available through the workforce system.
- Follow up on referrals and connections to education, training and employment, and advocate on behalf of the participant, as needed.
- Monitor the participant's progress, and continuously modify the IEP/ISS to reflect changes in the participant's needs and goals.

## 6. Supportive Services

Participants in need of support to enter, participate and succeed in workforce services must be provided or connected to supportive services through the Access Point. ***Supportive services must be provided directly by the CAP.*** Other Access points may provide supportive services directly or through referrals to the CAP or other providers. The supportive services provider must work with participants to address those life issues impacting the participants' ability to obtain or retain employment.

All Access Points must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate. Supportive services should tie into services available through the Access Point and its partners as much as possible, and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job-seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities.

Supportive services may include (but are not limited to):

- Tuition or training expenses
- Testing fees
- Child care services
- Transportation assistance

- Driver's license acquisition or driving record remediation
- Drug testing
- Assistance with work-related expenses (uniforms, supplies, tools, etc.)

Applicants must identify the supportive services they propose to provide, and indicate whether the services will be provided directly by the applicant or by an organization partnering in the application. Successful applicants may also indicate the documentation that participants must supply in order to qualify to receive the proposed supportive services.

## **7. Job Readiness Training**

Job-seekers with identified barriers to participation in vocational programs and employment must be provided with Job Readiness Training (JRT) to equip them with effective workplace and classroom survival skills, attitudes, and behaviors. ***JRT must be provided directly by the CAP and the NAPs.*** Other Access Points may elect to provide JRT themselves or refer job-seekers with identified need to the CAP, NAPs or other JRT providers.

JRT should motivate job seekers to address their identified employment barriers; be relevant and customized to the learning needs of the individual or target population (i.e., the NAP neighborhood, SAP population, or targeted industry sector); and be delivered in a culturally competent and culturally sensitive manner. All JRT must follow an OEWD-approved job and workplace readiness curriculum. Training should include topics such as:

- Learning and communication skills
- Self-assessment tools
- Job search skills
- Job-seeker portfolio development (e.g., resume, applications, online profiles)
- Interview skills
- Employers' expectations
- SCANS competencies (see <http://wdr.doleta.gov/scans>)
- Appropriate work attire
- Managing a work life
- Computer literacy for the job search and on the job
- Life skills, including achieving goals, developing positive support systems, and balancing obligations at work and home.

## **8. Basic Computer Skills Training**

***Basic Computer Skills Training (CST) must be provided directly by the CAP.*** Other Access Points may elect to provide CST themselves or refer job-seekers with identified need to the CAP or to other CST providers. CST must equip participants with the technical skills and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement.

CST providers must provide participants with a diagnostic test to determine individual computer skills training needs for basic computer usage (e.g., email, internet searches) and software tools related to job search (e.g. Outlook, Word, Excel). CST providers must collect data needed for pre- and post-assessment of computer skills.

CST may include but need not be limited to:

- Basic computer skills training contextualized for the job search, such as: use of email, use of a web browser, basic internet search, use of key job search websites, safety and security on the web.
- Training in software applications used on the job (e.g., Microsoft Office Suite).
- Training on use of job search and personal branding websites (e.g. LinkedIn, GitHub).

CST providers may align and/or contextualize adult education services appropriate for targeted populations served, e.g. English language learners, formerly incarcerated, or job-seekers hoping to obtain a GED or high school diploma.

CST providers are encouraged to leverage existing City services, free hardware and software applications, or relevant software licenses by partnering, for example, with the San Francisco Public Library or local hardware and software manufacturers.

## **9. Financial Literacy Services**

***Financial literacy services must be provided directly by the CAP.*** Other Access Points may elect to provide financial literacy services themselves or refer job-seekers with identified need to the CAP or to other financial literacy service providers. Financial literacy services and training should prepare participants to manage employment income and a household budget. Financial literacy services must address one or more of the following:

- Ability to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, homeownership, wealth building, or other savings goals.
- Ability to manage spending, credit, and debt, including credit card debt, effectively.
- Awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy, and their effect on credit terms.
- Ability to understand, evaluate, and compare financial products, services and opportunities.
- Activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial literacy and education materials.

Financial literacy service providers are encouraged to align their programs with and facilitate client access to services provided through San Francisco's Office of Financial Empowerment.

## **10. Direct Job Search, Employment, and Retention Services**

Each Access Point must provide job-ready participants with job search, employment, and retention services that help them find and secure employment, assess their progress, and determine need for additional services to help them adjust to their new work environment. Job-seekers who enter the Access Point with limited barriers to employment may be prepared to advance directly to job search services upon enrollment. The intensity of job search, employment, and retention services will depend upon the assessed job-seeker's individual needs and priorities.

*Job Search and Employment:* Job search services prepare jobseekers to conduct an effective job search, and make them aware of available employment opportunities as they conduct their searches. Each Access Point must provide a variety of job search services, inclusive of but not limited to the following:

- Provide information and assistance regarding job search strategies, resume development, and interviewing techniques, including individual and small group counseling and coaching.
- Provide computer access and assistance to support the job search.
- Develop and maintain employer relationships and generate employment leads.
- Coordinate with OEWD Business Services staff/providers to leverage employer relationships (in particular with large, regional employers), first-source local hiring agreements, on-the-job training opportunities, hiring tax credits, federal bonding program services, and other business service strategies to maximize employment opportunities.
- In coordination with Business Services staff/providers, host career and hiring fairs, and schedule space at the Access Point for one-on-one and/or group job interviews.

Connecting job-seekers to viable employment opportunities is a key responsibility of the Access Point and its staff. Each Access Point must market job-seekers to local employers and facilitate the application and hiring process to the extent feasible. The Access Points must maintain rosters of referral-ready participants who can quickly be contacted when appropriate employment opportunities become available. The Access Points, with leadership provided by the CAP, must work with OEWD Business Services staff/providers to communicate the specifics of individuals' employment needs and abilities, and to refer appropriate clients in a timely way to Business Services staff and employers.

*Retention Services:* Each Access Point must track retention of a jobseeker in employment or vocational training for a year following exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Access Point must document retention of all participants receiving staff-assisted placement services at the 2<sup>nd</sup> and 4<sup>th</sup> quarters following their exit from workforce services and/or programs to determine whether a program participant is still on the job and/or is in need of additional support to achieve positive program participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or on-going barriers to employment, and provide reemployment services if the participant has quit or been terminated.

## **11. Partner Development**

Partner development activities initiate, build and maintain regular, continuous relationships and partnerships with organizations that offer services relevant and complimentary to the needs of job-seekers utilizing the Access Points. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations working toward common workforce development service goals. Funding preference will be given to high-quality subcontracting arrangements, partnerships, or collaborations, particularly those that leverage resources from other sources.

OEWD and the OSO will work with each grantee to broker and develop relationships with the WIOA Core Partners described in this RFP.

## **12. Business Services**

While business services are coordinated and led by OEWD's contracted Business Services Coordinators, each Access Point must engage businesses in ways that enhance the quality of workforce service delivery and develop job opportunities for its targeted job-seeker population.

Under the leadership of the OEWD Business Services Coordinators, each Access Point must make space available to accommodate free workshops for the business community, organized by the Business Services Coordinators and held at the Access Point, on topics such as small business tax tips, HR issues/guidance, etc. The Access Point must also provide space for businesses to conduct one-on-one interviews, group interviews, and association or business group meetings; and may host career fairs that showcase training providers and/or local businesses and educate job-seekers about available employment and training opportunities. The Access Point may proactively seek out various industry associations to sponsor their monthly, quarterly, or annual meetings at the Access Point.

### **13. On-the-Job Training**

OEWD in partnership with the CAP will create and enter into contracts with employers providing On-the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

- Provides knowledge or skills essential to the full and adequate performance of the job;
- Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and
- Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the customer, and the service strategy of the customer.

For a full explanation of OJT policies and procedures see: [www.oewd.org/workforce](http://www.oewd.org/workforce)

***The CAP will administer an OJT fund designated to serve the entire workforce system, and will serve as the primary point of contact with participating OEWD grantees and employers.*** The OJT fund will be utilized to support OJT opportunities in OEWD's target sectors, as well as in other industries defined by OEWD. Each Access Point and Business Services grantee must develop OJT leads with eligible employers; make information about OJT opportunities available to job-seekers; and screen and prepare interested candidates. The CAP must solicit and accept referrals from Access Points and Business Services grantees of interested employers, and must follow up with these employers to pursue OJT contracts. The CAP must also solicit and accept referrals of qualified and interested individuals to participate in OJT, and must work with the referring Access Point to facilitate the individual's hire into an OJT position.

When a potential OJT contract is in an OEWD-targeted industry sector, the CAP must coordinate with the appropriate Sector Coordinator to develop the OJT opportunity. Additionally, a Sector Coordinator may choose to set aside a portion of the OEWD grant budget to fund OJT contracts that they pursue and execute themselves, though this is not a requirement.

### **14. Individual Training Accounts**

Individual Training Accounts (ITAs) reimburse the cost of training an individual who requires a specific credential in order to enter or better compete in the workplace and retain employment.

Training services reimbursed through ITAs may include:

- Occupational skills training, including training in non-traditional jobs.
- Programs that combine workplace training with related instruction.
- Training programs operated by the private sector.
- Skills upgrading and retraining.

- Entrepreneurial training.
- Customized training.
- Adult education and literacy activities, in combination with services described above.

***The CAP will administer an ITA fund designated to serve the entire workforce system.*** In coordination with the CAP and following WIOA program guidance, each Access Point will inform eligible job-seekers about ITAs and facilitate their access as appropriate. Job-seekers – in consultation with an Access Point case manager -- must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to career goals as determined through an assessment. When a potential ITA is in an OEWD-targeted industry sector, the CAP will coordinate with the appropriate Sector Coordinator to develop the ITA.

A Sector Coordinator may choose to set aside a portion of the OEWD grant budget to fund ITAs that they administer themselves, though this is not a requirement.

## PROGRAM AREA A. ONE-STOP OPERATOR

### OVERVIEW

OEWD is seeking to fund a One-Stop Operator (OSO) (or America's Job Center of California (AJCC) Operator, as mandated by WIOA) to lead coordination of services delivered to San Francisco's workforce system by WIOA Core Partners (see Core Partners section above). The OSO will play a leadership role in coordinating partnerships, providing training and technical assistance, and facilitating the successful implementation of services across San Francisco's workforce system.

### DESCRIPTION OF SERVICES

The responsibilities of the OSO include the following:

- Monitor and ensure implementation of Core Partner onsite services at the CAP, as outlined in MOUs negotiated by OEWD.
- With OEWD, manage a comprehensive workforce system calendar (Access Point hours of operations, workshop and event schedules, etc.) for public posting.
- Following OEWD guidance, create content for, coordinate, and facilitate technical assistance and training, including new provider/staff member on-boarding, refresher training, interactive training on OEWD technology systems, etc., in a variety of formats to accommodate diverse adult learner needs.
- Coordinate bi-annual events where OEWD-funded and other workforce service providers may network and share best practices and resources.
- Facilitate on-going meetings among OEWD-funded service providers to share best practices and foster collaboration.
- Conduct job-seeker and employer satisfaction surveys and interviews and, in concert with OEWD, provide feedback to service providers to improve overall service delivery strategies.
- Report to OEWD on operations, performance, and continuous improvement recommendations based on provider feedback during training and technical assistance, events, and surveys conducted.
- At OEWD's request, present to OEWD and/or to San Francisco's Local Workforce Development Board and its committees, information on the effectiveness of service delivery strategies, outcomes of customer satisfaction surveys, suggestions for service delivery improvements, and other topics.

Additional responsibilities may be determined by OEWD or suggested by the OSO or service providers to fulfill the OSO's role of system coordination and quality assurance.

The OSO will be accountable to OEWD, which is responsible for its oversight. The OSO will not hold responsibility for preparing or submitting the WIOA Local Plan, or convening stakeholders to assist in its development; managing, selecting, or terminating Access Point operators; negotiating local performance accountability measures; or developing or submitting budgets for OEWD-funded activities.

### SPECIAL QUALIFICATIONS, STIPULATIONS AND AREA-SPECIFIC QUESTIONS



Four Core Partners must be deeply engaged in the operations of San Francisco’s public workforce system and its Access Points. These include:

- California Employment Development Department (EDD)
- California Department of Rehabilitation (DOR)
- City College of San Francisco (CCSF) Career Technical Education and Adult Education programs
- San Francisco Human Services Agency (HSA)/TANF programs

In order to ensure objectivity in holding Core Partners accountable to the terms of their agreements, OEWD is limiting eligibility for the OSO to a third party provider, outside of the Core Partners mandated by WIOA to co-locate services and share costs.

## PERFORMANCE MEASURES

Performance Measure	OEWD Performance Minimum Goals
Number of meetings facilitated with WIOA core partners	4
Number of technical assistance/training modules created	2
Number of technical assistance workshops provided to workforce system providers	6
Number of additional trainings and or events facilitated for workforce system service providers	2
Number of <b>WISF</b> and Committee Meetings attended	4
Job-seeker and employer satisfaction surveys sent bi-annually to Workforce System Service Providers	2

## RECOMMENDATIONS

Program Area	Anticipated Number of Grantees	MIN	MAX	Number Served (1-year)	Number Placed (1-year)
One-Stop/AJCC Operator	(1)	75,000	100,000	N/A	N/A

## PROGRAM AREA B. ADULT WORKFORCE SERVICES

### PROGRAM AREA B1. COMPREHENSIVE ACCESS POINT

#### OVERVIEW

OEWD is seeking to identify an agency to lead the Comprehensive Access Point (CAP), also known as America's Job Center of California (AJCC) (formerly known as a One Stop Career Link Center). Working in close coordination with OEWD, the CAP will serve as the central hub for all WIOA Title I workforce system services and as a resource and point of referral from the NAPs, SAPs, Sector Workforce Programs, JRS providers, Youth Access Points, Business Services Coordinators, and Core Partners. As the central point for the provision of workforce services, the CAP must be in a central, transit-accessible location that provides maximum access for as many of the City's residents as possible. In addition to providing direct customer services at its Access Point location, the CAP will be charged with improving and facilitating coordination of and access to workforce services across the City. The CAP will also serve as a centralized source of career assessment services, supportive services, On-the-Job Training (OJT) contracts, and Individual Training Accounts (ITAs) for the broader workforce system. Additionally, the CAP will offer comprehensive, onsite Job Readiness Training (JRT), Computer Skills Training (CST), and financial literacy services available by referral from other Access Points that do not have the capacity to offer the full suite of such services.

#### DESCRIPTION OF SERVICES

The CAP must serve three primary functions as the central point for all OEWD workforce system services:

1. Collaboration with Core Partners to co-locate all workforce system services, as detailed in MOUs with OEWD.
2. Delivery of a comprehensive menu of Access Point services at a fully-staffed, "one-stop" career resource center designed to help an individual acquire basic academic, job readiness, digital literacy, career planning, and job search skills.
3. Coordination of the NAPs, SAPs, Sector Workforce Programs, Youth Access Points, and Business Services providers to align and continuously improve service offerings available to jobseekers citywide as a seamless delivery system. This includes administration of services or funds shared across the system, such as ITAs and OJTs.

The CAP must deliver all Access Point services as described above. While some Access Point services (JRT, CST and Financial Literacy Training) are optional for other grantees, *all* Access Point services must be provided at the CAP.

Several characteristics distinguish the CAP from other elements of the workforce system. CAP applicants must demonstrate their capacity and intent to deliver the following:

1. **Core Partner and SAP onsite services:** Facilitate the co-location of Core Partner and SAP services at a minimum of 8 hours a week for Core Partners and a minimum of 4 hours a month for SAP providers, and accommodate the ability of Core Partners to conduct onsite informational workshops, eligibility screening, referrals, and direct services.

2. **Assessment:** Provide and make available WIOA required technical assessment services to the entire workforce system, including acceptance of assessment referrals from the NAPs, SAPs, Youth Access Points, Job Readiness Services (JRS) providers, and other stakeholders as appropriate.
3. **On-the-Job Training (OJT):** Oversee and administer OEWD’s OJT resources, create OJT contracts with employers (developed directly or referred by Access Points); identify, accept and place qualified job-seekers (developed directly or referred by Access Points); and provide support to both job-seekers and employers during the OJT contracted period. Employer site visits, evaluations, and regular meetings will be required.
4. **Individual Training Accounts (ITAs):** Oversee and administer OEWD’s ITAs, develop contracts with eligible training providers, and work with OEWD, NAPs, SAPs, Sector Coordinators, and Youth Access Points to make ITAs available on an individualized and customized basis, as appropriate for customers; and provide support to both job-seeker and educational institution during the ITA contracted period.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

CAP applicants – whether a single agency, or a collaborative under a lead applicant agency – must submit a single proposal to deliver, or otherwise provide access to, all Access Point services.

The successful CAP applicant will demonstrate the following special qualifications, in addition to the Preferred Qualifications described earlier in the RFP:

1. Located in, or with demonstrated access to, a downtown facility, accessible by public transportation, and equipped with staffing, training rooms, meeting rooms, private offices, computers and other equipment, and resources that enable the delivery of a wide range of workforce and other services offered in both self-service and staff-assisted capacities.
2. Pre-existing relationships and referral networks with a wide range of workforce, education, and supportive service providers in San Francisco.
3. Experience conducting OEWD-approved assessment tools to evaluate the needs of job-seekers with a wide range of abilities and backgrounds.
4. Pre-existing relationships with employers in industries generating significant employment opportunities in San Francisco.
5. Comprehensive understanding of the unique needs of San Francisco’s job-seekers and employers.
6. History of successful participant recruitment and retention strategies that are appropriately aligned with program model and goals.
7. Demonstrated experience providing one-on-one case management services that prepare individuals to gain credentials and industry-recognized degrees and to enter and succeed in post-secondary education and the workplace.
8. Demonstrated experience and expertise delivering JRT.
9. Demonstrated experience and expertise delivering CST
10. Demonstrated experience and expertise delivering financial literacy training.
11. Demonstrated experience and expertise developing web-based client services.
12. High level of financial/accounting capacity necessary for the administration of OJT contracts and ITAs.

As noted in above sections, OEWD is anticipating piloting one or more forms of performance based contracting in FY 2017-18 with the CAP and NAP agreements resulting from this RFP. For the CAP, OEWD will provide a base cost-reimbursement amount for

start-up, operating expenses, training and supportive services. 90% of the grant budget will be offered as the base reimbursement amount. The remaining 10% of the grant amount will be set aside for performance-based grant achievements. Post-procurement, OEWD will negotiate with the grantee(s) the detailed amounts allocated for each of the performance-based grant achievements and the performance metrics that will trigger the incentive payments (which will be similar to the CAP performance measures indicated in this RFP).

To reflect this initial move toward performance based budgeting, applicants should budget 90% of their requested total budget amount as direct costs to specific line items and reserve 10% under the line item “other” with a description of “performance incentive.”

OEWD will make available a \$100,000 fund for OJT and ITA activities to be administered by the successful CAP applicant. CAP applicants **do not need to include this amount** in their proposed budget (this funding will be in addition to the minimum/maximum grant range noted in the chart above); however proposers should include anticipated costs for the administration for those funds in their proposal budget. Proposers should also address anticipated activities, staff qualifications, and other appropriate information in their proposal narrative concerning how this programming will be coordinated and administered across the workforce system.

## PERFORMANCE MEASURES

### Target Service Numbers 400 – 500

Performance Measure	OEWD Performance Goal
Number of individuals assessed	70% of total participants enrolled; 90% of participants referred from Access Points
Placement in Unsubsidized Employment (2 <sup>nd</sup> quarter after exit)	80% of participants enrolled
Placement in foundation skills training, advanced training or post-secondary education <i>*Of those participants enrolled in vocational skills training, up to 15% may be placed in a post-secondary degree pathway (i.e. community college or four-year university), resulting in a regionally accredited degree or certification.</i>	50% of participants enrolled
Attainment of a Degree/Certificate (State/Industry recognized) within a year of program completion (can be in collaboration with an adult education provider)	60% of participants enrolled in advanced training or post-secondary education
Retention in placement (3-12 months)	75% of all participants placed in unsub employment
Number of monthly calendars posted (online) including services of Core Partners	12

## RECOMMENDATIONS

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1- year)</b>
CAP Coordinator	(1)	550,000	650,000	350-500	280-400

## PROGRAM AREA B2. NEIGHBORHOOD ACCESS POINTS

### OVERVIEW

OEWD seeks applicants to serve San Francisco's workforce system as Neighborhood Access Points (NAPs). NAPs allow ready access to workforce services in communities that, because of geographic isolation or disproportionate levels of unemployment and/or poverty, cannot be adequately served by the CAP. Through a network of five to seven NAPs, OEWD seeks to leverage neighborhood assets to enhance its core programs, policies, tools, and services. The NAPs' neighborhood-based employment services must offer a combination of workforce, education, barrier-removal, referral, and supportive services to assist residents in achieving economic stability and general well-being. The NAPs must serve job-seekers with a diversity of skills and levels of job-readiness, providing tiers of service appropriate to those with significant barriers as well as those ready for employment. In addition to delivering an extensive menu of WIOA workforce services on-site, the NAPs will serve as accessible entry-points into San Francisco's larger public workforce and education systems.

Unlike other contracts initiated through this RFP process, for the NAPs OEWD will provide a base cost-reimbursement amount for start-up, operating expenses, training and supportive services. 90% of the grant budget will be offered as the base reimbursement amount. The remaining 10% of the grant amount will be set aside for performance-based grant achievements. Post-procurement, OEWD will negotiate with the grantee(s) the detailed amounts allocated for each of the performance-based grant achievements and the performance metrics that will trigger the incentive payments (which will be similar to the NAP performance measures indicated in this RFP). Applicants should budget 90% of their requested amount as direct costs to specific line items and reserve 10% under the line item "other" with a description of "performance incentive."

### DESCRIPTION OF SERVICES

NAP applicants must demonstrate that each of the Access Point services required of NAPs will be available to job-seekers and employers. NAP applicants are permitted, though not required, to include services indicated as optional for Access Points other than the CAP. Services must be delivered onsite at the Access Point, with the exception of assessment screenings and group-based computer or financial literacy trainings that are available through the CAP or another provider. NAPs must deliver Job Readiness Training (JRT) onsite. When any service is delivered offsite (such as an offsite intake or case management meeting), the delivery site must have appropriate space, technology, and other necessary materials.

Several service delivery strategies distinguish the NAPs from other elements of the workforce system. NAP applicants must demonstrate their capacity and intent to deliver the following:

1. Manage and coordinate the NAP as an accessible, community-based facility delivering comprehensive workforce services.
2. Conduct outreach and recruitment strategies that may include partnering with agencies and organizations that can identify targeted groups of neighborhood residents and connect them to the Access Point; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
3. Coordinate partnerships among multiple stakeholders and service providers, including local community-based organizations.

4. Staff the Access Point with culturally competent personnel who will serve as workforce experts, reach neighborhood residents through trusted channels, and operate services with a dual customer (job-seeker/employer) approach.
5. Provide services primarily to neighborhood jobseekers.
6. Plan and design in-person and online services relevant and customized to neighborhood-specific needs and assets.
7. Deliver JRT customized to address the needs of neighborhood residents.
8. Serve the broader network of Access Points and other workforce system partners by assisting with the coordination of referrals to and from the NAP.
9. Coordinate closely with OEWD to develop relationships with local businesses and with businesses whose hiring needs match the skills of neighborhood job-seekers; and collaborate with OEWD Business Services Providers to host employer workshops and support partnerships with larger, regional employers.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

Successful NAP applicants will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

1. A wide range of workforce and other services offered onsite, and an extensive referral network for other services.
2. Pre-existing trusted relationships within the neighborhood.
3. Demonstrated success providing outreach to and engaging in services the residents of the neighborhood.
4. Comprehensive understanding of the unique needs of the neighborhood.
5. Close proximity to the homes of targeted participants.
6. Onsite participant access to computers.
7. Demonstrated success preparing individuals to gain credentials and to enter and succeed in post-secondary education and the workplace.
8. Demonstrated experience and expertise developing web-based client services.
9. Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

NAP applicants – whether a single agency, or a collaborative under a lead applicant agency – must submit a single proposal to deliver or otherwise provide access to all Access Point services detailed in the Adult Workforce System overview.

Applicants for NAP funding must provide justification for locating a NAP in the community they are proposing to serve.

Any applicant proposing to serve the Western Addition neighborhood must be able to conduct services out of the existing site – leased by the City for provision of workforce services.

NAP applicants with the ability to conduct cohort-based Computer Skills Training (CST) and financial literacy courses will be given preference.

As noted in above sections, OEWD is anticipating piloting one or more forms of performance based contracting in FY 2017-18 with the CAP and NAP agreements resulting from this RFP. For the NAPs, OEWD will provide a base cost-reimbursement amount for start-up, operating expenses, training and supportive services. 90% of the grant budget will be offered as the base reimbursement amount. The remaining 10% of the grant amount will be set aside for performance-based grant achievements. Post-procurement, OEWD will negotiate with the grantee(s) the detailed amounts

allocated for each of the performance-based grant achievements and the performance metrics that will trigger the incentive payments (which will be similar to the NAP performance measures indicated in this RFP).

To reflect this initial move toward performance based budgeting, applicants should budget 90% of their requested total budget amount as direct costs to specific line items and reserve 10% under the line item “other” with a description of “performance incentive.”

**PERFORMANCE MEASURES**

**Target Service Numbers:**

**2000 - 3000 job-seeker clients served (all grantees combined, or at minimum 250 - 400 per site)**

**250 – 500 employers served (all grantees combined, or at minimum 50 per site)**

<b>Performance Measure</b>	<b>OEWD Performance Goal</b>
Placement in unsubsidized employment	75% of participants enrolled
Placement in foundation skills training, advanced training or post-secondary education <i>*Of those participants enrolled in vocational skills training, up to 15% may be placed in a post-secondary degree pathway (i.e. community college or four-year university), resulting in a regionally accredited degree or certification.</i>	50% of participants enrolled
Attainment of a degree/certificate (State/industry recognized) prior to program completion	60% of participants enrolled in advanced training or post-secondary education
Retention in placement(3-12 months)	70% of all participants placed in unsubsidized employment

**RECOMMENDATIONS**

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Neighborhood Access Points	(5-7)	300,000	500,000	250-400	187-300



## PROGRAM AREA B3. RE-ENTRY SPECIALIZED ACCESS POINT (SAP)

### OVERVIEW

Each of OEWD's Specialized Access Points (SAPs) provides workforce development services that are customized to the needs and assets of a special population of work-ready job-seekers. OEWD seeks through this RFP to identify a Re-Entry SAP to provide job readiness and employment services for jobseekers with criminal convictions/involvement in the criminal justice system. The Re-Entry SAP will build upon existing programs, policies, tools, and services, including but not limited to counseling services, workshops, and employment assistance customized to and targeting the employment needs of jobseekers with criminal records, especially those newly re-entering the workforce from the criminal justice system.

The Re-Entry SAP must deliver services at its own designated location, as well as during scheduled hours at the CAP (required) and the NAPs (optional), as appropriate in order to spread awareness of SAP services. The Re-Entry SAP services must also be connected to the CAP and NAPs as appropriate through built-in cross-referral mechanisms.

### DESCRIPTION OF SERVICES

The Re-Entry SAP must provide or facilitate access to all Access Point services detailed above and ensure that these services are accessible by, and targeted to the specific workforce needs of people with a previous criminal conviction. Some of these services, may be available through co-location with or referral to another Access Point. In such cases, the Re-Entry Access Point grantee is responsible for facilitating access and ensuring that job-seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

Several service delivery strategies distinguish the Re-Entry SAP from other elements of the workforce system. In addition to addressing the required baseline Access Point services Re-Entry SAP applicants must demonstrate their capacity and intent to deliver the following:

1. Liaise with the Adult Probation Department and Parole Offices to provide outreach pre-release and to align re-entry employment services across the probation and workforce systems.
2. Provide or facilitate access to legal and practical assistance to obtain a Certificate of Relief and/or Good Conduct, RAP sheet reclassification, driver's license, fee and arrearage mitigation, or other documentation necessary to obtain employment, as appropriate.
3. Provide or facilitate access to a wide range of services to address inadequate/outdated vocational skills, limited digital literacy, mental or behavioral health issues, and substance abuse issues, as appropriate.
4. Provide or facilitate access to cognitive behavior interventions, as appropriate.
5. Deliver services during scheduled hours at the CAP (required) and at the NAPs (optional).
6. Provide financial literacy training (optional for other Access Points; required for the Re-Entry SAP).
7. Provide basic Computer Skills Training (optional for other Access Points; required for the Re-Entry SAP).
8. Identify viable job opportunities and coordinate with OEWD Business Services to build relationships with employers interested in hiring the re-entry population.

9. Connect job-seekers to paid or unpaid work experience for up to 6 months, with an ultimate goal of unsubsidized employment.
10. Provide follow-up retention services up to 12 months following placement in unsubsidized employment.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

The successful Re-Entry SAP applicant will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

1. Demonstrated success in providing employment services and employment barrier remediation services to adults re-entering the workforce after one or more episodes of criminal justice system involvement.
2. Established relationships with citywide service providers and resources for ex-offender/reentry services.
3. Strong collaboration, partnership, and referral relationships with City and County San Francisco's Adult Probation Department and other key stakeholders within the Criminal Justice system.
4. Strong collaboration and partnership with providers of educational assessment, tutoring, and high school diploma and equivalency services.
5. Ability to address multiple barriers to employment, including inadequate/outdated vocational skills, low literacy and numeracy skills, limited digital literacy, mental or behavioral health issues, and substance abuse issues.

All Re-Entry SAP applicants must demonstrate formal connections to the CAP and NAPs; the City and County of San Francisco Adult Probation Department, Sheriff's Department, District Attorney's Office, and Department of Child Support Services; and an education provider of GED preparation or high school diploma programs.

The successful Re-Entry SAP applicant will describe which of the Access Point services will be delivered directly by the applicant, and which will be delivered by the co-located CAP or NAP, by another onsite partner, or by referral.

Applicants should identify the industries and sectors that are appropriate to the populations being served and will be targeted through the program. Additionally applicants should ensure their program design clearly demonstrates an emphasis on barrier removal and evidence of rehabilitation (i.e. Certificates of Good Conduct and Relief of Disabilities) combined with the attainment of in-demand certificates.

Applicants are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference will be given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources. Applicants should not only describe the services to be provided but also address which of the Access Point services will be delivered directly by the applicant, and which will be delivered by the CAP or NAP, by another onsite partner, or by referral.

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## PERFORMANCE MEASURES

**Target Service Numbers: 100 - 200 to be served**

<b>Performance Measure</b>	<b>OEWD Performance Goal</b>
Placement in unsubsidized employment (2 <sup>nd</sup> quarter after exit)	70% of participants enrolled
Enrollment in Job Readiness Training	75% of participants enrolled
Placement in foundation skills training, advanced training or post-secondary education <i>*Of those participants enrolled in vocational skills training, up to 15% may be placed in a post-secondary degree pathway (i.e. community college or four-year university), resulting in a regionally accredited degree or certification.</i>	50% of participants enrolled
Attainment of a degree/certificate (state/industry recognized) prior to program completion	60% of participants enrolled in advanced training or post-secondary education
Paid or unpaid work experience	20% of participants enrolled with goal of unsubsidized placement
Retention in placement (3 -12 months)	60% of all participants placed in unsubsidized employment

**RECOMMENDATIONS**

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Re-Entry Specialized Access Point	1	125,000	250,000	100-200	70-140

## PROGRAM AREA B4. DISABILITY SPECIALIZED ACCESS POINT (SAP)

### OVERVIEW

Each of OEWD's Specialized Access Points (SAPs) provides workforce development services that are customized to the needs and assets of a special population of work-ready job-seekers. OEWD seeks through this RFP to fund one or more Disability SAPs and a Disability Coordinator to deliver and coordinate workforce and employment services targeting people with disabilities. Proposals for Disability SAPs and the Disability Coordinator must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities, are not limited to those outlined below. Successful proposals will indicate how the applicant(s) will build upon and leverage existing programs, policies, tools, and services.

San Francisco's high-skilled job market can be particularly challenging for people with disabilities with limited skills and work experience, making it difficult to decide between returning to work in a low-wage job and/or staying out of the workforce. Thus, a significant workforce challenge for people with disabilities is avoiding underemployment by connecting to a viable career opportunity with growth potential.

The Disability Coordinator must deliver services at its own designated location, as well as during scheduled hours at the CAP (required) and the NAPs (optional), as appropriate in order to spread awareness of its own and the other Disability SAP services. All Disability SAP services must also be connected to the CAP and NAPs as appropriate through built-in cross-referral mechanisms. All Disability SAP applicants must demonstrate formal connections to the CAP, NAPs, the Department of Rehabilitation (DOR), and community-based organizations serving individuals with disabilities.

The Disability Coordinator will be responsible for the administration of San Francisco's Ticket to Work program. Ticket to Work is a federal program that supports career development for Social Security disability beneficiaries age 18 through 64 who want to work. The Ticket to Work program helps people with disabilities progress toward financial independence and is free and voluntary. Providers throughout San Francisco's public workforce system must refer eligible individuals to the Disability Coordinator for access to Ticket to Work resources.

### DESCRIPTION OF SERVICES

All Disability SAPs must provide or facilitate access to all Access Point services detailed above and ensure that these services are accessible by, and targeted to the specific workforce needs of people with disabilities. Some of these services may be available through co-location with or referral to another Access Point. In such cases, the Disability SAP grantee will be responsible for facilitating access and ensuring that job-seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, disabilities, needs, and barriers. Disability SAP activities should be tailored and targeted to meet service priorities and targeted outcomes for individuals with disabilities.

Several service delivery strategies distinguish the Disability SAPs from other elements of the workforce system. Disability SAP applicants must demonstrate their capacity and intent to deliver the following:

1. Collaborate with the DOR to conduct outreach and to align employment services and resources.
2. Conduct targeted outreach to individuals with disabilities, including adults on SSI and SSDI.
3. Collaborate with disability-serving partner organizations to better serve job-seekers with disabilities.
4. Deliver services during scheduled hours at the CAP (required) and at the NAPs (optional).
5. Provide or facilitate access to a wide range of targeted services to address inadequate/outdated vocational skills, health, mental health, transportation, substance abuse, child care, and other needs, as appropriate.
6. Provide financial literacy training (optional for other Access Points; required for the Disability SAPs).
7. Provide basic Computer Skills Training (optional for other Access Points; required for the Disability SAPs).
8. Collaborate with educational and training institutions to support individuals' access to education and attainment of in-demand credentials.
9. Act as a resource for job-seekers, businesses, government agencies, and community-based organizations regarding the unique assets and barriers of the disabled job-seeker population.
10. Identify viable job opportunities and coordinate with OEWD Business Services and the Disability Coordinator to build relationships with employers interested in hiring and advancing the re-entry population.
11. Provide follow-up retention services up to 12 months following placement in unsubsidized employment.

In addition to or apart from applying to be a Disability SAP, applicants may propose to assume the role of OEWD's Disability Coordinator. In addition to the services described above, the Disability Coordinator grantee must:

1. Coordinate Disability SAP co-location and services provided through the CAP, NAPs, and Sector Workforce Services.
2. Coordinate for seamless referrals and service delivery across multiple disability employment programs and the DOR and act as a liaison to DOR and other stakeholders.
3. Develop policy and procedure recommendations which articulate a comprehensive program model serving job-seekers with disabilities, and disseminate these amongst Access Points and other workforce and education system partners.
4. Administer the Social Security Administration's Ticket to Work program, including attending relevant meetings and webinars, coordinating with Ticket to Work service providers, and reporting on Ticket to Work performance outcomes.
5. Organize roundtables of employers with interest in hiring and advancing individuals with disabilities.
6. Provide Ticket to Work services to participants enrolled in San Francisco's Disability Employment Initiative, including career planning, job accommodations, job coaching/training, employment assistance services, ongoing employment support/job retention, special language capacity, and other employment-related services.
7. Ensure accessibility of services provided at and through referral via the CAP and NAPs.
8. Train staff at the CAP, NAPs, other SAPs, and Sector Workforce Programs on disability awareness.
9. Train employers on supporting employees with disabilities; and facilitate connection to viable employment opportunities and retention, including any necessary accommodations.
10. In coordination with OEWD Business Services, engage employers with interest in hiring and advancing individuals with disabilities.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

Successful Disability SAP and Disability Coordinator applicants will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

1. Demonstrated success in providing employment services and employment barrier remediation services to individuals with a wide range of disabilities.
2. Established relationships with DOR, citywide service providers, and resources for individuals with disabilities.
3. Ability to address multiple barriers to employment and support accommodations, as appropriate.

All Disability SAP applicants must demonstrate formal connections to the CAP, NAPs, the Department of Rehabilitation (DOR), and community-based organizations serving individuals with disabilities.

Applicants should identify the industries and sectors that are appropriate to the populations being served and will be targeted through the program. Additionally applicants should ensure their program design clearly demonstrates an emphasis on barrier removal combined with the attainment of in-demand certificates.

Applicants are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference will be given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources. Applicants should not only describe the services to be provided but also address which of the Access Point services will be delivered directly by the applicant, and which will be delivered by the CAP or NAP, by another onsite partner, or by referral.

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## PERFORMANCE MEASURES

### **Target Service Numbers: 200-350 (all grantees combined)**

<b>Performance Measure</b>	<b>OEWD Performance Goal</b>
Placement in unsubsidized employment (2 <sup>nd</sup> quarter after exit)	60% of participants enrolled
Placement in foundation skills training, advanced training or post-secondary education	20% of participants enrolled with goal of unsubsidized placement
Attainment of a degree/certificate (State/industry recognized) prior to program completion	50% of participants enrolled in advanced training or post-secondary education
Retention in placement (3 -12 months)	60% of all participants placed in unsubsidized employment

### **Disability Coordinator Target Service Numbers: 100-150**

<b>Performance Measure</b>	<b>OEWD Performance Goal</b>
Placement in unsubsidized employment (2 <sup>nd</sup> quarter after exit)	60% of participants enrolled
Placement in foundation skills training, advanced training or post-secondary education	30% of participants enrolled with goal of unsubsidized placement
Attainment of a degree/certificate (state/industry recognized) prior to program completion	50% of participants enrolled in advanced training or post-secondary education
Retention in placement (3 -12 months)	60% of all participants placed in unsubsidized employment
Number of employment leads and/or paid work experiences developed for people with disabilities	35
Number of trainings offered to CAP and NAP staff on disability awareness	2

## RECOMMENDATIONS

<b>Program Area</b>	<b>Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Disability Specialized Access Point	(2-4)	75,000	100,000	75-100	45-60
Disability Coordinator	(1)	150,000	250,000	100-150	60-90

## PROGRAM AREA B5. VETERANS SPECIALIZED ACCESS POINT (SAP)

### OVERVIEW

Each of OEWD's Specialized Access Points (SAPs) provides workforce development services that are customized to the needs and assets of a special population of work-ready job-seekers. OEWD seeks through this RFP to fund one or more Veterans SAPs to deliver job readiness and employment services targeting veterans, especially those newly re-entering the civilian workforce. Proposals for the Veterans SAP must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities, are not limited to those outlined below. Successful proposals will indicate how the applicant(s) will build upon and leverage existing programs, policies, tools, and services.

The Veterans SAP must deliver services at its own designated location, as well as during scheduled hours at the CAP (required) and the NAPs (optional), as appropriate in order to spread awareness of SAP services. The Veterans SAP services must also be connected to the CAP and NAPs as appropriate through built-in cross-referral mechanisms. All Veterans SAP applicants must demonstrate formal connections to the CAP, NAPs, the Veterans Administration, community-based organizations serving veterans, other veteran services locally, and an education provider.

### DESCRIPTION OF SERVICES

The Veterans SAP must provide or facilitate access to all Access Point services detailed above and ensure that these services are accessible by, and targeted to the specific workforce needs of veterans. Some of these services may be available through co-location with or referral to another Access Point. In such cases, the Veterans SAP grantee will be responsible for facilitating access and ensuring that job-seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers. Veterans SAP activities should be tailored and targeted to meet service priorities and targeted outcomes for veterans, especially those newly re-entering the civilian workforce.

Several service delivery strategies distinguish the Veterans SAPs from other elements of the workforce system. Veterans SAP applicants must demonstrate their capacity and intent to deliver the following:

1. Liaise with the Veterans Administration to provide outreach to veterans, especially those newly re-entering the civilian workforce, and to align employment services across the veterans and workforce systems.
2. Provide or facilitate access to a wide range of targeted services to address the needs of veterans, including limited/outdated vocational skills, health, mental health, transportation, substance abuse, child care, as appropriate.
3. Deliver services during scheduled hours at the CAP (required) and at the NAPs (optional).
4. Provide financial literacy training (optional for other Access Points; required for the Veterans SAPs).
5. Provide basic Computer Skills Training (optional for other Access Points; required for the Veterans SAPs).
6. Provide or facilitate access to assistance and supportive services to remove barriers or obtain credentials necessary to achieve employment (i.e. driver's license, uniforms, etc.), as appropriate.



7. Provide or facilitate access to legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.
8. In coordination with OEWD Business Services, conduct targeted relationship-building with employers interested in hiring and advancing veterans.
9. Provide follow-up retention services up to 12 months following placement in unsubsidized employment.

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**SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS**

Successful Veterans SAP applicants will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

1. Experience working with and knowledge of veteran issues and needs, including veterans’ health, disability, and educational benefits (including the GI Bill); Dependents Educational Assistance; vocational rehabilitation; legal services; and employment resources (Military and Civilian Skills Crosswalk, Military Occupational Specialty – Transferrable Skills).
2. Demonstrated success in providing employment services and employment barrier remediation services to veterans, including female veterans and survivors of PTSD.
3. Strong collaboration and partnership with the Veterans Administration, San Francisco County Veterans Service Office, VA Medical Center, and other public and non-profit veterans’ services and resources.
4. Strong collaboration and partnership with providers of educational assessment, tutoring, and high school diploma or equivalent services.
5. Ability to address directly or through strong existing referral partnerships multiple barriers to employment, including inadequate/outdated vocational skills, low literacy and numeracy skills, limited digital literacy, mental or behavioral health issues, and substance abuse issues.

Applicants should identify the industries and sectors that are appropriate to the populations being served and will be targeted through the program. Additionally applicants should ensure their program design clearly demonstrates an emphasis on barrier removal combined with the attainment of in-demand certificates.

Applicants are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference will be given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources. Applicants should not only describe the services to be provided but also address which of the Access Point services will be delivered directly by the applicant, and which will be delivered by the CAP or NAP, by another onsite partner, or by referral.

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**PERFORMANCE MEASURES**

**Target Service Numbers: 100-250 to be served (all grantees combined)**

<b>Performance Measure</b>	<b>OEWD Performance Goal</b>
Placement in unsubsidized employment	75% of participants enrolled
Placement in foundation skills training, advanced training or post-secondary education	30% of participants enrolled into training

Attainment of a degree/certificate (State/industry recognized) prior to program completion	65% of participants enrolled into training will attain recognized credential
Retention in placement (3-12 months)	60% of all participants placed in unsubsidized employment will receive retention

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**RECOMMENDATIONS**

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Veterans Specialized Access Point	(1-2)	100,000	250,000	100-200	75-150

## PROGRAM AREA B6. OTHER SPECIALIZED ACCESS POINTS (SAPs)

### OVERVIEW

OEWD will consider applications proposing to create and implement other Specialized Access Points (SAPs) to provide job readiness and employment services for one or more targeted populations of job-seekers. Each of OEWD's SAPs provides workforce development services that are customized to the needs and assets of a special population of job-seekers, accelerating their attainment of training, credentials, and unsubsidized employment.

Other SAPs should build upon existing programs, policies, tools, and services, including but not limited to counseling services, workshops, and employment assistance targeting the employment needs of the targeted population(s). The proposed SAP must deliver services at its own designated location, as well as during scheduled hours at the CAP (required) and the NAPs (optional), as appropriate in order to spread awareness of SAP services. The proposed SAP services must also be connected to the CAP and NAPs as appropriate through built-in cross-referral mechanisms, and must demonstrate relationships with key public, private and non-profit partners relevant to the education, training, and employment success of the targeted population(s).

### DESCRIPTION OF SERVICES

The SAP must provide or facilitate access to all Access Point services detailed above and ensure that these services are accessible by, and targeted to the specific workforce needs of the proposed population. Some of these services may be available through co-location with or referral to another Access Point. In such cases, the SAP grantee is responsible for facilitating access and ensuring that job-seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

Several service delivery strategies distinguish the SAP from other elements of the workforce system. SAP applicants must demonstrate their capacity and intent to deliver the following:

1. Liaise with the appropriate public, private and non-profit partners to outreach to and recruit the targeted population in need of education, training, and employment services.
2. Provide or facilitate access to a wide range of services customized to address the specific needs of the population the SAP targets.
3. Deliver hours during scheduled hours at the CAP (required) and at the NAPs (optional).
4. Provide financial literacy training (optional for other Access Points; required for all SAPs).
5. Provide basic Computer Skills Training (optional for other Access Points; required for all SAPs).
6. Identify viable job opportunities for participants and in coordination with OEWD Business Services, and conduct targeted relationship-building with employers interested in hiring the SAP's targeted population.
7. Provide follow-up retention services up to 12 months following placement in unsubsidized employment.

### SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

The successful SAP applicant will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

1. Demonstrated success in providing employment services and employment barrier remediation services to the proposed targeted population.
2. Established relationships with citywide service providers and resources for the targeted population.
3. Ability to address multiple barriers to employment, including those identified in an analysis of the targeted population's needs, as detailed in the response to this RFP.
4. Ability to make a strong case for the creation of an Access Point serving the proposed targeted population.

Applicants for SAP funding to serve other populations must provide justification of the needs of this special population for targeted workforce services.

Applicants should identify the industries and sectors that are appropriate to the populations being served and will be targeted through the program. Additionally applicants should ensure their program design clearly demonstrates an emphasis on barrier removal combined with the attainment of in-demand certificates.

Applicants are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference will be given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources. Applicants should not only describe the services to be provided but also address which of the Access Point services will be delivered directly by the applicant, and which will be delivered by the CAP or NAP, by another onsite partner, or by referral.

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## PERFORMANCE MEASURES

### Target Service Numbers: To be proposed

Performance Measure	OEWD Performance Goal
Placement in unsubsidized employment (2 <sup>nd</sup> quarter after exit)	60-75% of participants enrolled
Placement in foundation skills training, advanced training or post-secondary education	25-50 % of participants enrolled
Attainment of a degree/certificate (State/industry recognized) prior to program completion	25-65% of participants enrolled in advanced training or post-secondary education
Retention in placement (3 -12 months)	50-75% of all participants placed in unsubsidized employment

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## RECOMMENDATIONS

Program Area	Anticipated Number of Grantees	Number Served		Number Placed (1-year)
		MIN	MAX	
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Other Specialized Access Points	(0-2)	75,000	150,000	TBD	TBD
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## PROGRAM AREA C. JOB READINESS SERVICES

### OVERVIEW

OEWD seeks to identify through this RFP multiple organizations to provide holistic and culturally-competent Job Readiness Services (JRS) for the City’s residents with multiple barriers to successful job search and employment. JRS providers play a critical bridge role for individuals who, because of the barriers they face, are not yet able to focus on a job search and employment. JRS providers must deliver intensive services to help these jobseekers to identify and create a plan for removing barriers preventing employment, and support the individual in accessing and navigating a citywide service system to resolve these barriers. JRS providers must play an important cross-referral role within San Francisco’s workforce system: receiving referrals from Access Points and other partners of job-seekers with multiple barriers to employment, AND referring job-seekers who have successfully addressed barriers through JRS to an appropriate Sector Workforce Program or other appropriate Access Point for services focused on vocational training and employment.

OEWD has identified a list of barriers that often require JRS previously in this RFP. While ***all Access Points must serve jobseekers with barriers to employment***, JRS providers play a special role in serving those jobseekers whose barriers are so acute or so multiplicative, that successful participation in workforce services necessitates their prior removal. OEWD considers an individual appropriate for JRS services if the individual has the following barriers:

- Lack of right-to-work documentation
- Limited English ability
- Referred by HSA or Public Housing with *two or more* of the following:
  - Limited academic skills, and/or lack of a high school diploma or GED
  - Criminal history
  - Lack of basic computer skills
  - Lack of child care
  - Lack of or limited transportation
  - Lack of a valid driver’s license
- OR any individual with *three or more* of the following:
  - Limited academic skills, and/or lack of a high school diploma or GED
  - Criminal history
  - Lack of basic computer skills
  - Lack of child care
  - Lack of or limited transportation
  - Lack of a valid driver’s license

### DESCRIPTION OF SERVICES

JRS grantees will provide a subset of the Access Point services described in this RFP, targeted to and as appropriate for participants with multiple barriers requiring resolution in order to fully benefit

from workforce development services. JRS grantees will connect participants to Access Points, sector training programs, employment opportunities, and other services, when and as appropriate. JRS must be provided at an accessible facility identified by the applicant.

JRS activities required of all grantees include the following:

1. **Outreach and Recruitment:** JRS grantees must conduct outreach and recruitment that results in enrollment in JRS. JRS grantees must have or propose a plan to develop formal processes and procedures for accepting referrals from other stakeholders in the workforce development system, especially from other Access Points, HSA, and Public Housing
2. **Assessment:** JRS assessment will focus on identifying each individual's interests, abilities, and barriers to employment, using unbiased assessment processes and procedures. A full technical assessment should evaluate the individual's reading/writing, math, basic computer/internet, and English-speaking skills. When vocational training is an identified goal, the assessment must include the minimum requirements and qualifications for class enrollment and subsequent successful employment in the identified industry. Assessments may also include drug testing, criminal background checks, physical fitness/ability or others.
3. **Career Counseling:** JRS grantees must assist participants in identifying an industry sector of choice, and create an Individual Employment Plan (IEP) for training, skill development, and barrier-removal needed to succeed in the targeted industry. IEPs should (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify the barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve his/her employment goals. In addition to barrier removal services the JRS grantee provides, Career Counseling may generate simultaneous or eventual referrals to an OEWD Access Point, sector initiative, secondary or post-secondary education, or short-term occupational skills training.
4. **Case Management and Barrier Removal:** JRS grantees must offer case management to participants with the goal of providing individualized support to facilitate each participant's successful achievement of their goals. Case managers must work with each participant to develop a barrier-removal action plan and connect the participant to one-on-one, small group, public and outside support services as needed. Grantees are expected to follow up regularly with participants in order to follow up on referrals, monitor progress, and adjust action plans as appropriate.
5. **Basic Computer Skills Training:** JRS providers must offer instructor-led basic Computer Skills Training (CST) to all participants who are in need of these technical skills and support to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement. (See description in Access Point Services). CST need not be offered to participants with existing computer literacy.
6. **Access Point Referrals:** JRS must serve as an entry point to the larger workforce and education systems for customers with barriers to employment. Grantees must work in coordination with other service providers, including the CAP, NAPs, SAPs, Sector Coordinators, and other training and employment providers to facilitate cross-referrals.
7. **OEWD Access Point Provider Network:** Grantees must participate in OEWD meetings and trainings to enhance the Access Point Provider Network, facilitate peer exchanges, coordinate services, and strengthen service capacity.

If the applicant proposes a JRS model serving limited-English proficient (LEP) job-seekers, then the following additional services must be provided directly by the JRS grantee or through demonstrated relationships and capacity to refer participants to these services on an as-needed basis:

8. **Limited English Proficiency (LEP) Services:** JRS grantees must provide access to language-appropriate employment services and workshops for jobseekers with limited English proficiency, either by referral or through direct provision. If the applicant proposes the direct provision of such services, then they must:
- a) Be vocationally oriented and directly relevant to the vocational goals of the individual as much as possible.
  - b) Include an assessment of both written and verbal language skills.
  - c) Include an assessment of the individual’s literacy in their native language.
  - d) Emphasize contextually-based learning with substantial time allocated to the practice and utilization of English language skills in a safe learning environment.
  - e) Be relevant to the learning needs of the individual/target population.
  - f) Be delivered in a culturally competent and culturally sensitive manner.

**SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS**

Successful JRS applicants will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

- 1) Demonstrated success in providing employment barrier remediation and readiness services.
- 2) Demonstrated ability to leverage other services and resources.
- 3) Established relationships with citywide service providers and resources relevant to JRS services.
- 4) Demonstrated success in providing basic Computer Skills Training to adults.

*Note: For barrier removal services, JRS case managers’ caseload should not exceed 35 jobseekers per case manager. The ideal caseload is 20 – 30 jobseekers per case manager.*

**PERFORMANCE MEASURES**

**Target Service Numbers: 400-600**

<b>Performance Measure</b>	<b>OEWD Performance Goal</b>
Increase in ESL/VESL ability by at least 1 level (for applicants targeting limited-English proficient (LEP) job-seekers)	80% of participants enrolled
Removal of 1 or more barriers to training and employment	90% of participants enrolled
Removal of 2 or more barriers to training and employment	75% of participants enrolled
Removal of 3 or more barriers to training and employment	50% of participants enrolled
Accepted referrals to Sector Coordinator or other Access Point	70% of participants enrolled
Enrollment in vocational training and/or post-secondary education	35% of participants enrolled
Report customer satisfaction	75% of participants enrolled

## RECOMMENDATIONS

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Job Readiness Services	(3-5)	75,000	125,000	100-200	160-240



## PROGRAM AREA D. YOUNG ADULT WORKFORCE SERVICES

### OVERVIEW

OEWD seeks through this RFP to identify organizations that propose innovative and effective Young Adult Workforce Service strategies. Many young adults are not yet prepared to select and pursue a specific career pathway; rather, they benefit from exposure to a variety of options, information about requirements and opportunities for entry into the workforce, and foundational training that increases self-confidence, resilience, and basic employability skills to help them as they make choices about their future. In addition, many young adults require barrier-removal assistance related to lack of a high school diploma or GED, involvement with the justice system, or personal or family challenges. OEWD seeks to fund Young Adult Workforce Services that help young adults overcome barriers and build the skills they need to realize their full economic potential and achieve their educational goals.

Applicants are invited to propose services in three program areas addressing the needs of young adults in San Francisco's workforce system:

1. Young Adult Access Point
2. Reconnecting All through Multiple Pathways (RAMP-SF)
3. Young Adult Subsidized Employment Program

OEWD seeks to fund services and activities that enhance San Francisco's workforce service delivery system for all young adults ages 17-24 by:

- Focusing on the special concerns of young adults and serving as their point of entry into the public workforce system.
- Educating young adults about the diverse options in industry sectors, career advancement pathways within various industries, and the education, training, and experience needed to advance in various occupations.
- Creating comprehensive programs that enable young adults to gain basic and work readiness skills that prepare them for future career success.
- Developing structured programming for young adults that includes leveraged educational and workforce preparation services.
- Increasing capacity within and coordination across San Francisco to ensure appropriate services are available to young people throughout the workforce development system.

OEWD's Young Adult Workforce Services are targeted to Out-of-School young adults aged 17-24. WIOA's definition of Out-of-School participants includes youth who:

- are low-income and who require additional assistance due to one or more barriers (high school drop-out, basic skills deficient or English-language learner, truant, emancipated youth, documentation of being in special education or with less than C average, resident of public housing, recipient of public assistance or medical benefits, individual with drug or alcohol problems, or young adult age 19-24 who has not held a job for more than 13 weeks in the past year);
- have a disability,
- are in out-of-home placement, foster care or aged out,
- are homeless or runaway,
- are pregnant or parenting,

- are involved in the juvenile justice system or have a criminal conviction

Numerous efforts across the City provide services to help young adults along the path to economic security. Through Young Adult Workforce Services, OEWD is seeking to complement and build upon existing service models that strengthen communities and support young adults in achieving economic stability and general well-being.

## PROGRAM AREA D1: YOUNG ADULT ACCESS POINT

### OVERVIEW

OEWD seeks applicants to serve young adults ages 17-24 in San Francisco's workforce services system through Young Adult Access Points. Through a network of these Young Adult Access Points, OEWD seeks to leverage community assets and build upon existing programs, policies, tools, and services. The Young Adult Access Points' employment services will offer a variety of workforce, education, barrier-removal, and wrap-around supportive services to support young adults in achieving economic stability and general well-being. In addition to delivering a comprehensive menu of WIOA workforce services on-site, the Young Adult Access Points will serve as entry points into San Francisco's larger public workforce and education systems.

### DESCRIPTION OF SERVICES

Each contracted Young Adult Access Point will deliver or make accessible to young adults the comprehensive menu of Access Point services described above. Young Adult Access Points must ensure that these services are tailored to the needs of young adults, and that young adults are engaged in the Access Point through targeted outreach and recruitment.

Several service delivery strategies distinguish the Young Adult Access Points from other elements of the workforce ecosystem. Applicants must demonstrate their capacity and intent to deliver the following:

1. Manage and coordinate the Young Adult Access Point as an accessible, community-based facility delivering comprehensive workforce services targeting and tailored to young adults ages 17-24.
2. Conduct outreach and recruitment that may include: partnering with schools, agencies and organizations that can identify and refer targeted young adults; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or fairs.
3. Staff the Access Point with culturally competent personnel, able to reach young adults through trusted channels.
4. Operate services with a dual customer (job-seeker/employer) approach.
5. Conduct youth-friendly intake processes that determine eligibility and inform individual service plans.
6. Refer youth who are program ineligible or are not selected to participate in OEWD-funded activities to other workforce system or community providers.
7. Coordinate partnerships among community-based organizations, employers, and government agencies serving similar populations.
8. Plan and design in-person and online services relevant and customized to young adults' assets and needs.
9. Serve the broader network of Access Points and other workforce system partners by facilitating referrals to and from the Young Adult Access Point.
10. Develop relationships with local businesses whose hiring needs match the skills of young adult job-seekers; while coordinating closely with OEWD's Business Services provider to facilitate connections to larger, regional businesses and to host workshops onsite at the Access Point.

Additionally, each Young Adult Access Point must support youth in achieving their educational goals, in order that they are building foundations that will allow them to achieve their maximum earning potential. This can mean providing or making accessible through guided referral the following:

1. Tutoring, study skills and education retention strategies.
2. Alternative secondary school services.
3. Employment opportunities that are directly linked to academic and occupational learning that may include: summer employment, paid and unpaid work experiences, internships, job shadowing, On-the-Job Training opportunities.
4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster.
6. Leadership development opportunities, community services and peer-centered activities.
7. Adult mentoring.
8. Entrepreneurial skills training.
9. Activities that help youth prepare for and transition to post-secondary education and training.

Applicants are invited to propose curriculum and services specifically targeting young adults at greatest risk of failure, or with the poorest employment and academic performance, especially those identified among OEWD's priority populations. These services must be designed to connect or reconnect these individuals with employment, education or training during and/or after their participation in OEWD-funded services.

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#### SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

Successful Young Adult Access Point applicants will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

1. Experience providing youth-specific workforce development programming and/or youth programs offering the services described above.
2. Demonstrated understanding of the unique needs of young adults and youth development principles.
3. Demonstrated success serving transition age youth (TAY) in an employment services program.
4. Demonstrated expertise and experience implementing Job Readiness Training for TAY.
5. Demonstrated experience providing supported employment and educational attainment services for TAY.
6. Demonstrated success connecting youth to paid or unpaid employment or work-based learning opportunities, including work experience, internships and service learning.
7. Established relationships with citywide service providers and resources for the targeted population, such as DCYF, SFUSD, etc.
8. Demonstrated success engaging private sector employers to provide unsubsidized job opportunities, work experience, or mentorship.
9. Equipped with an appropriate facility capable of hosting Young Adult Workforce Services, with available rooms for individual client meetings, computer access and high speed internet, and compliant with ADA regulations.

Young Adult Access Point applicants – whether a single agency, or a collaborative under a lead applicant agency – must submit a single proposal to deliver or otherwise provide access to all Access Point services.

## PERFORMANCE MEASURES

**Target Service Numbers: 400-600 to be served annually (all grantees combined)**

<b>Performance Measure</b>	<b>OEWD Performance Goal</b>
Placement in unsubsidized employment, training or post-secondary education during the 2 <sup>nd</sup> quarter after exit	70% of participants enrolled must be placed in unsubsidized employment or approved training/post-secondary education
Measurable Skills Gains:	70% of participants who qualify for one of the measurable skills gains must achieve one or more of the applicable measurable skills gains.  To qualify for a measurable skills gain, the participant needs to be enrolled in education or training at the time of participation.
Retention in placement (during 4 <sup>th</sup> quarter after exiting the program)	60% of all participants placed in unsubsidized employment or approved training/postsecondary education must retain employment or training

## RECOMMENDATIONS

<b>Program Area</b>	<b>Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Young Adult Access Point	(3-6)	\$100,000	\$250,000	100-200	70-140

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## OVERVIEW

OEWD seeks applicants to serve young adults ages 17-24 in San Francisco's workforce services system through the RAMP-SF (**R**econnecting **A**ll through **M**ultiple **P**athways) program. For those youth who require applied training in order to successfully transition into unsubsidized employment, RAMP-SF provides an intensive workforce readiness and development program that provides youth who are not making positive connections to the labor market -- particularly young people who are involved with or exited from the justice system, reside in public housing, are currently or formerly in foster care, and/or have dropped out of school -- with an opportunity to address barriers to employment within the context of a work environment. RAMP-SF equips them with the skills and opportunities they need to get on a path towards self-sufficiency and productive participation in society. The program model combines Job Readiness Training (JRT), Work Experience with stipends and intensive support.

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## DESCRIPTION OF SERVICES

RAMP Programs will provide the subset of the Access Point services described below, combined with a mandatory stipend-paid work experience component. Services will be targeted to and appropriate for youth participants with multiple barriers requiring resolution in order to realize their maximum potential from participating in employment.

RAMP-SF contractors must deliver to all young adult participants a core set of program components that comprise the RAMP-SF model. These include:

1. **Outreach and Recruitment:** RAMP-SF grantees must conduct targeted outreach – through San Francisco's Human Service Agency, other youth-serving organizations, and community-based networks -- to identify and enroll eligible young adults who will benefit from RAMP-SF services.
2. **Assessment:** RAMP-SF must conduct intensive assessment of each youth's educational level, workforce history, interests and current barriers to employment. This assessment must inform the development of an Individual Service Strategy (ISS) that includes an employment objective and plan for transitioning into unsubsidized employment.
3. **Job Readiness Training (JRT):** RAMP-SF must deliver classroom-based JRT that builds academic and workplace skills, develops positive attitudes and behaviors, and provides positive teamwork experiences, as well as prepares a participant to transition to sustainable employment.
4. **Work Experience with Stipends:** Following completion of JRT, each participating young adult must be connected to a transitional job, internship or skill-focused training program that is paid with a stipend. Jobs and internships must include an on-the-job training component provided by the employer.
5. **Career Coaching and Case Management:** During the JRT period, the RAMP-SF program must provide participants with case management and mentorship. During the stipend-supported Work Experience component, an assigned job coach, mentor, or counselor must work individually with participants to monitor their performance, assist them with any challenges they are facing, connect them with outside support services as needed (e.g. childcare, transportation, substance abuse services, etc.), and prepare them to seamlessly transition to the workforce.

6. **Unsubsidized Job Search and Employment Assistance:** During and upon completion of the subsidized Work Experience, each participating young adult must receive assistance with the transition to unsubsidized employment, either with the same or a different employer. RAMP-SF providers must provide job search assistance as appropriate, including assistance with resume, applications, interview preparation, and job leads. RAMP-SF providers must work closely with OEWD to leverage first-source local hiring agreements, On-the-Job Training (OJT) opportunities, hiring tax credits, federal bonding program services, and other business service strategies; and must outreach to employers to develop appropriate entry-level job opportunities with growth potential. Participants may also be connected to an approved post-secondary education program, as appropriate to their education and employment goals.
7. **Intensive Support:** RAMP-SF providers must propose strategies to connect participants to simultaneous or phased education and training programs as appropriate, including GED and high school diploma services.

OEWD is interested in models that propose to deliver RAMP-SF core program components through a career pathways approach and as part of a more comprehensive program, inclusive of case management, coaching, wrap-around support, , occupational skills training, and/or academic support, as appropriate to the individual. Models should also offer some level of behavioral health and substance abuse information and more intensive referral services as appropriate to the individual.

Applicants should also demonstrate in their proposals how their curriculum responds to the key principles of RAMP-SF in the design of direct services for young adults:

- Maintaining high standards and expectations
- Acknowledging and addressing personal barriers to success
- Challenging negative behaviors
- Building up skills and competencies
- Coaching and support throughout the process.

RAMP-SF must provide young adults who do not complete the program with needed support and connections to resources to address individual barriers to employment and/or to achieve program completion. These referral connections should include but are not limited to behavioral/mental health services, housing services, substance abuse services, and health services. Some JRT non-completers may be re-enrolled into a later RAMP-SF cohort; others may be connected directly to other employment and/or education opportunities without re-enrolling in RAMP-SF.

Providers are invited to propose curriculum and services specifically targeting young adults at greatest risk of failure, especially those identified in the priority populations. These services must connect or reconnect young adults with employment, education or training during and/or after their participation in RAMP-SF.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

Successful RAMP-SF applicants will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

1. Experience providing youth-specific workforce development programming and/or youth programs offering the services described above.
2. Demonstrated understanding of the unique needs of young adults and youth development principles.

3. Demonstrated success serving transition age youth (TAY) in an employment services program.
4. Demonstrated expertise and experience implementing Job Readiness Training for TAY.
5. Demonstrated experience providing supported employment and educational attainment services for TAY.
6. Demonstrated success connecting youth to paid or unpaid employment or work-based learning opportunities, including work experience, internships and service learning.
7. Demonstrated success engaging private sector employers to provide unsubsidized job opportunities, work experience, or mentorship.
8. Equipped with an appropriate facility capable of hosting Young Adult Workforce Services, with available rooms for individual client meetings, computer access and high speed internet, and compliant with ADA regulations.

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## PERFORMANCE MEASURES

**Target Service Numbers: 50-100 to be served annually (all grantees combined)**

Performance Measure	OEWD Performance Goal
Completion of RAMP-SF Job Readiness Training and Work Experience	70% of enrollees will successfully complete the structured RAMP-SF JRT and Work Experience
Placement in unsubsidized employment, training or post-secondary education during the 2 <sup>nd</sup> quarter after exit	75% of participants who complete RAMP-SF JRT must be placed in unsubsidized employment or approved training/post-secondary education
Measurable Skills Gains:	<p>70% of participants who qualify for one of the measurable skills gains must achieve one or more of the applicable measurable skills gains.</p> <p>To qualify for a measurable skills gain, the participant needs to be enrolled in education or training at the time of participation.</p>
Retention in placement (during 4 <sup>th</sup> quarter after exiting the program)	60% all participants placed in unsubsidized employment or approved training/postsecondary education must retain employment or training



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RECOMMENDATIONS

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
RAMP-SF	(1-2)	\$200,000	\$400,000	50-100	38-75

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## OVERVIEW

OEWD seeks applicants to serve young adults ages 17-24 in San Francisco's workforce services system through the Young Adult Subsidized Employment program. The Subsidized Employment program creates a transition into career-track employment for young adults who have experience and skills gained from previous work, internships, on-the-job training, and/or other subsidized employment, but need additional support and training in order to achieve unsubsidized employment in promising job sectors. The program aims to provide young people exposure to the workplace, work readiness and/or technical skills training, and a valuable work experience that enhances their employability skills and career awareness while supporting their overall personal development.

Each Subsidized Employment program must define its targeted industry sector(s) and occupation(s), which must have accessible career pathways. The entry-level, subsidized positions in which participants are placed must connect to opportunities for unsubsidized employment and advancement in the specified industry sectors. Targeted industries may include the WISF priority sectors (ICT, healthcare, construction, and hospitality/retail), as well as other promising sectors as approved by OEWD.

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## DESCRIPTION OF SERVICES

Young Adult Subsidized Employment Programs will provide the subset of the Access Point services described below, combined with subsidized employment anticipated to lead to full unsubsidized employment in a high demand occupation. Services will be targeted to and appropriate for youth participants and facilitate their success in entering a strong career pathway.

Young Adult Subsidized Employment Programs must deliver to all young adult participants a core set of program components that comprise the Subsidized Employment model. These include:

1. **Outreach and Recruitment:** Subsidized Employment grantees must conduct targeted outreach – through San Francisco's Department for Children, Youth and their Families (DCYF), other youth-serving organizations, and community-based networks -- to identify and enroll eligible young adults who will benefit from Subsidized Employment services.
2. **Employment Readiness Activities:** Grantees must deliver scheduled employment readiness activities that include the following:
  - Administer pre-assessments of participants to help identify appropriate subsidized employment opportunities.
  - Develop an Individual Service Strategy (ISS) for each participating young adult.
  - Advise youth participants of the documentation and paperwork necessary to secure subsidized employment, including right-to-work documents.
  - Orient youth participants to sector-specific requirements, skills, and expectations to prepare them for subsidized employment.
  - Train youth participants in basic financial literacy.
3. **Subsidized and Unsubsidized Employment Development:** Grantees must recruit and work with private sector employers to develop and secure meaningful transitional jobs for youth in the program's targeted industry sector(s) and occupation(s). In order to qualify as a transitional job, grantees should work with employers to develop a work experience with a minimum of

480 hours of subsidized employment, Grantees must orient and train worksite supervisors to ensure that subsidized employment experiences will provide on-the-job learning and prepare participants for unsubsidized employment and advancement in the industry.

4. **Subsidized Employment Assistance and Support:** The service provider must provide ongoing support to young adults throughout the 6 months of participation in subsidized employment. For example, grantees must:
  - Conduct site visits to ensure the subsidized employment offers meaningful work-based learning experiences and career advancement potential, and to troubleshoot any issues.
  - Support worksite supervisors with any professional development, information, or coaching necessary to fully support young adults' work-based experience.
  - Ensure that internships lead to unsubsidized employment opportunities within the same worksite or within the identified sector, and transition to support the unsubsidized placements.
5. **Unsubsidized Employment Assistance and Follow-up Support:** Grantees must support participants' success for 12 months following their connection to unsubsidized employment by engaging worksite supervisors as appropriate; coordinating with case managers, parents, or other involved individuals; referring participants to any needed wraparound or support services; and conducting post-placement skills assessments to determine effectiveness of work-based support and training.

If necessary, during Year 1 of Young Adult Subsidized Employment program implementation, grantees will be permitted to conduct start-up activities, including but not limited to the following:

- Establish WIOA eligibility, enrollment, documentation, payroll, assessments, and administrative systems needed to support subsidized employment.
- Conduct targeted outreach and build a recruitment pool/client base.
- Research and develop employment opportunities in high demand/promising sectors and map career ladders within them.
- Work with employers to develop research-based, on-the-job training modules that will address TAY work-readiness and occupational skills relevant to the targeted sectors and occupations.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

Successful Young Adult Subsidized Employment applicants will demonstrate the following special qualifications, in addition to the Preferred Qualifications described in the RFP:

1. Minimum 3 years of experience providing youth-specific workforce development programming and/or youth programs offering the services described above.
2. Demonstrated understanding of the unique needs of young adults and youth development principles.
3. Demonstrated success serving transition age youth (TAY) in an employment services program.
4. Demonstrated expertise and experience implementing a dynamic TAY Job Readiness Training program.
5. Demonstrated experience providing supported employment programs and educational attainment services for TAY.
6. Demonstrated success in connecting youth to paid or unpaid employment or work-based learning opportunities, including work experience, internships and service learning.
7. Demonstrated success in engaging private sector employers to provide unsubsidized job opportunities, work experience or mentorship.

8. Equipped with an appropriate facility capable of hosting Young Adult Workforce Services, with available rooms for individual client meetings, computer access and high speed internet, and compliant with ADA regulations.
9. Demonstrated infrastructure to provide human resources support and process payroll and stipends for youth participants in the Subsidized Employment Program.

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**PERFORMANCE MEASURES**

**Target Service Numbers: 40-50 Annually, 100-150 to be served over 3 years (all grantees combined)**

<b>Performance Measure</b>	<b>OEWD Performance Goal</b>
Enrollment and placement in subsidized employment in desired sector or industry	40-50 participants annually
Placement in unsubsidized employment in desired sector or industry during the 2 <sup>nd</sup> quarter after exit	85% of participants who complete subsidized employment
Measurable Skills Gains:	60% of participants who qualify for one of the measurable skills gains must achieve one or more of the applicable measurable skills gains.  To qualify for a measurable skills gain, the participant needs to be enrolled in education or training at the time of participation.
Retention in placement (during 4 <sup>th</sup> quarter after exiting the program)	75% all participants placed in unsubsidized employment

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**RECOMMENDATIONS**

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
<b>Subsidized Employment</b>	<b>(1-3)</b>	<b>\$200,000</b>	<b>\$600,000</b>	<b>20-50</b>	<b>17-43</b>

## PROGRAM AREA E. SECTOR WORKFORCE PROGRAMS

### OVERVIEW

OEWD seeks through this RFP to fund Sector Workforce Programs in several priority industry sectors, which are identified in the current OEWD Strategic Plan and have been validated by labor market data. Targeted sectors and occupations demonstrate local and regional growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility. The four priority industry sectors identified by OEWD are:

1. Construction
2. Healthcare
3. Hospitality/Retail
4. Information & Communications Technology (ICT)

Sector Workforce Programs are designed to improve the responsiveness of San Francisco's workforce system to the demands of these significant and growing industries, providing employers with skilled workers and expanding employment opportunity for residents through a dual customer approach. These programs deliver a full spectrum of services necessary to develop job-seekers' industry-relevant skills, experience and knowledge, and to help them secure unsubsidized employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

1. **Sector Coordinators:** manage and coordinate all activities and services provided through a Sector Workforce Program, and are responsible for the connection of participants to sector-related, unsubsidized employment.
2. **Occupational Skills Training (OST) Providers:** deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities.
3. **Sector Bridge Programs** (Healthcare, and ICT): deliver contextualized training and career exploration that equips participants with basic academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.
4. **Specialized Construction** (CityBuild): provide Construction Career Development Services to CityBuild Training graduates, and hands-on Construction Skills Training integrated into San Francisco's Interrupt, Predict and Organize (IPO) program.

While each Sector Workforce Program component is solicited separately, OEWD strongly encourages applicants to partner with secondary, post-secondary and other workforce partners to coordinate in the submission of proposals. Competitive proposals will document evidence of working partnerships and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

Sector Workforce Programs primarily target adult (age 18 and over) San Francisco residents who are unemployed, underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry. Priority is given to participants who are among the priority populations as defined previously in this RFP). All Sector Workforce Programs should further be prepared to accept referrals from the Mayor's Interrupt, Predict, and Organize program (IPO), whom have shown interest in and aptitude for a career in that sector.

OEWD seeks to build upon existing programs, policies, tools and services in the City’s workforce system and described in this RFP. Proposals for Sector Workforce Programs in OEWD’s targeted sectors must reflect the service priorities, strategies and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (e.g., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) in order to increase the successful outcomes of jobseekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages, health and pension benefits, shared profits, and paid sick leave and paternity/maternity leave will receive preference for funding, as will strategies targeting occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency. Local labor market information, employer attestations for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific post-secondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program, and describe how credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

**PRIORITY SECTORS**

**CONSTRUCTION**

CityBuild is OEWD’s most established sector initiative. CityBuild offers two distinct construction trainings, which are operated in partnership with local community colleges, labor unions, apprenticeship programs, community-based organizations and construction contractors. CityBuild Academy (CBA) is an 18-week, full-time, hands-on pre-apprenticeship construction training that prepares candidates to enter construction trade apprenticeship programs with union employers; and the Construction Administration and Professional Services Academy (CAPSA) is an 18-week, training program that prepares candidates to perform back office functions on construction sites or home base offices. CBA and CAPSA have established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry.

Construction Sector Workforce Programs prepare participants for occupations such as the following:

Targeted Industry	Example Occupations
<b>Construction</b>	Construction Trades, Bookkeeper, Human Resources Assistant, Construction Office Assistant, Document Reviewer, Surveyors, Project Coordinators, Hiring Managers, Estimators, Permit and Safety Coordinators, and Payroll Accounts

***Applicants for Construction Sector Workforce Programs must maintain the currently developed CBA and CAPSA models.*** The CBA curriculum must cover the following subjects: Physical Education, Math, “Hands-On” Construction, Labor and Community Studies, Life Skills, Welding, Vocational English as a Second Language (VESL), and include presentations by union members from various apprentice programs and other construction-related guest speakers. CBA trainees should obtain industry certifications in CPR and First Aid; OSHA 10; Fall Protection and Scaffolding, Forklift Training, and any other certificates that OEWD staff and partners consider appropriate. The customized training must meet the needs and requirements specified by CityBuild.

The CAPSA curriculum must cover construction terminology and computer applications (Microsoft Word, Excel, and Powerpoint), and must meet the needs and requirements specified by OEWD and CityBuild. In addition, students must learn basic onsite construction roles and activities through industry leader lectures. Upon program completion, students must participate in a 120-hour internship which should lead to an employment opportunity. The internship must include development of soft skills, communication, and office decorum.

The Construction Sector Coordinator must:

- Assist OEWD with the management and coordination of CityBuild trainings.
- Develop internships and employment opportunities for Construction Administration and Professional Services trainees. [Note: CityBuild Academy graduate referrals to potential job openings will be led by OEWD staff.]
- Work with OEWD and other partners to establish special training initiatives and projects with targeted employers (Metropolitan Transportation Agency, San Francisco Airport, San Francisco Port Authority, San Francisco Public Utilities Commission, etc.)

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## HEALTHCARE

The healthcare industry and occupations have been identified both nationally and locally as a priority for workforce investment due to increasing demand for new workers, replacement of retirees, and changing skills requirements in response to new technologies, treatments, and service delivery options. OEWD’s Healthcare Sector Workforce Programs prepare San Francisco job-seekers for both clinical and non-clinical positions, in a wide variety of settings and requiring various levels of education and skill.

Healthcare Sector Workforce Programs prepare participants for occupations such as the following:

Targeted Industry	Example Occupations
<b>Healthcare</b>	Home Health Aides; Medical Assistants; Medical Administrative Assistants/Patient Access Reps; Medical Coding & Billing Specialists, Pharmacy Technicians, Patient Care Assistants; Certified Nurse Assistants (Acute Care), & Personal Caregivers; Certified Health Workers; Specialized Medical Technicians; Phlebotomists

Applicants for Healthcare Sector Workforce Programs must target preparation and/or training for one or more targeted high-growth occupations. The Healthcare Sector Coordinator manages the coordination and internal alignment of all healthcare related training and employment activities conducted within the sector. The Healthcare Coordinator ensures the seamless and supported

delivery of services that meet participants where they are and ensures their participation within one or more sector programs results in the maximum potential employment result. Healthcare OST providers must partner with employer partners to review and vet curriculum, facilitate classroom instruction, create and implement employer-customized or incumbent worker training, offer paid internships, and/or a commitment to hire graduates. Incumbent worker training applications are encouraged to assist existing entry-level sector employees to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities for Sector Workforce Program participants. Trainings that have formal partnerships with post-secondary education, employers (customized or incumbent worker training) and/or a joint labor-management, multi-employer training fund will be given special consideration. Healthcare Bridge programs offer sector-informed foundational skills training that prepare participants to participate fully in Healthcare OST programs.

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## HOSPITALITY/RETAIL

A vibrant and thriving industry, hospitality plays a critical role in the economy and culture of San Francisco. A diverse and qualified hospitality workforce is therefore vital to the City’s overall economic stability. By partnering with local hospitality industry employers, industry associations, unions and workforce education, training and service providers, OEWD has coordinated workforce efforts in this industry through Hospitality/Retail Sector Workforce Programs to address the growing workforce needs of industry employers. Hospitality/Retail Sector Workforce Programs target three priority sub-sectors: Culinary (front-of-house and back-of-house), Hotel Facilities Maintenance & Safety (janitorial, maintenance, housekeeping and security) and Guest Services (hotel front-desk and retail sales associates).

Hospitality/Retail Sector Workforce Programs prepare participants for occupations such as the following:

Targeted Industry	Example Occupations
<b>Hospitality/Retail</b>	Cooks/Prep Cooks; Janitorial/Maintenance Worker; Housekeepers; Counter Attendants (Dining Room, Cafeteria, Deli, Bar, Fast Food); Restaurant Bussers/Servers; Hotel Desk Clerk, Hotel Concierge; Reservations Agent; Catering Event Staff, Customer Service Representatives; Retail Sales Associates

Applicants for Hospitality/Retail Sector Workforce Programs must target preparation and/or training for one or more targeted high-growth occupations. The Hospitality/Retail Sector Coordinator(s) ensure that participants in the sector are assessed and connected to OST training providers that offer programs strongly aligning to an individual’s interests and aptitudes. Further the Coordinator(s) ensure that participants are supported during training and after employment in a dynamic industry and that OST providers are connected to relevant employers offering career pathway opportunities for graduates. Hospitality/Retail OST providers must identify employer partners that will review and vet curriculum, facilitate classroom instruction, create and implement employer-customized or incumbent worker training, offer paid internships, and/or a commitment to hire graduates. Proposed curricula and program models must address employers’ identified challenges: outreach and retention of high quality staff, hiring staff who have a strong understanding and commitment to the industry and recruiting staff with strong customer service skills. Proposals must include strong sector-based JRT and post-placement retention services that provide on-going support to the new hire and/or employer. Proposals for culinary training must also address how programming will have a strong



outreach component to diversify and support the culinary workforce, with an emphasis on the re-entry population.

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## INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT)

TechSF is San Francisco’s citywide Information & Communications Technology (ICT) sector initiative. TechSF provides education, training and employment assistance to both jobseekers and employers, and in doing so, helps everyone involved benefit from the major job growth in technology occupations and opportunities. TechSF has existing employer, education, training and community-based partners that provide collaborative services to jobseekers and employers in tech occupations across industries in the pursuit of three goals: 1) Address the local technology workforce talent supply and demand through a coordinated labor exchange; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in the industry; and 3) Partner with secondary, post-secondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers. As part of the TechSF career pathways strategy, OEWD has identified the following high-growth occupational clusters: IT and Administration, Software Engineering and Programming, Networking and Cybersecurity, and Multimedia and Data Science. TechSF targets services to long-term unemployed and individuals who are currently underrepresented in the ICT sector.

ICT Sector Workforce Programs prepare participants for occupations such as the following:

Targeted Industry	Example Occupations
<b>Information &amp; Communications Technology</b>	Computer and Information Systems Managers; Computer Support Specialists (e.g. Tech Support); Security Specialists; Computer Systems Analysts; Computer Software Engineers; Network Systems and Data Communications Analysts; Audio and Video Equipment Technicians; Web Designers; Graphic Designers; Multimedia Artists and Animators; Data Scientists

Applicants for ICT Sector Workforce Programs must target preparation and/or training for one or more targeted high-growth occupations proven to be in-demand by current labor market information. Curriculum must be vetted and validated through industry employers and linked to appropriate credential(s), certification(s) or degree upon successful completion of training. Any proposed curricula must meet the specific needs of employers participating in TechSF, and successfully prepare OEWD target populations, particularly those under-represented in technology jobs, for a role within the ICT Sector.

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## OTHER SECTORS

While the sectors outlined above remain workforce system priorities, OEWD will also accept proposals targeting other industry sectors that are in-demand and provide multiple entry points and opportunity for advancement through career pathways towards self-sufficiency. Examples of other sectors that could be addressed through Pilot Projects include Manufacturing, Professional and Technical Services, Alternative Fuel and “Clean Technology” Automotive Services, and Administrative and Support Services. Applicants proposing to provide Sector Workforce Programs in other sectors should refer to, the Pilot Projects Section below, for further description of solicited services.

## OVERVIEW OF SECTOR WORKFORCE PROGRAM SERVICES

Sector Workforce Programs are designed to provide job-seekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. Sector Workforce Programs provide job preparation, vocational training, credentialing and certification, employment assistance, job retention, and other services in order to develop a pipeline of skilled and prepared workers for industries that can offer job-seekers career development opportunities and advancement. Together, the various components of a Sector Workforce Program provide all of the services required of Access Points but contextualized to impart sector-specific information and align the skills imparted with the requirements of the sector.

Applicants for any of the four components (I. Sector Coordinator, II. Occupational Skills Training Provider, III. Sector Bridge Program, and IV. Specialized Construction Services) must address how the following services will be offered to participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system.

Through a coordinated approach, all Sector Workforce Program providers must deliver or make accessible the full range of Access Point services described earlier in this RFP. Specific service areas are required by different roles within the Sector Workforce Programs as appropriate to their function within the sector and described below. All Access Point services must be customized to the sector as summarized below:

- 1. Participation in Access Point Provider Network** Grantees must be willing to participate in Sector Workforce Program Provider Network events, sector-specific events and other relevant trainings and events organized by OEWD and its partners. Grantees may be asked to provide sector-based expertise and labor market information to the workforce system and to OEWD on a regular basis.
- 2. Outreach and Recruitment:** In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs and services. Outreach efforts should target job-seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.
- 3. Information, Orientation, Assessment, and Enrollment**  
*Orientation:* Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments..

*Assessment:* Assessment activities assist participants in determining their skill level, interests, aptitude and ability as they begin to define/redefine career goals in a specific sector, and identify barriers to employment that are relevant to each individual participant. Sector-specific assessments are required to be implemented by Sector Access Point Coordinators to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

*Enrollment:* Enrollment activities must establish documentation of eligible individuals' participation in a Sector Workforce Program. Prior to enrollment the grantee must work with

the prospective participant to determine eligibility, complete required forms and conduct required assessments.

4. **Individual Planning and Case Management** (optional for OST) Grantees are required to provide individual career planning and case management services to program participants. These services are intended to ensure that: the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant..

*Individual Planning:* Grantees must work jointly with eligible program participants to develop Individual Employment Plans (IEPs) or Individual Service Strategies (ISSs) (for WIOA Youth eligible participants). Individual planning should help the participant to identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the jobseeker’s selected industry. The plan must include specific information on the training and skill development needed to succeed in the specific industry and services provider under Sector Workforce Program Model.

*Case Management:* The grantee must provide integrated case management services to appropriate program participants. Case Management must incorporate individualized one-on-one engagement (group engagement strategies are also strongly recommended), and monitor participants’ progress and assist them with any challenges in the pursuit of program completion, employment and employment retention.

5. **Information and Guided Referral Services** (optional for OST) *Information:* Information must be provided on how to access services within the Sector Workforce Programs portfolio and the larger public workforce system. Information on sector employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. The Sector Access Point Coordinator should maintain a job board with information on job leads and openings.

*Referral:* Referral services must be planned and operated in close collaboration with all providers that deliver services within and across the workforce system. Referrals from the Sector Workforce Programs to Job Readiness providers must be coordinated for individuals who do not meet minimum qualifications for training and/or employment, as determined by the assessment process.

6. **Supportive Services** (optional for OST) Supportive services necessary for successful completion of sector training programs and achieving employment goals, as described in the Access Point services may be provided directly by the grantee or through referrals to another service provider.

7. **Sector-Specific Job Readiness Training (JRT)** (required of all): Sector-specific JRT services must be designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job-seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include:
  - a. **In-Depth Industry Overview:** Participants receive an overview of the industry that includes labor market information, sector occupations, career pathways, and employment eligibility requirements.

- b. Career Exploration: Participants conduct career exploration within the sector and understand employer expectations, work culture and norms, and career pathways.
  - c. Sector Soft Skills: Participants attain soft skills/customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.
  - d. Life Skills: Participants attain life skills that address goal achievement, development of support systems, and balancing work and home.
  - e. Job Search Skills: Participants develop a sector-specific portfolio that includes customized resume, cover letter, applications, interview skills, etc.
8. **Business Services** (optional for Bridge) Sector Programs must work with OEWD and its Business Services Coordinator to broker and develop relationships with sector employers and develop customized solutions to meet specific business and industry employment requirements, supporting employer competitiveness and involvement in the workforce development system and strengthening the local economy. Sector Programs will be expected to participate in sector specific employer networking events and provide space for workshops and hiring events developed to increase employer engagement in the workforce system.
9. **Job Search and Employment Services** (optional for Bridge and OST, and not required for CityBuild Academy) Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect to employment opportunities in the Sector as well as offering assistance in resume development and interviewing for jobs in the Sector. Sector Programs must have the ability to market their customers to local employers, as well as develop and maintain relationships with local employers to connect job seekers served through the Sector Workforce Programs to viable employment opportunities.
10. **Retention Services** (required of all but CityBuild Sector Workforce Programs): Bridge providers must support the retention of participants in training and/or employment, as appropriate. Sector Coordinator and OST providers must support the retention of participants in employment. In addition to the Retention Services required of all Access Points, Sector Workforce Program providers are encouraged to propose new, evidence-based, or innovative employment retention strategies that meet WIOA employment retention requirements.

While some services described above are optional according to the type of Sector Program, proposals that address how access to optional components will be facilitated for participants (either through onsite delivery or established partnerships with service providers) will be given preference.

The Sector Coordinator, in addition to delivering the services indicated as required above, must coordinate the various components of the Sector Workforce Program, provided by the various other grantees, to ensure that sector participants benefit from all available services seamlessly. In addition, each Sector Coordinator has the option to include Individual Training Accounts (ITAs) and On-the-Job Training (OJT) components to its proposal if the applicant wants the flexibility to use some of its own programmatic funding to execute and administer these contracts without going through the Comprehensive Access Point.

## PROGRAM AREA E1: SECTOR COORDINATOR (SECTOR LEAD)

The Sector Coordinator serves as the lead coordinator of a Sector Workforce Program. In close consultation with OEWD, the Coordinator manages and coordinates all activities and services provided through the Sector Workforce Program, a partnership that includes employers, training providers, community-based training organizations, secondary and post-secondary educational institutions, unions, sector associations, workforce system partners, and other stakeholders. The Sector Coordinator is also responsible for the connection of both training and direct placement of program participants to sector-related, unsubsidized employment.

Each Sector Coordinator must collaborate with Sector OST Providers and Sector Bridge Programs (if applicable) to create a seamless delivery model for all employer and job-seeker customers, and a “hub” for jobseekers interested in pursuing a career in the relevant sector. Staff must serve as sector subject matter experts; with a dual-customer approach, staff must serve both jobseekers and employers in order to effectively support the industry’s workforce supply and demand needs.

Each Sector Coordinator must facilitate connections to OEWD’s workforce system, including the CAP, NAPs, SAPs, JRS, Young Adult Access Points, and Business Services providers. The CAP and NAPs, in particular, may be leveraged to provide space and logistical coordination for sector-specific outreach, orientations, vocational assessment, or employment and hiring fairs, as appropriate.

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### SECTOR COORDINATOR SERVICE DESCRIPTION

In addition to providing services for all of the required Activities noted above, Sector Coordinator grantees must also deliver the following:

1. Collaborate with all of the Sector Workforce Program partners, and act as the lead in service coordination and implementation of program activities, including initial outreach, recruitment, assessment and referral for Sector Workforce Program services.
2. Create and implement a business plan for the Sector Workforce Program that includes a detailed business strategy, program implementation strategy, and fund development strategy for the long-term sustainability of the Sector Workforce Program.
3. In coordination with OEWD staff, conduct program design, coordination, and implementation activities to complement and enhance existing sector program models, incorporating existing OEWD strategies, priorities, program structures, eligibility requirements and/or other specific policies and procedures.
4. Deliver Sector Workforce Program Orientations that provide an overview of the industry, occupational and career pathway information, and detailed information about services and trainings provided through Sector Workforce Programs. The Sector Coordinator will be responsible for conducting regular Orientations citywide at various NAPs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments.
5. Conduct sector-specific assessment to determine a participant’s skill level, interests, aptitude and ability, barriers to employment, and work tolerances required for sector-specific employment; and to inform the referral of orientation customers to appropriate trainings. The grantee will assess eligibility for Sector Workforce Programs and, if the workforce system customers do not meet minimum qualifications, provide referrals to services for other

- necessary employment resources. Sector-specific assessment must reference and complement assessments delivered by the CAP and other workforce system partners.
6. Support OEWD in the development of a strong, sector-specific Business Services component, including:
    - a. Assist OEWD in convening a Citywide WISF Sector Committees and/or formal employer convenings to discuss labor market trends and create mechanisms for collaboration and commitment.
    - b. Document articulated sector career pathways.
    - c. Engage employers in formal convenings, such as roundtables, employer panels, student showcases, etc.
    - d. In collaboration with OEWD’s Business Services grantees (particularly in relation to First Source employers), generate job leads for Sector Workforce Program participants, and develop a system for distributing them to Sector partners, referring appropriate candidates accordingly.
    - e. Provide direct connections to viable employment opportunities for “at-large,” entry-level to advanced-skilled jobseekers.
    - f. Work closely with OEWD to leverage first-source local hiring agreements, OJT opportunities, hiring tax credits, federal bonding program services, and other business service strategies.
  7. In coordination with OEWD CityBuild staff develop relationships with industry partners to plan and implement specialized trainings to enhance the skills development of CityBuild Academy and Construction Administration and Professional Services Academy Trainees.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to the Preferred Qualifications described in this RFP, Sector Coordinator proposers must demonstrate the following special qualifications:

1. Clear understanding of the relevant industry sector, including previous experience operating a large-scale workforce program in this industry.
2. Ability to propose and implement a service model with strong training (occupational and sector JRT) and direct connections to viable employment opportunities for the new and existing workforce.
3. Demonstrated history of successful connection of trainees to training-related employment.
4. Strong and existing sector employer relationships and ability to prove employer commitment via MOUs.

Area Specific Questions:

1. Describe how you will work with OEWD in the engagement of industry, including outreach and coordination for any employer advisory or industry focus groups currently conducted by your organization for a given sector. Explain how you will align these engagement efforts with WISF sector committees and OEWD staff to avoid duplication of services.
2. Describe your experience and/or how you plan to partner with local community colleges in order to expose jobseekers to higher education, career pathways and credentials. Be specific in your response and explain what this experience will entail for a jobseeker.
3. Provide a detailed explanation for how you will coordinate service provision with other educational, community-based or training partners providing workforce services in the sector through outreach, orientation and referral for service. In your response, please include a summary of the organizations with whom you currently partner or intend to partner with for

such services, the scope of these services and any formal agreements planned or in place to deliver services.

Strong proposals will include memoranda of understanding (MOUs) and/or letters of support detailing how the Coordinator will collaborate with other workforce agencies..

Applicants must demonstrate that the proposed services are aligned to industry standards for the occupations identified.

Applicants are strongly encouraged to partner with local community college(s) and other post-secondary institutions to ensure that Occupational Skills Training (OST) graduates are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

Sector Coordinator applicants must provide strategies for incorporating OJT and ITA mechanisms into the Sector Workforce Programs. A Sector Coordinator may choose to set aside a portion of the grant budget to fund ITAs and OJTs that they administer themselves, though this is not a requirement. All applicants are encouraged to provide, from a jobseeker perspective, detail for how the services outlined in the proposal are connected to post-secondary education and career pathways in the pursuit of lifelong learning; how services and client outreach are connected to other Access Points; and how the proposed service model is connected to the broader workforce development system.

## PROGRAM AREA E2: OCCUPATIONAL SKILLS TRAINING (OST) PROVIDER(S)

Sector-specific Occupational Skills Training (OST) providers must create, vet and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training-related employment or create advancement opportunities for incumbent workers. OEWD is soliciting through this RFP Occupational Skills Training in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST
- Employer-Customized OST
- Incumbent Worker/Skills Advancement OST

Training must be designed to complement and leverage the services and resources of the Sector Coordinator, and client flow processes must connect to those established within each Sector Workforce Program. Grantees must coordinate program logistics and training delivery with OEWD and with the Sector Coordinator, to ensure that trainings are marketed accurately across the workforce ecosystem and that clients are referred to appropriate OST. OST providers are responsible for achieving participant program completion and employment outcomes; therefore, providers must implement or leverage Sector Coordinator case management and support services to ensure program retention and overall participant success. OST may also connect to the CAP or NAPs to provide space for instruction and other activities.

OST curriculum must be vetted and approved by OEWD, as well as validated through industry employers and linked to appropriate credential(s), certification(s) or degree upon successful completion of training and testing.

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### SECTOR OCCUPATIONAL SKILLS TRAINING SERVICE DESCRIPTION

In addition to meeting the general Sector Workforce Program requirements above, Sector OST Programs must also address the following specific requirements:

#### Curriculum Development:

1. In conjunction with and with the approval of OEWD, design an OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends and validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree and clearly exhibits skill development.
2. Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
3. Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
4. For providers whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.
5. For providers whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.



6. Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, and contextualized work-based learning strategies.

Implementation:

1. Incorporate experiential learning, including internships, externships and credit-based learning into training (preferred).
2. Facilitate courses through a cohort model or through open enrollment, as appropriate for participants.
3. Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and support services.
4. Coordinate and partner formally with community colleges and other post-secondary education providers, including potential transfer of higher education course credit (preferred).
5. For training targeting incumbent workers, coordinate and partner formally with employers and/or unions to assist existing entry-level sector employees to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities for Sector Program participants.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to the Preferred Qualifications described in this RFP, Sector OST proposals must demonstrate the following special qualifications:

1. A regionally- or nationally-accredited institution of higher education; or ETPL Certified; or have the capacity to become ETPL Certified before the start of training.
2. Demonstrated capacity to customize curriculum to meet real-time industry requirements.
3. Demonstrated history of successful connection of trainees to training-related employment.
4. Provide or have access to the provision of financial aid, ABE, VESL, tutoring, career counseling, employment assistance, GED assistance, and support services.

Area Specific Questions:

1. Describe specifically what occupations will be targeted for proposed trainings or educational offerings, the average entry level wage for such occupations and how placement meets 'high quality' job criteria. If occupations targeted do not provide a living wage (i.e. Self-sufficiency) or meet other 'high quality' job criteria at entry level placement, please describe what services and opportunities provided through the proposed training, placement and retention services will be provided to enable an individual to advance in a career pathway towards a 'high quality' job.
2. Provide a summary of how the proposed occupational skills training(s) are connected to the local workforce system and sector access point(s) proposed to be offered through this RFP). Additionally, detail how the occupational skills training is connected to career pathway(s), postsecondary education credentials and/or degree pathways.

Applicants are encouraged to provide information on career pathways that exhibit opportunities for upward mobility, career growth and self-sufficiency within a given industry. OST applicants must include letters of support from at least two sector employer partners that identify commitment to collaborate in one or more of the following areas: review and vet curriculum, facilitate classroom instruction, create and implement employer-customized or incumbent worker training, paid internships, and/or commitment to hire graduates. Applicants must demonstrate that the proposed services are aligned to industry standards for the occupations identified.

Applicants that are not themselves post-secondary institutions are encouraged to have established formal partnerships with these institutions, in order to inform industry-relevant curriculum and classroom instruction and to facilitate participant referrals to extended career pathway education.

OEWD is particularly interested in proposals that leverage paid work experience opportunities using private funding, public employment subsidies such as HSA JobsNow, joint labor management funds, employer training panel (ETP), and other sources.

OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:

1. Customized training in partnership with employers.
2. Incumbent worker training to advance workers in the sector.
3. Other contextualized work-based learning strategies, such as internships.
4. Pre-apprenticeship training (training articulated to an Apprenticeship)
5. Apprenticeship (Note: Classroom-based apprenticeship OST but be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a federal- or State-approved Registered Apprenticeship credential).

## PROGRAM AREA E3: SECTOR BRIDGE PROGRAMS

Sector Bridge Programs deliver sector-contextualized foundational learning and career exploration within the Healthcare and ICT Sector Workforce Programs. Bridge services equip participants with basic academic and technical skills in order that they may participate fully and benefit from the other programs within the Sector. Sector Bridge Programs serve as feeders to the OEWD Sector Coordinator(s) and to more advanced OST; provide an articulated path to post-secondary education/degree, further industry-recognized sector training (resulting in stacked certifications), or unsubsidized sector-related employment. Successful models will incorporate post-secondary education enrollment, financial incentives, and work-based learning opportunities, so that participants can build education credentials while learning skills and earning money.

Sector Bridge Programs may be partially funded by WIOA Youth dollars, enabling them (unlike any other sector provider) to target individuals as young as 17; however, Sector Bridge Programs may also be designed to target adults of any age, in an effort to remove barriers and develop a pipeline of interested job-seekers in a given sector.

Sector Bridge Programs are responsible for participants' program completion and outcomes; therefore, intensive support services through case management, barrier remediation, academic supports, etc. are essential to ensure program retention and overall participant program success. Upon completion of Sector Bridge programming, transition services must be provided to ensure participants are job-ready and will successfully connect to sector-related unsubsidized employment, enrolled in a Sector OST program, or enrolled in post-secondary education.

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### SECTOR BRIDGE PROGRAM SERVICE DESCRIPTION

In addition to meeting the general Sector Workforce Program requirements above, the following requirements also apply specifically to Sector Bridge Programs:

1. Planning and Design
  - a. Develop research-based occupational programming that is employer-driven, meets local and industry labor market needs, and advances participants along career pathways targeted by OEWD's Sector Workforce Programs.
  - b. Develop formal transition linkages, or articulated agreements, to advanced job training leading to a certificate/degree, including the City's Sector Workforce Programs and/or higher education.
2. Coordination and Implementation
  - a. Develop an Individual Service Strategy (ISS) for each participant, including measurement of basic math and reading skills (pre- and post-training).
  - b. Deliver innovative, classroom-based Bridge Program instruction, including the following:
    - i. Innovative delivery methods such as accelerated learning, online learning and experiential learning.
    - ii. Integrated instruction on soft skills, career exploration, career goals, pathways, and education planning.
    - iii. Contextual work-based learning that integrates basic language and math learning.
    - iv. Flexible programming to meet the needs of individual learning styles.
  - c. Provide sector-specific, paid internship or mentorship opportunities during or upon completion of training.

- d. Using the ISS as a guide, provide each participant with transition services to help them navigate and succeed through next steps following completion of the Sector Bridge Program.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to the Preferred Qualifications described in this RFP, Sector Bridge Program proposals must demonstrate the following:

1. Existing and formal connections with post-secondary education and Occupational Skills Training programs leading to a degree/certification;
2. Unsubsidized, sector-related employment opportunities that, if entry-level, are part of a long-term career pathway in a given industry. Applicants must submit evidence of robust partnership efforts or agreements with community college, sector training, or employers, including record of positive participant outcomes achieved through such partnership.

Area Specific Questions:

1. Explain how the job readiness, occupational skills training and other services offered through the sector bridge program are formally connected or articulated to sector coordinator services or occupational skills training and education programs offered (or proposed to be offered through this RFP) in the local workforce system.

Strong applications will describe and provide evidence of partnership with a prospective Sector Coordinator. Applicants are also encouraged to describe and provide evidence of existing connections to other OEWD sector or workforce system providers.

## PROGRAM AREA E4: SPECIALIZED CONSTRUCTION SECTOR SERVICES (SPECIFIC TO CITYBUILD CONSTRUCTION)

In addition to Construction Sector Workforce Programs in the areas above (Coordinator, Occupational Skills Training, and Bridge), OEWD is soliciting through this RFP two types of Specialized Construction Services: (1) delivery of Construction Career Development Services to CityBuild Training graduates; and (2) delivery of hands-on Construction Skills Training that will be integrated into the Interrupt, Predict and Organize (IPO) program, a Mayoral initiative.

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### CONSTRUCTION CAREER DEVELOPMENT SERVICES

Construction Career Development Services are offered pre- and post- training completion to all CBA and the CAPSA trainees. The goals of Construction Career Development Services are to:

- Maintain regular contact with training graduates and continue their engagement.
- Address barriers to employment after training completion, through referrals and connection to needed services.
- Provide information and services to further graduates' professional development and growth.

The grantee(s) will be responsible for tracking the employment activities of CBA and CAPSA graduates, in partnership with OEWD, the Construction Sector Coordinator, Occupational Training Providers, and other construction workforce partners.

Construction Career Development Services providers will establish strategies to support a wide range of graduates and San Francisco construction professionals. Services will include, but not be limited to the following:

- Life skills and professional workshops.
- Information and referrals.
- Access to barrier removal services.
- Case management services.
- Access to additional skills development, tutoring services, VESL classes, career counseling, non-construction employment assistance, and other support services as designated by CityBuild.

### CONSTRUCTION CAREER DEVELOPMENT SERVICES ADDITIONAL REQUIREMENTS

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Responsibilities specific to Construction Career Development Services providers include the following:

1. Assist OEWD with the implementation of an employment retention service delivery model for CBA and CAPSA graduates.
2. Customize Career Development Services to meet requirements identified by employers and CityBuild partners.
3. Provide direct pre- and post-training services for CBA/CAPSA graduates, including:
  - a. On-going case management, career counseling, and referral services.
  - b. Job search and non-construction employment assistance.
  - c. Information on employment and community resources.
  - d. Facilitated access to barrier removal services.
  - e. Facilitated access to on-going skill development opportunities.

- f. Notification of the dates and times of union examinations.
  - g. Tutorials and other trade examination preparation strategies.
  - h. Post-training mentoring.
  - i. Professional and life skills workshops and other group services.
4. Track CBA and CAPSA graduates and their employment status.
  5. Assist OEWD with the establishment and ongoing support of a CityBuild Graduate Alumni Board composed of past graduates, community-based organization partners, labor unions and contractors.

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## CONSTRUCTION SKILLS TRAINING FOR THE INTERRUPT, PREDICT AND ORGANIZE PROGRAM (IPO)

The Mayor's Office has implemented the Interrupt, Predict and Organize (IPO) Employment Program to focus on at-risk or in-risk, transitional age youth (TAY) ages 18-25 who reside in specific high crime neighborhoods of San Francisco. This collaboration involves the Mayor's Office of Violence Prevention Services, OEWD, and various City Departments and community-based organizations to monitor and assist with a participant's progress in the program. IPO is a 12-month program that exposes the individual to employment, education and mental health services.

OEWD is seeking through this RFP an organization to provide Construction Skills Training to IPO participants. The training must provide a combination of classroom and hands-on training, and must lead to recognizable industry certifications in hands-on construction. Upon completion of the training, participants should be prepared to transition directly into an apprenticeship program or other construction-related employment.

## CONSTRUCTION SECTOR TRAINING FOR THE IPO PROGRAM ADDITIONAL REQUIREMENTS

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Responsibilities specific to Construction Sector Training for the IPO program include the following:

1. Deliver classroom and hands-on vocational skills training to IPO participants, leading to recognizable construction industry certifications.
2. Assist OEWD in the development and implementation of the IPO service delivery model.
3. Provide guidance to participants on how to remain employable after they graduate from IPO training.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

None for this program area

## SECTOR WORKFORCE PROGRAM PERFORMANCE MEASURES

**Target Service Numbers: 1350-1655 to be served (all grantees combined)**

Performance Measure	OEWD Performance Goal
Placement in unsubsidized employment (2 <sup>nd</sup> quarter after exit)	80% of direct placement and occupational skills training participants
Attainment of a State/industry recognized credential (within 4 <sup>th</sup> quarter after exit) <i>*Of those participants enrolled in vocational skills training, up to 15% may be placed in a post-secondary degree pathway (i.e. community college or four-year university) in lieu of unsubsidized employment, resulting in a regionally accredited degree or certification.</i>	85% of participants enrolled in occupational skills training
Measurable skills gain (within 4 <sup>th</sup> quarter after exit)	75% of participants enrolled in advanced training or post-secondary education
Retention in placement (4 <sup>th</sup> quarter after exit)	75% of all participants placed in unsubsidized employment

In addition to the performance measures noted above for all sector programs, OST providers should also be prepared to track and report on measures such as:

- i) Classroom attendance
- ii) Interpersonal and communication skills attainment
- iii) Occupational skills attainment
- iv) Attainment of certification, credential or degree

Specific measures and outcome expectations will be negotiated individually with successful bidders.

## RECOMMENDATIONS

Program Area	Anticipated Number of Grantees	MIN	MAX	Number Served (1-year)	Number Placed (1-year)
<i>Healthcare</i>					
Healthcare Sector Coordinator	(1)	400,000	600,000	250-325	200-260
Healthcare Occupational Skills Training Providers	(5-7)	100,000	400,000	35-130	28-100
Healthcare Sector Bridge	(1-3)	75,000	200,000	35-100	20-40

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<i>Hospitality/Retail</i>					
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Hospitality/Retail Sector Coordinator	(1-2)	250,000	500,000	125-250	100-200
Hospitality/Retail Occupational Skills Training Providers	(3-5)	100,000	350,000	25-50	20-40
<i>ICT</i>					
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ICT Sector Coordinator	(1)	400,000	600,000		
ICT Occupational Skills Training Providers	(5-8)	100,000	500,000	15-200	8-160
ICT Sector Bridge	(1-3)	75,000	250,000	25-100	
<i>Construction</i>					
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CBA/CAPSA Sector Coordinator	(1)	750,000	1,500,000	300-500	n/a
CBA/CAPSA Occupational Skills Training Providers	(1)	750,000	1,000,000	100-150	n/a
Construction Career Development Services	(1-4)	200,000	400,000	300-1,000	n/a
Construction IPO	(1)	150,000	250,000	50	n/a

**PROGRAM AREA F. PILOT PROGRAMS**

**OVERVIEW OF SOLICITED PILOT PROGRAMS**

OEWD seeks pilot proposals to develop services that bolster existing or initiate new Program Areas that will enhance the effectiveness of San Francisco’s workforce development system. Pilot proposals for services and/or programs that contribute significantly to supporting San Franciscans’ ability to maximize their full economic potential will be given serious consideration.

This section identifies several priority Pilot Project areas; however, OEWD will consider proposals that make a convincing case for other service needs.

**RETENTION SERVICES**



OEWD workforce development programs have historically included retention support as a required service module. Through the current RFP, OEWD invites proposals to develop, implement, and test evidence-based strategies for efficiently: tracking retention, identifying individuals that require support to retain their employment; and/or providing interventions to help at-risk participants successfully retain their employment. Examples of pilot proposals that would fall into this category include:

- A technology application that automates communications with employers and/or participants in order to identify and prevent issues that could lead to job loss.
- A job maintenance and/or intervention program that provides preventative services to participants in jeopardy of losing their employment.
- A job coaching or mentoring program that offers group or 1:1 support to newly employed individuals.
- Provision of limited-duration financial support (childcare vouchers, work clothing, etc.) to mitigate unexpected situations for new employees, as well as robust referral services to more permanent solutions.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to meeting the Preferred Qualifications described in this RFP, applicants proposing to pilot Retention Services must provide in the narrative Project Description the following required information:

1. A clear definition of the retention problem or issue that the pilot is aiming to rectify.
2. A description of the method and service components that the pilot is testing.
3. Evidence that supports the adoption of the proposed solution.
4. Proposal to leverage the existing workforce system infrastructure in order to maximize the value of the proposed program.

Preference will be given to Pilot Programs with existing partnerships and/or the ability to coordinate services with other OEWD providers and/or WIOA Core Partners.

## INCUMBENT WORKER SERVICES

San Francisco is currently experiencing a period of full employment, with an unemployment rate lower than any seen since before the Great Recession. San Francisco employers are hungry for talent to fill existing, new, and expanding job opportunities and are experiencing difficulty finding appropriate candidates. An exciting opportunity exists to partner with companies to assist them in identifying current employees that could be skilled-up into better paying occupations. In addition to benefiting the existing employees by moving them to jobs with higher sustainable wages, a robust career ladder strategy for incumbent workers can create openings for entry-level positions to be filled with un- and underemployed residents participating in the City's workforce system. OEWD will consider proposals that present interesting and effective models to address employer and incumbent worker needs.

Examples of pilot proposals that would fall into this category include:

- Needs assessment of a particular employer or group of employers hiring for middle skill positions, including identification of skill upgrading requirements among downstream employee classifications leading to the development of customized training solutions.

- Identification of occupations that are phasing out of the San Francisco economy, analysis of transferable skills among incumbent workers, and outreach strategies and training programs that would support transition of the employees within those occupations into new careers and/or industries.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to meeting the Preferred Qualifications described in this RFP, applicants proposing to pilot Incumbent Worker Services must provide in the narrative Project Description the following required information:

1. A clear definition of the incumbent worker need or issue that the pilot is aiming to rectify.
2. A description of the method and service components that the pilot is testing.
3. Evidence that supports the adoption of the proposed solution.
4. Proposal to leverage the existing workforce system infrastructure in order to maximize the value of the proposed program.

Preference will be given to Pilot Programs with existing partnerships and/or the ability to coordinate services with other OEWD providers and/or WIOA Core Partners.

## PILOT SECTOR WORKFORCE PROGRAMS

OEWD will consider proposals for pilot Sector Workforce Programs that target high-demand or high-growth industries other than those indicated in the Sector Workforce Programs section of this RFP, and that provide multiple entry points to jobs that offer upward mobility and lead to self-sufficiency. Examples of pilot industry sectors include Professional and Technical Services, Administrative and Support Services, Manufacturing, and Alternative Fuel and “Clean Technology” Automotive Services.

As with OEWD’s other sector initiatives, pilot Sector Workforce Programs must provide Job Readiness Training (JRT) and case management, Occupational Skills Training, and other services in order to develop a pipeline of skilled and prepared workers for targeted industries. Each Sector Coordinator will be a “hub” for job seekers interested in pursuing a career in the relevant sector, with clear referral mechanisms and pathways to available training and service options for individuals from a variety of educational and employment backgrounds. The design must include connection of job-seekers to viable employment opportunities within the industry sector.

Successful applicants for pilot Sector Workforce Programs will be funded through this RFP to conduct the following feasibility analysis and planning activities during the grant term:

- 1) Conduct analysis of the selected industry sector that demonstrates regional high-demand and/or high-growth occupations, including: (a) the hiring demand and wages associated with targeted, entry-level occupations, and (b) accessible career pathways leading to middle- and high-skill occupations.
- 2) Identify and engage significant regional employers within the sector.
- 3) In partnership with employers, map and articulate targeted career pathways, and develop curriculum needed to prepare job-seekers for employment and to advance entry-level employees to middle-skill positions.
- 4) Establish relationships with organizations having capacity to deliver a breadth of Sector Workforce Programs, including OST, Sector Bridge Programs, and other relevant services; and with other partners in San Francisco’s workforce system.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to the Preferred Qualifications described in this RFP, applicants proposing to pilot Sector Workforce Programs in sectors other than those indicated in the Sector Workforce Programs section of this RFP must demonstrate the following special qualifications:

1. Demonstrated understanding of and experience working in the relevant industry sector.
2. Experience conducting labor market analysis, including engagement of industry advisors.
3. Previous experience operating a large-scale, sector-specific workforce program.
4. Ability to propose and implement a service model with strong training (occupational and sector JRT) and direct employment services for the new and existing workforce.
5. Demonstrated history of successful connection of trainees to training-related employment.
6. Strong and existing relationships with employers, and capacity to conduct employer engagement.
7. Strong and existing relationships with post-secondary education and training providers.
8. Capacity to administer ITA and OJT funds specific to the Sector Workforce Program.

Proposals for Other Sector Programs must include detailed labor market data and real-time intelligence to document job demand and jobseeker interest. This can be demonstrated through the use of published labor market data; employer attestations on availability of job opportunities or other tools; industry-recognized credentials, certifications or degrees that participants will attain through participation in the program, or commensurate skill attainment that will prepare participants for entry and advancement in the targeted industry or occupation; formal partnerships with employer partners; and identification of the position(s) participants will be eligible to pursue following completion of the program. Applicants in this category must clearly identify the occupational demands in the target industry, average wage for target occupations, and skills necessary for successful connection to employment.

OEWD is particularly interested in proposals that are responsive to both labor market demand and the quality of job opportunities. Strategies targeting industry sectors, subsectors or individual occupations that offer competitive wages, health and pension benefits, paid sick leave and paid paternity/maternity leave or shared profits will receive preference for funding, as will targeted occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency.

Applicants for pilot Sector Workforce Programs must describe how the services outlined in the proposal are connected to post-secondary education and career pathways in the pursuit of lifelong learning; how services and client outreach are connected to other Access Points; and how the proposed service model is connected to the broader workforce development system. Applicants must provide a compelling justification of the proposed sector's strategic importance to the broader San Francisco workforce development system. Applicants that include memoranda of understanding (MOUs) and/or letters of support detailing how the Coordinator will collaborate with other workforce system partners and leverage existing resources will be given special consideration.

## MODULAR CORE CURRICULUM

San Francisco's workforce system is made up of a diverse set of providers who serve residents with a variety of skills and interests. Many of these providers must develop service strategies, curriculum, and activities on a one-off basis. OEWD will consider proposals to develop and

implement standardized curriculum in one or more service areas required of Access Point service providers, to ensure maximum efficacy and consistent quality system-wide. OEWD is particularly interested in proposals that can be delivered in multiple ways, including online/self-paced formats and in-person supported options.

Examples of pilot proposals that would fall into this category include:

- Short-term, highly interactive, soft skills or Job Readiness Training that is contextualized in existing OEWD targeted sectors or in-demand cross-sector occupations.
- Short-term, interactive workshops that inform residents about how to access services and benefits through the workforce system or its referral partners, such as the Human Services Agency (HSA), Department of Public Health (DPH), and Department for Children, Youth and their Families (DCYF).
- Other coordinated programming that brings together existing curriculum from online portals, MOOCs, or other similar venues into focused tracks for job-seekers. Programming should not only be self-paced but also offer opportunities for system providers to tailor and supplement online offerings in meaningful ways.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to meeting the Preferred Qualifications described in this RFP, applicants proposing to pilot Modular Core Curriculum must provide in the narrative Project Description the following required information:

1. A clear definition of the need for modular core curriculum that the pilot is aiming to rectify.
2. A description of the proposed curriculum that the pilot will develop and implement.
3. Evidence that supports development of the proposed curriculum.
4. Evidence that supports the proposed delivery methods and/or dissemination strategies.
5. Proposal for a robust feedback and adjustment loop that incorporates the input of service providers, individual participants, and employers to ensure that topics and methods are responsive to and evolving with the economy and needs of employers.
6. Proposal to leverage the existing workforce system infrastructure in order to maximize the value of the proposed program.

Preference will be given to Pilot Programs with existing partnerships and/or the ability to coordinate services with other OEWD providers and/or WIOA Core Partners.

## ENTREPRENEUR AND GIG WORKER PROGRAMMING

Small businesses and non-traditional jobs have long been a staple of San Francisco's economy and are becoming more prevalent in many industries. Large agencies such as The Aspen Institute, Institute for the Future (IFTF) and even the Department of Labor have been studying these trends, including the effects of the gig economy on the US workforce. Platforms such as Lyft, Uber, Etsy, Care.com, Fivrr, Instacart, and Taskrabbit have made flexible work options more available to the mainstream – but also present challenges for workers, such as ensuring a steady income stream or offering access to benefits, retirement planning, and other options that traditional workplaces offer.

OEWD will consider proposals to offer services tailored to the needs of entrepreneurs and gig workers that are *not already* being addressed by other City programs or offices (such as the Small Business Development Center or the Office of Small Business).

Examples of pilot proposals that would fall into this category include:

- Short-term, modular curriculum addressing topics such as individual financial planning, marketing your business, maximizing networks to generate business leads, basic business accounting and tax requirements, and identifying health care options.
- Projects that bring existing resources as well as new services together into programming that includes short-term tailored internships, mentorships, and/or apprenticeships to increase the stability and success rate of San Franciscans that choose non-traditional employment.
- Curriculum and navigation services to help job-seekers in Sector Occupational Skills Training to explore careers and earn income through online platforms by completing gigs that are related or applied to the relevant sector training or career pathway.

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## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to meeting the Preferred Qualifications described in this RFP, applicants proposing to pilot Entrepreneur and Gig Worker Programming must provide in the narrative Project Description the following required information:

1. A clear definition of the need among entrepreneurs and gig workers that the pilot is aiming to rectify.
2. A description of the proposed model and service strategies the pilot will develop and implement.
3. Evidence that supports the proposed model and service strategies.
4. Proposal for a robust feedback and adjustment loop to assess effectiveness and make adjustments to the services offered.
5. Proposal to leverage the existing workforce system infrastructure in order to maximize the value of the proposed program.

Preference will be given to Pilot Programs with existing partnerships and/or the ability to coordinate services with other OEWD providers and/or WIOA Core Partners.

## MOTIVATING COLLABORATIVE COMPETITION

Reward systems are inherent to almost all products and processes in the 21<sup>st</sup> century. Frequent flier miles and other consumer-based reward models that drive product loyalty have become common place. Badging of skills and credentials in addition to peer endorsements are commonly posted to individuals' social media profiles. The study and application of gamification have become more sophisticated with the increase in popularity and integration of casual gaming platforms. In recent years, the scope of gamification has expanded with the development of several online platforms, helping companies create and track rewards systems geared to drive employee performance.

In order to build a powerful motivational system, however, technology is only a small piece of the puzzle. The key to succeeding at gamification is understanding how successful games are built, not just computer games and board games, but the game mechanics that influence everyday life. Designers must target the right metrics, activities, and rewards to encourage collaborative competition. Fairness and transparency of information and ranking is a necessity, as is a system that is easily managed and updated.

OEWD will entertain models under this pilot section that would drive provider performance and collaboration within or across programs. OEWD is interested in proposals that present models for

leader boards, reward systems, badging, or other creative ways to encourage co-credit and collaboration while also inspiring healthy competition.

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**SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS**

In addition to meeting the Preferred Qualifications described in this RFP, applicants proposing to pilot approaches to Motivating Collaborative Competition must provide in the narrative Project Description the following required information:

1. The elements of performance the proposed system will address.
2. How the proposed project will drive excitement and adoption among OEWD grantee staff and program managers.
3. Proposed metrics that will be used to track and incentivize adoption, including suggested ranking calculations or weighting to ensure that different levels of participation are accounted for (i.e., reward of performance increases as well as top performance).
4. Description of the proposed platform or process for collecting and disseminating information, ranking, and rewards.
5. Description of rewards to be offered and how those suggested will drive motivation.
6. Any available evidence that supports the proposed approach.
7. Description of a robust monitoring and feedback loop to ensure any unintended consequences are addressed and the project proposed can be adjusted to account for changes in metrics or programming.
8. Proposal to leverage the existing workforce system infrastructure in order to maximize the value of the proposed approach.

Preference will be given to Pilot Programs with existing partnerships and/or the ability to coordinate services with other OEWD providers and/or WIOA Core Partners.

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Retention Services	(0-2)	50,000	125,000	TBD	n/a
Incumbent Worker Strategy	(0-2)	30,000	75,000		
New Sector Programs	(0-2)	50,000	100,000		
Modular Core Curriculum	(0-2)	30,000	75,000		
Entrepreneurial and Gig Worker	(0-2)	30,000	100,000		
Collaborative Competition	(0-1)	30,000	50,000		

## PROGRAM AREA G. BUSINESS SERVICES COORDINATORS FOR THE FIRST SOURCE HIRING PROGRAM

OEWD seeks through this RFP to identify qualified contractor(s) to assume two Business Services functions: (1) Business Services Coordinator for the First Source Hiring Program – General Non-Construction, and (2) Business Services Coordinator for the First Source Hiring Program - San Francisco International Airport (SFO). [Note: CityBuild, described under Sector Workforce Services, assumes the coordination role for First Source Hiring in the construction sector.]

Business Services offer customized solutions to meet specific business and industry employment requirements, supporting employer competitiveness and involvement in the workforce development system and strengthening the local economy. Business Services develop and leverage workforce, employer and industry partnerships to enhance an employer’s ability to capitalize on the diverse skills and experience of local job seekers.

### FIRST SOURCE HIRING PROGRAM OVERVIEW

The City and County of San Francisco’s First Source Hiring Program – enacted in 1998 and last modified in 2006 -- connects dislocated workers and economically disadvantaged individuals with entry-level jobs generated by the City and County of San Francisco's investments. Additional information about First Source is available at <http://oewd.org/first-source>.

The First Source Hiring Program applies to the following:

- Entry-level Construction and “End-Use” positions created by businesses or non-profits issued construction contracts by the City in excess of \$350,000 and private developments that fall within the scope of the Chapter 83 requirements. CityBuild works with construction contractors to identify local residents for hire into first-source apprentice positions.
- Entry-level “End-Use” positions created by businesses or non-profits who receive a non-construction or professional services contract from a City Department over \$50,000. OEWD Business Services documents the projected number of entry-level job openings and has the first opportunity to refer qualified candidates to those positions.
- All entry-level positions hired by San Francisco International Airport (SFO) and its tenants. OEWD Business Services documents entry-level job openings and has the first opportunity to refer qualified candidates to those positions.

End-use entry-level jobs are defined as those non-construction, non-managerial position that require either no education above a high school diploma (or equivalency) OR no more than 2 years of specific training or work experience. While the ordinance does not require an employer to hire a specific candidate into these jobs, it does require that employers make a good faith effort to hire referrals from the City’s workforce development system.

In coordination with OEWD, the two Business Services Coordinators for the First Source Hiring Program must provide customized staffing solutions for non-construction First Source Hiring Program employers and other employers. Collaboration with the CAP, NAPs, SAPs, Sector Coordinators, and Young Adult Access Points is critical to connecting these employers with qualified San Francisco employees. The Business Services Coordinators must provide enhanced coordination among providers of employer engagement, job posting, participant screening, and

employment activities delivered through the Access Points in order to facilitate matching of qualified Access Point participants with open positions.

## PROGRAM AREA G1: BUSINESS SERVICES COORDINATOR FOR THE FIRST SOURCE HIRING PROGRAM – GENERAL NON-CONSTRUCTION

### OVERVIEW

OEWD seeks to identify a Business Services Coordinator for the First Source Hiring Program applicable to all businesses or non-profits (with the exception of SFO, which is serviced by the SFO-specific Business Services Coordinator) who receive a non-construction or professional services contract from a City Department over \$50,000, and to other employers that elect to participate. Services may include but are not limited to, business engagement, job development, candidate pipeline development, connection of candidates to employment opportunities, event coordination and staffing for special events. Types of Positions may include permanent, temporary, First Source, and subsidized On-The-Job Training (OJT).

### DESCRIPTION OF SERVICES

The Business Services Coordinator for the First Source Hiring Program – General Non-Construction must offer the following services:

#### Outreach and Business Development

1. Create and implement an outreach and marketing strategy to inform the business community about available Business Services.
2. Proactively conduct new business development and continuous business engagement with employers, in order to address the needs of both employers and job-seekers through targeted job connections.
3. Participate in employer, community, and other networking events, including events that occur outside of business hours.
4. Organize, host and implement career fairs that showcase training providers and/or local businesses, at the Access Points and in various communities, in order to educate customers/participants about available employment and training opportunities.
5. Partner with the CAP, NAPs, and other Access Points as appropriate, to utilize Access Point facilities for Business Services-related activities, including free workshops for the business community, business group meetings, etc. Workshops must be designed to effectively draw businesses into the Access Point, create good will among employers, provide opportunities for Access Point staff to network with employers, and educate employers about available services and opportunities to use the Access Point facility to conduct business and generate local employment opportunities.
6. Coordinate with and contribute to existing business resources, such as the Office of Small Business, Small Business Assistance Center, other OEWD Business Services initiatives, and training sessions given by OEWD staff on tax credits, Business Development section initiatives, etc.
7. Deliver trainings to Access Point job development staff about engaging employers and representing OEWD First Source programs and business services.

#### Job Development and Connecting Job-Seekers to Employment Opportunities



1. Work directly with the hiring authority or human resources representative at local businesses to clearly define the specific tasks and responsibilities associated with a new position and the required skills, abilities, education, and any other screening criteria the business may mandate.
2. Partner with the CAP, NAPs, SAPs, Sector Coordinators, Young Adult Access Points, and other agencies in the community (including community-based organizations, public and private service providers, and educational institutions and training providers) to ensure a pool of applicants that consists of individuals with varying degrees of education and experience, and to facilitate the filling of job postings by Access Point participants.
3. Identify, screen, match and refer applicants of varying education and experience levels in order to meet the hiring needs of businesses, utilizing OEWD's online job matching and customer relationship management systems to facilitate connections between job-seekers and employers.
4. Partner with the CAP, and with other Access Points as appropriate, to host hiring events and one-on-one or group interviews at Access Point facilities. Hiring fairs should be organized when a group of similarly skilled/educated applicants are in immediate need of connections to employment and are likely to return to the same type of industry, such as in the case of a Rapid Response referral of employees affected by a workforce reduction. Hiring Fairs should only include businesses that are actively recruiting applicants and are prepared to interview applicants onsite whenever possible.

#### On-the-Job Training (OJT)

1. Adhere to OJT outreach strategies developed by OEWD and the CAP to engage employers in the targeted industry sectors and market OJTs.
2. Assist the CAP with identifying the occupational demands in targeted industry sectors, average wage for target occupations, and the skills needed for successful connection of program participants to OJT positions.
3. Refer interested employers and/or job-seekers to the CAP, which will establish OJT contracts.

#### Job Retention Services

1. Provide businesses that have hired applicants referred by any of the Access Points with new-hire employee retention coaching services, as needed.
2. In collaboration with OEWD and its contracted service providers, assist both employers and participants to access services that allow them to address new or on-going barriers that may interfere with employment.
3. Implement a formal process to regularly survey employers about satisfaction with First Source employees and responsiveness of OEWD workforce services to their needs.

#### Administration and Data Management

1. Develop a Business Services Coordinator Policies and Procedures Manual that defines systems, procedures and staff roles needed to implement an effective Business Services strategy.
2. Administer a performance tracking system that includes weekly reports on staff activities, including but not limited to outbound calls to employers; appointments set with employers; employer presentations; employer job openings posted; employer job openings filled; and any other necessary indicators of meeting performance expectations.
3. Collect data and report on performance measures including but not limited to: employer satisfaction; number of employers participating in the OEWD workforce system; and number of "return customers" listing multiple job position with the OEWD workforce system.

## PROGRAM AREA G2: BUSINESS SERVICES COORDINATOR FOR THE FIRST SOURCE HIRING PROGRAM – SFO

### OVERVIEW

OEWD seeks to identify a Business Services Coordinator for the First Source Hiring Program serving the San Francisco International Airport (SFO). Services may include but are not limited to: business engagement, job development, candidate pipeline development, candidate connection to employment opportunities, event coordination and staffing for special events. Types of Positions may include permanent, temporary, First Source, and subsidized On-The-Job Training (OJT), both with the Airport Commission and with private, SFO-based employers.

### DESCRIPTION OF SERVICES

The Business Services Coordinator for the First Source Hiring Program - SFO grantee must offer the same set of comprehensive services described above for the Business Services Coordinator for the First Source Hiring Program – General Non-Construction, as they relate to SFO and its hiring needs. In addition, the Business Services Coordinator serving SFO must deliver the following SFO-specific services:

#### Outreach and Recruitment

1. Conduct targeted recruitment for SFO jobs through the Access Points, with a focus on socio-economically disadvantaged San Francisco residents.
2. With OEWD and the Airport Commission’s workforce development staff, host job fairs at Access Points and other locations.

#### Job Readiness Services

1. Provide initial pre-screening, career and job opportunity information to job-seekers interested in jobs at SFO.
2. Provide background check assistance, including past employment and/or criminal record verification.
3. Advise NAPs on Job Readiness Training (JRT) or other preparation assistance specific to SFO sectors and occupations, incorporating OEWD’s existing Hospitality/Retail JRT.
4. Through the NAPs, provide transportation, child care, and other supportive services assistance for individuals hired into SFO jobs.

#### Job Development and Connection to Employment

1. Maintain a pre-screened pool of SFO job candidates, to ensure timely response to SFO’s First Source position openings.
2. Provide direct application assistance for job-seekers.
3. Proactively generate SFO employment leads.
4. Work with OEWD and its designee for SFO businesses to define specific tasks, skills, abilities, education, and responsibilities associated with a new position, to facilitate appropriate referrals.

#### Retention Services

1. Place a high emphasis on and deliver retention support services, including coaching for employers and participants, referrals to NAPs and other Access Points for barrier removal services, and re-employment services as appropriate.

## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

In addition to meeting the Preferred Qualifications described in this RFP, the two Business Services Coordinators for the First Source Hiring Program must meet the following qualifications specific to these roles:

1. Strong evidence of previous success in connecting low-income San Francisco residents and dislocated workers to viable employment opportunities.
2. Demonstrated, established, and productive relationships with local employers.
3. History of successful retention strategies for new employees.
4. High degree of familiarity with local subsidized training programs and ability to communicate services available to employers.
5. At least three staff assigned to the Business Services program who have a minimum of two years of experience in job development, recruitment, or sales and marketing.

## PERFORMANCE MEASURES

### **Business Services Coordinator for First Source Hiring - General** **Target Service Numbers: 400 served**

<b>Performance Measure (Job-Seekers)</b>	<b>OEWD Minimum Performance Goals</b>
Placement in unsubsidized employment	300
Retention in unsubsidized employment (6 - 12 months after exit)	80% of candidates placed in unsubsidized employment

<b>Performance Measure</b>	<b>OEWD Minimum Performance Goals</b>
Development of new business partners that provide job openings	10 per month
Number of employment positions posted	50 per month
Continuous communication and networking with business partners	90% of existing business partners
Hosting of events, such as job fairs, open houses, and employer spotlights	5 per month
Average time from date job opening notification is received to date job is filled	7 days
Average number of candidate submittals per job opening	3 candidates per job opening
Percentage of submitted candidates interviewed	80% of job candidates interviewed

**Business Services Coordinator for First Source Hiring – SFO**

**Target Service Numbers: 200 served**

<b>Performance Measure</b>	<b>OEWD Minimum Performance Goals</b>
Submission of SFO job application(s)	200
Placement in unsubsidized employment	125
Retention in unsubsidized employment (6 - 12 months)	80
Participation in supportive services	70%

<b>Performance Measure</b>	<b>OEWD Minimum Performance Goals</b>
Recruit participation in SFO orientations	200 participants
Number of employment positions posted	25 per month
Hosting of events, such as job fairs, open houses, and employer spotlights	2 per month
Average time from date job opening notification is received to date job is filled	7 days
Average number of candidate submittals per job opening	3 candidates per job opening
Percentage of submitted candidates interviewed	80% of job candidates submitted

**RECOMMENDATIONS**

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Business Services Coordinator for First Source Hiring Program - General	1	300,000	450,000	400	300
Business Services Coordinator for First Source Hiring Program - SFO	1	150,000	250,000	200	150

## PROGRAM AREA H. DATABASE MAINTENANCE

### OVERVIEW

OEWD is seeking proposals to contract application service provider(s) to maintain OEWD's Workforce Central Database System (WFC), a fully hosted, web-based application for OEWD and its grantees that tracks and reports client data to appropriate funders.

The WFC database system fully integrates with the State of California's current CalJOBS API system (CalJOBS) to report all required client activities under the Workforce Innovation and Opportunities Act (WIOA). System maintenance activities must ensure that WFC continues to connect to CalJOBS or any future replacement. Additionally, the successful provider will be asked to conduct system upgrades and minor customizations (e.g. adding new fields, customized report templates) in response to new reporting requirements or new client tracking needs.

### DESCRIPTION OF SERVICES

The WFC database system and the new program should address, at a minimum, the needs of four identified user types:

1. **Case Managers** need a tool to efficiently track client services and progress toward employment or other appropriate goals. Case managers must be able to create, update, and maintain client records, including uploading all documentation supporting eligibility for the fund source associated with the client's services.
2. **Job Developers** need a tool to manage lists of job-ready clients and to be able to pair those candidates with employer partners based on skill, experience, and other relevant factors.
3. **Grantee Management Staff** need a tool to manage progress toward goals for all OEWD-funded grants/contracts; and to access reports to evaluate the effectiveness of past or current program practices, including a data download interface that allows providers access to all client data and the ability to customize reports.
4. **OEWD Administrators** need the ability to monitor the performance of workforce development grantees, to easily report appropriate performance measures and individual client data to a variety of other systems (including CalJOBS), and to provide system solutions/business rules to ensure that data is accurate and consistent. The proposed system must also provide OEWD with access to reports to evaluate the effectiveness of past or current grantee and program practices, including access to all client data and the ability to customize reports.

Specific maintenance activities will include:

1. Providing daily Application Status File Download for OEWD staff to access and produce ad hoc reports, review and approve applications, pre-exits, exits, and follow-up.
2. Provide daily error report logs for OEWD staff to review and manage,
3. Manage user accounts – create new accounts, passwords, custom groups, assigns access levels, roles and rights.
4. Manage assignment of Grant Code System, Agency Codes, Agency Rules, programs and activities.
5. Regular SFTP updates and file transfer of required tables into WFC.
6. Manage and track and resolve technical support issues.

It is expected that the successful bidder(s) will provide one-time and ongoing training of OEWD and grantee users at various levels of skill and experience. Training should be offered in a format that not only clearly conveys concepts to those attending the training but is also recorded or otherwise offered in a format that can be accessed by users remotely to create efficiencies in on-going training or topical technical assistance. Suggested formats are short videos or webinars, in combination with FAQ documents and a complete user manual.

The Workforce Central Database Maintenance grantee will work with OEWD to maintain the integration with or interface to the client tracking system for the purposes of creating and updating client information as needed, and supporting the reporting mechanisms currently in place at OEWD.

## SPECIAL QUALIFICATIONS, STIPULATIONS, AND AREA-SPECIFIC QUESTIONS

Applicants to provide Database Maintenance services must demonstrate the following special qualifications:

1. Experience as an application service provider for a fully-hosted, web-based application with similar functionality to the above requirements.
2. Experience training workforce staff and developing technical assistance documentation/user manuals.
3. Flexible system-compatibility requirements for client workstations, including operating system requirements, Internet/server connection speeds, and firewall constraints, etc.
4. Strong references from clients utilizing services/products similar in scope to this RFP and summarized deliverables.
5. Experience maintaining customer service and technical support.
6. Experience maintaining confidential client information.
7. Able to integrate swipe card technology as a means to recording client activity (in conjunction with traditional grantee staff data entry).

## PERFORMANCE MEASURES

<b>Performance Measure</b>	<b>OEWD Minimum Performance Goals</b>
User satisfaction	85% responding to OEWD administered survey and reporting positive experiences
Average turn-around time for solving system defects that effect users	1 hour
System up-time (as % of total time)	99.8%

## RECOMMENDATIONS

<b>Program Area</b>	<b>Anticipated Number of Grantees</b>	<b>MIN</b>	<b>MAX</b>	<b>Number Served (1-year)</b>	<b>Number Placed (1-year)</b>
Database Maintenance	1	100,000	250,000	N/A	N/A

Applications competing for financial assistance will be reviewed and evaluated using the criteria described in this section. Point values indicate the relative importance placed on each section and points will be allocated based on the extent to which the application addresses the criteria listed. Applicants should prepare their proposals with these criteria in mind, as they are the basis on which all applications will be judged and ranked in the review process.

### **Overview (10 points)**

The overview must be clear, accurate and concise. It should provide a brief description of the proposed grant project, including the needs to be addressed, the proposed services and the population(s) that will be served.

This section should clearly identify the economic, social, financial, institutional or other issues that require a solution. The nature and scope of the issue(s) and the need for assistance should be clearly stated; judicious use of supporting documentation such as demographic data, studies, or assessments is encouraged. The overview should briefly address the principal objectives of the proposed project, and establish clear connections between the issues/need for assistance and specific objectives that will be implemented through Access Points, programs and service modules to address them. The overview should further note how the proposed project is aligned with and leverages the mission, programs, and expertise of the applicant organization or collaborative partnership.

Reviewers will rate with the following items in mind:

- a. The application demonstrates an understanding of the goals, objectives and outcomes listed in the RFP.
- b. The proposed project will contribute to achieving the goals and objectives stated in the RFP.
- c. The application presents a clear description of the proposed project, including a clear statement of goals and objectives
- d. The application demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution.
- e. The application suggests compelling, clear and feasible strategies to deliver services in a manner that will achieve strategic goals and updated vision for workforce services presented in the RFP.

### **Approach, Work Plan Outline, and Neighborhood Services Grid (40 points)**

The approach should outline a plan of action that describes in sufficient detail the specific scope of services applicant(s) propose and how the proposed work will be accomplished. The plan should address all functions and activities for which applicants seek funds. Cite factors that might accelerate or decelerate work, explain rationales for strategies selected, and describe any unique or unusual features of the proposed project, such as design or technological innovations, cost or time saving strategies, or methods to increase engagement of targeted stakeholders in services. Describe how the project will help San Francisco residents build skills and obtain employment, and how businesses or employers will benefit.

Specific recommendations:



- Describe the population to be served and how the proposed program will address the barriers and limitations such individuals may experience, including special needs.
- Describe the services to be provided. For each service component provide detail on the types of activities, number of hours, frequency, location and methods that will be used to deliver services as appropriate.
- Provide monthly, quarterly, annual 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 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.
- Include and make clear the organizations, cooperating entities, consultants or key individuals who will work on the proposed activities, with a short description of the nature of their contributions.
- Address demographic and geographical areas of focus where appropriate.
- Address all required services, strategies, preferred qualifications, and any supplemental questions pertaining to the area of service completely and appropriately.

In the work plan outline, provide a detailed list of anticipated outcomes for the services being proposed using the drop down list provided in the TGS system. Proposer must respond to all required activities for the service area proposed and provide an anticipate number of unduplicated clients to be served by the proposed program.

In the neighborhood services grid in TGS, Identify the neighborhoods to be served and the percentage of total clients from each neighborhood. The total percentage must equal 100%. If it's anticipated that the proposed program will serve individuals residing outside of San Francisco, choose "Other" as the neighborhood. The specific programs that would benefit from the funding being requesting should be based in and primarily benefit low-income residents of San Francisco neighborhoods.

Reviewers will rate with the following items in mind:

- a. The application presents a plan of action that describes in sufficient detail the specific scope of services applicant(s) propose and how the proposed work will be accomplished. Project strategies are logically linked to performance outcomes.
- b. All required services, strategies, preferred qualifications, and any supplemental questions pertaining to the area of service are completely and appropriately addressed.
- c. The application describes a process by which the services will be planned, provided and improved.
- d. The application presents a reasonable timeline for implementing the proposed project including major milestones and target dates. It addresses factors that might speed or hinder implementation and explains how these factors would be managed.
- e. The plan describes the population to be served and how the proposed program will address the barriers and limitations such individuals may experience, including special needs.
- f. The project would be culturally appropriate for and responsive to target populations.
- g. The design of the project reflects current knowledge on effective practices supported by applicants' experience, research and literature.
- h. The proposed project would involve the collaboration of partner organizations, cooperating entities, consultants or key individuals who would maximize the effectiveness and efficiency of service delivery. If a collaborative application is proposed, letters of commitment or

memoranda of understanding describe organizations' specific activities and the role, capacity, and contributions each partner will make to the proposed project.

- i. The proposed project reflects performance targets appropriate for the program and the participants served and is within a range consistent with the recommendations chart.

### **Performance Measurement and Reporting (20 Points)**

In the performance measurement and reporting section, provide a narrative addressing how data on project activities and outcomes will be collected and reported. Describe measures that will be developed and/or used to determine the extent to which the project has achieved its stated objectives and describe how data will be used to determine whether the needs identified are being met and whether project results are being achieved. Describe 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.

Reviewers will rate with the following items in mind:

- a. Applicant addresses how data on project activities, outputs and outcomes will be collected and reported.
- b. Applicant demonstrates they have or will develop the capacity to collect and manage timely data submissions.
- c. The application provides an appropriate and feasible plan describing how data will be used to determine whether the needs identified are being met and whether project results are being achieved.
- d. The application provides an appropriate plan describing ways the agency would adjust strategies or services to address under performance, implementation delays, or other issues that impede delivery of services as proposed.

### **Organizational Capacity (10 Points)**

This section should provide a description of applicant's history and experience providing workforce development services. Present a clear picture of how applicant's qualifications are related to requirements in the RFP for the services proposed. Describe the organization's history, mission, and service strategies; characteristics of the job seekers currently served (e.g. demographics, income levels, employment barriers, skill needs, etc.), and industry or business services provided. If applicant is a collaborative partnership, discuss the partners' history of working together, with specific attention to providing the services proposed. For collaborative proposals, clearly identify the experience each subcontractor brings to this proposal.

Identify the key individuals or positions who will work on this project on behalf of your organization or partnership, and percent % of time allocated to this program. Include name, job title, organization, skills, and experience. Identify the anticipated point person at the agency who will lead programming. Discuss fiscal and data management staff experience, specifically working with federal funds. For organizations serving as a fiscal agent, discuss organizational management structure and board of directors. Describe how you will develop the capacity and skills of all staff engaged with these services.

Specific recommendations:

- Discuss your organization's ability to implement the proposed project and how it fits with your past performance and experiences providing workforce services.

- Describe the roles of each organization or partner that will participate in the proposed project.
- Describe your organization's experience with Workforce Investment Act (WIA), Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant (CBDG) or other restricted funds and programs, if applicable, including both programmatic and administrative experience.
- Provide specific details regarding your past performance as a provider of workforce services including any current and/or on-going grants or contracts.
- Include a list of all current, on-going, and recently funded workforce services (within the past 3 years) and an overview of performance on each.

Reviewers will rate with the following items in mind:

- a. The applicant(s) individually and collectively have relevant experience with the development, administration, implementation, management and measurement of workforce development services.
- b. Each participating organization possesses the organizational capacity to fulfill its assigned roles and functions effectively.
- c. The proposed project director and key project staff demonstrate sufficient relevant knowledge and experience to effectively institute and manage a project of the size, scope and complexity proposed. Roles, responsibilities and time commitments of all proposed project staff are clearly defined and appropriate to successful implementation of the proposed project.
- d. The proposal demonstrates a sound management plan for achieving the objectives of the proposed project on time and within budget, including clearly defined milestones, timelines and activities for accomplishing project tasks and ensuring project quality. Roles, responsibilities of the lead agency are clearly defined.
- e. The proposal demonstrates clear linkages and mutually beneficial relationships between the proposed project and other system partners including other program areas described in this RFP, complementary services offered by other City Departments, or other relationships explicitly noted within the program area under which the proposal is submitted.

### **Financial Management and Budget (20 Points)**

This section should provide a narrative detailing the financial management of the organization. This section must describe in detail the applicant's financial management processes. Applicants must operate a system that satisfactorily accounts for and documents the receipt and disbursement of all workforce development funds. While a separate accounting system is not required, each operator must maintain financial records that adequately identify the source and application of all workforce development funds.

Specific recommendations:

- Describe the key features of your organization's financial system that maintains effective control and ensure accountability over all funds, property and other workforce development assets including the adequate safeguard of such assets.
- Describe the key features of your organization's financial tracking system and confirm it is capable of generating all financial information needed for required reports, including data needed to monitor, evaluate and if necessary, modify program performance.
- Describe how records are currently maintained at your organization and confirm that accounting records are supported by source documentation for each transaction. Records must be traceable to documentation and maintained in such a manner as to provide a complete and accurate audit trail during any internal or external examination.

- Identify all positions that are authorized to receive or deposit workforce development funds, issue financial documents, checks or other instruments of payment for workforce development program costs. The individuals in these positions must be bonded in a minimum amount of the contract award should WIOA funds be part of the award. If you currently have bonding in place, identify the insuring agency, policy number, term of the bond, and the total dollar amount of the bonding coverage. If you do not have bonding currently in place, confirm that your organization will obtain and maintain coverage if awarded a grant/contract requiring it.
- Confirm that all financial and program records, including any supporting documents, will be retained for at least three years from the date of the WIB's submission of close-out reports or for at least 3 years from the close of the grant term whichever is later. In addition, if any litigation, claims or audits are begun prior to expiration of the three-year period, all records shall be retained until such litigation, claims or audits relating to the records have been resolved. Confirm that records relating to non-expendable personal property that are authorized to be purchased with workforce development funds will be retained for at least three years after the final disposition of the property.
- Describe in detail any cost allocation plan utilized when costs are chargeable to more than one cost category, or to more than one program and/or funding source. Identify common costs. Applicants must follow the guidelines established in the OMB circular or Code of Federal Regulations applicable to their type of organization.
- Confirm that the actual and accrued expenditures will be reported on invoices and that reconciliation between actual and accrued expenditures will be conducted on a payment-by-payment basis.
- Confirm that your agency will utilize generally accepted accounting principles in order to account for and control all workforce development funds.
- Any program income received as a result of this contract must be reported to OEWD. Program income must be used prior to payment of any workforce development funds. Confirm that your agency will sufficiently track and report any program income earned as a result of the contract for services and that it will be used for job training purposes only. The use of program income against workforce development services must be documentable and traceable through the financial system. It must be reported as part of the invoice.
- In order to ensure fiscal accountability and prevent waste, fraud and abuse in programs administered under WIOA, the applicant shall have a procurement system, which adequately provides, maximum, free, and open competition. To accomplish this, applicants must have a system which: 1) provides for full and open competition, 2) has written procedures for procurement transactions, and 3) has a code of ethical standards, which adequately provide for the avoidance of any conflict of interest. To evaluate this, please confirm that your organization will comply with the WIB's/OEWD's procurement policies and directives for materials, supplies, and services.

*Budget Narrative*

This narrative provides justification for items in the budget as well as a high level view of the agency's overall budget. For the budget narrative, please detail all mathematical computations for each line item. Show how the total dollar amount was derived, e.g., the annual salary for each position multiplied by the FTE, etc.

Provide the following information concerning the agency's overall financial picture and proposed programming:

Total agency budget for current fiscal year: \$ _____
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Total agency budget currently funded by OEWD programs: _____%
Total projected agency budget for 2013-14 fiscal year: \$ _____
Amount requested under this application: \$ _____
Leveraged funding identified to support proposed program: \$ _____ = _____ % of total program budget
Total Program Budget (requested funds + leveraged funds): \$ _____

Identify all staff, their roles and related functions to the program and related costs (rent, supplies, etc.) for functions that directly deliver services to the customer (job seeker and/or employer). This may include direct supervision and support directly related to these roles.

This narrative should also address any in-kind or leveraged support that the organization will provide to ensure the success of the program.

Potential cost savings for awarding a contract for multiple service areas may be addressed in the budget narrative. However, each proposal should be submitted with a stand-alone budget and the majority of the narrative should address it as such. Please address all leveraged or matching funds being offered to support the program as well including a brief description of source.

*Budget*

Include a budget for your proposed project activities using the TGS budget module. No other budget formats will be accepted. The drop down descriptions offered in the system are possible cost items; all line items available may not be necessary depending on the service(s) you are proposing to provide and the fund sources supporting the area under which you are proposing.

Reviewers will rate with the following items in mind:

- a. The proposal provides a detailed narrative budget justification presenting reasonable costs in view of activities proposed and expected results. Required services the agency anticipates will be provided with leveraged dollars are also addressed.
- b. Applicants’ fiscal controls and accounting procedures conform to requirements and would ensure the prudent use, proper and timely disbursement and accurate accounting of funds awarded under this RFP.
- c. Agency’s funding is diverse enough to suggest sustainability and the organization appears able to operate a cost-reimbursement based contract with Federal funding.

Nothing herein shall obligate the City to make any grant, or guarantee any proposer the right to any grant money. The City reserves the right not to award grants based upon the ability of the proposer to meet the City’s objectives including consideration of past performance. Any grant awards are contingent upon budget approval and funding availability. **Proposers may seek funding in more than one area described below, however, a separate application must be filed for each funding area that the organization wishes to provide services for.** Each application will be considered individually and the organization’s overall capacity in relation to the number of projects proposed will also be considered when projects and proposals are recommended for funding.