City and County of San Francisco

Request for Proposals (RFP) #122

"Building Back Stronger":

Workforce Services Grants

And Funding to Support the Black Community

Issued by:	Office of Economic and Workforce Development (OEWD)
Date issued:	Tuesday, February 9, 2021
Proposals due:	Friday, March 31, 2021 by 5:00 P.M. Only Online Submissions will be accepted in accordance with public health and accessibility guidelines.
Questions about this RFP?	Submit questions online at: https://oewdprocurement.tfaforms.net/f/RFP122questions -or- Email: oewd.procurement@sfgov.org
OEWD will host an optional **Bidders Conference** to assist applicants in determining the eligibility of proposed projects, completing the proposal package, and navigating City requirements on: **DATE & TIME: Tuesday, February 23, 2021, 3:30 P.M. - 6:00 P.M.** **Please register for the Bidders Conference using the following Zoom meeting Link:** **RFP 122 Bidders Conference – February 23, 2021** **This event will be conducted remotely, in accordance with public health and accessibility guidelines.** The event will include captioning. If you need language translation services to participate in this event, please email oewd.procurement@sfgov.org three (3) days prior to the event. All presentation materials will be posted to the OEWD website following the event at: www.oewd.org/bid-opportunities/RFP-122	
Need the RFP or application materials in alternative formats for persons with disabilities? Please email oewd.procurement@sfgov.org or call TDD/ TTY 800-735-2929 / 711 (CRS)	

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SAN FRANCISCO
OFFICE OF ECONOMIC &
WORKFORCE DEVELOPMENT

City and County of San Francisco /
Office of Mayor London N. Breed
Economic and Workforce Development /
Anne Taupier, Acting Director

Dear Community,

On February 4, 2019, the OEWD Team met to discuss goals and objectives for our next Workforce Services Request for Proposals. Human Rights Commission Director Sheryl Davis, who Mayor London Breed had recently appointed Co-Chair of the San Francisco Committee on City Workforce Alignment, joined us to re-envision our workforce system, grounding our work in addressing the employment disparities that persisted despite a booming economy and historically low unemployment rate.

We proposed developing a set of "Principles of Employment Equity," inspired by the landmark "Principles of Environmental Justice" adopted at the First National People of Color Environmental Leadership Summit in 1991, in partnership with community members and service providers that would guide our future grant-making and planning efforts.

Two years later, so much has changed in San Francisco and beyond.

In February 2019, the City's unemployment rate was 2.4%. Just over a year later, in May 2020, the COVID-19 pandemic and the public health safeguards necessary to stop the spread of coronavirus caused unemployment to reach a recorded high of 12.7%.

Though unemployment steadily declined during the months that followed, joblessness remains at least triple where it stood just one year ago, and the pandemic has exacerbated those employment inequities that preceded it, particularly in our low-income communities of color.

The RFP that we present for your review and consideration is called "Building Back Stronger" based on the charge from Mayor Breed and the Board of Supervisors that we must advance an equitable economic recovery that creates a more resilient San Francisco.

In fact, this document and the investments described herein are stronger because of one full year of community listening sessions with the City's diverse voices across neighborhoods, languages, and lived experiences. Our residents, service providers, labor unions, employers, educational institutions, and sister City agencies provided vital recommendations that live in this RFP.

The City will be stronger based on the historic re-allocation of law enforcement dollars into addressing the lingering legacies of anti-Black racism. In this RFP, $6 million annually will be invested in program recommendations developed by dozens of community members across months of meetings hosted by Director Davis and the Human Rights Commission.

These investments are focused on closing the Black unemployment gap, in which Black San Franciscans continue to have an estimated unemployment rate 2.5 times that of the citywide average, with similarly disproportionate gaps in income and wealth.

Thank you to the hard-working OEWD Team who poured two years of work into this effort, and a particular note of gratitude to our former Director Joaquín Torres, who provided consistent leadership and support to move this RFP forward, up to and including the day that he transitioned to become the City's Assessor-Recorder on February 8.

We look forward to reviewing your proposals, and to your inclusion of one or more Principles of Employment Equity that we developed throughout our 2020 listening sessions and attached to the RFP.

And we are grateful for your commitment to help build our city back even stronger.

Anne Taupier

Anne Taupier
Acting Director

Joshua Arce
Director of Workforce Development

I. RFP Overview and Schedule

Section I, RFP Overview and Schedule, contains a general overview of the RFP, including applicant eligibility, information on the available funding, and the application timeline. To skip ahead to a particular topic, hover your mouse over the topic, press the "Ctrl" button, and then click on the hyperlink.

Topics in this section:

Our Vision for the City's Workforce System

The Office of Economic and Workforce Development (OEWD) advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency.

San Francisco's Workforce Investment Board (WISF), as designated by statute, oversees 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.

The Office of Economic & Workforce Development (OEWD) is empowered by the WISF and led by the Mayor of San Francisco to enact this vision by supporting the development of a coordinated local and regional workforce system. We envision a system that integrates policies, funding, and delivery systems into a coordinated, community-wide effort supporting both businesses and workers. Our mission is to advance equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping achieve economic self-sufficiency for all. We do this by:

- Tailoring and promoting services to respond to the needs of the unemployed, underemployed and those with barriers to employment.

- Coordinating, refining, and maintaining citywide strategies and policies to maximize hiring opportunities for all San Franciscans.

- Engaging stakeholders, including employers, educational institutions, service providers, and career seekers to develop and implement training for current and future jobs.

San Francisco's workforce system is designed to be accessible to diverse job seekers and employers through OEWD's network of Job Centers (formerly Access Points) and community-based service providers. Each Job Center plays an important role within San Francisco's workforce system, customizing services and facilitating access to 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 Job Centers is critical in

developing flexible and responsive programs and services that meet the needs of all San Francisco job seekers. The Job Centers are complemented by several dozen community-based programs for youth and adults that help prepare, train, and connect San Franciscans through specialized programming to career pathways into strong local industry sectors that provide opportunities for living wage employment and economic self-sufficiency.

Our Commitment to Equity

OEWD advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency.

To further opportunities for all San Franciscans, we create equitable pathways to good paying jobs, addressing challenges to diversity and inclusion in the local job market. We invest in the retention and stabilization of small businesses, nonprofits, and community organizations, addressing the displacement that challenges the vitality of San Francisco's diverse and vibrant neighborhoods. We also lead the approval and implementation of significant development projects that create more housing, especially affordable housing, while maximizing jobs, community benefits, and services. All of these efforts support broader social and economic goals that improve the quality of life for our residents.

OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans. Our Principles of Employment Equity and Socioeconomic Neighborhood Profiles (see Appendix F) identify disparities faced by many San Francisco job seekers.

Every resident of San Francisco deserves the opportunity to achieve employment and economic success. Our goal is to create a skilled and equipped workforce that reflects the diversity and assets of all the City's residents.

Our Goals for this Request for Proposals (RFP)

Through this RFP, we seek to address both the many inequities facing San Francisco job seekers and the challenging economic climate due to COVID-19 while continuing to build a coordinated and responsive workforce system. While the totality of the economic trauma resulting from the pandemic is not yet known, workers who are Black, Indigenous, or People of Color, transitional age youth, without college degrees, women, or have children, have been most heavily impacted. Members of these groups make up a disproportionate share of the workforce for San Francisco's hardest hit industries and were least likely to have benefited from San Francisco's prosperity before the pandemic. OEWD will continue to develop innovative programs and opportunities to support these communities through this RFP, as a focus of San Francisco's relief and recovery efforts, and beyond.

The funding strategies proposed will:

- Continue to focus on our four priority industry sectors that are engines of San Francisco's economy and provide pathways for career advancement in Technology, Health Care, Hospitality, and Construction, but adapt to current economic conditions and emerging opportunities.
- Explore pilot programs in emerging industries that provide entry and mid-level employment opportunities and services to address economic recovery and workforce inequities.
- Provide additional paid training opportunities and "Learn and Earn" models of programming.
- Create stronger connections for young adults to get the preparation they need to enter and succeed on their career path through On-Ramp programs, subsidized employment, and hand-offs to "next step" skills training.
- Expand wrap-around and support services to address the holistic needs of job seekers and those in training.
- Strengthen retention and follow-up services to ensure success beyond placement.
- Offer upfront and ongoing technical support to assist applicants throughout the RFP process.
- Support providers who are working with San Francisco job seekers by offering individual coaching and group professional development.
- Offer multi-year grants to allow service providers to offer deeper and longer-term assistance to job seekers.
- Expand services that support digital competency, financial empowerment, and language access. Address employment disparities affecting the Black/African American community through our partnership with the Human Rights Commission.

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.

Service Period

Unless otherwise noted in the program descriptions, successful proposals are anticipated to be funded for a term of up to two (2) years, beginning in fiscal year 2021-2022. Following the initial grant cycle, the City may renew or extend programming for either one (1) or two (2) year renewal cycles, through fiscal year 2024-2025. Agreement terms must begin within, but do not necessarily need to conclude within, that timeframe.

All decisions regarding the size, length, and scope of future funding awards are subject to OEWD approval and budget availability. Future funding is not guaranteed, and funding amounts and terms will depend upon the performance of the grantee during the initial award period, as well as other policy considerations as determined by OEWD. 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 the City.

Pilot programs will be funded for up to a maximum of 2 years. If a pilot is successful, OEWD may issue a new procurement for larger scale implementation based on need, demonstrated impact, and available resources.

Grantees will be asked at a minimum to submit a final report of their activities and, if OEWD elects to renew the award, a revised scope of work and budget for the renewal period(s) for OEWD review. OEWD reserves the right, in its sole discretion, to not renew funding awards.

Funding Amounts

The funding amounts listed in this RFP are anticipated initial funding awards, based on current funding availability. Actual awards will be determined by the number of responsive proposals that meet OEWD strategies and objectives and funding awards may be less or more.

The total funding anticipated for awards beginning in Fiscal Year 2021-2022 is $28.1 Million. Please submit budget requests according to the limits in this RFP, however, OEWD may negotiate different funding allocations and project goals before finalizing funding awards, should funding conditions change.

OEWD is actively pursuing additional resources to support the essential services solicited through this RFP and, if additional funding is secured, OEWD may elect to negotiate larger funding awards beyond the originally anticipated amounts listed in this RFP. In this case, funds may be allocated to enhance any of the programs described herein, at an amount proportional to the anticipated funding ranges noted in this RFP.

Similarly, should funding no longer be available, OEWD may elect to not fund proposals at this time. Proposals are kept on file and OEWD may use them as a basis for future funding awards.

Funding Sources

The initial round of funding is expected to come from the local City General Funds, federal Department of Labor and Department of Housing and Urban Development funds, and other city, state, federal and non-government sources, such as contributions from private foundations. Applicants may not request particular categories of funding; rather, the type of funding offered will be contingent on budget availability and applicant's ability to meet fund source criteria. OEWD may allocate funding based on awardee's performance, ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting OEWD's budget. You will find additional details on some of the anticipated funding sources below.

Workforce Innovation and Opportunity Act (WIOA)

The U.S. Department of Labor's (DOL) Workforce Innovation and Opportunity Act of 2014 (WIOA) maintains the structure of a comprehensive workforce system and provides allowable activities, eligible populations, and performance outcomes. At the time of application for OEWD funds and at all times during the term of a WIOA-funded agreement with the city, 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, 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

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 WIOA legislation is continuously evolving, 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 job seeker 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 Program Area descriptions.

Further, WIOA-funded programs must collaborate with and connect participants to services offered through WIOA-mandated Core Partners, as appropriate. Please see the description of San Francisco's Core Partners. 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. Applicants to this RFP may be considered for CDBG funding if they serve low and moderate-income individuals, particularly if those individuals live in one of the following Neighborhood Revitalization Strategy Areas (NRSAs):

- Bayview/Hunters Point
- Chinatown
- Mission
- South of Market (SOMA)
- Tenderloin
- Visitacion Valley

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 to this RFP should be familiar with all forms, documents and manuals available on MOHCD's website at: http://sfmohcd.org/community-development-forms-and-documents, and feel confident that their organization (or fiscal sponsor) can meet the requirements detailed in those documents. OEWD's service providers must achieve one of the overarching goals identified in the most updated 2020-2024 Five-Year Consolidated Plan, which may be found at: https://sfmohcd.org/plans-progress-reports

City General Funds

Services solicited through this RFP will be funded in part by City General Funds, including approximately $6 Million in funding allocated to prioritize services for the Black community (see Program Area G). City 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 provide effective service models and/or service components that are not strictly tied to WIOA and/or CDBG funding limitations. The availability of OEWD general funds for this RFP is subject to approval through the City's budgeting process.

Other Funds

OEWD routinely receives funding from other local, state or federal sources that may align with the service strategies in this RFP. OEWD, or other appropriate City Agencies, will disclose any additional fund source-specific regulations or requirements during the grant negotiation process.

Applicant Eligibility

You are eligible to apply if you are (or you have a fiscal sponsor that is):

- A nonprofit organization, registered with the Internal Revenue Service and in good standing with the State of California's Registry of Charitable Trusts, or
- A governmental entity, including public agencies, commissions or authorities that are independent of the City and County of San Francisco's government, or
- A church that meets the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS, or
- An institute of higher education or other entity properly recognized by the State of California, eligible to do business in San Francisco.

For some service areas, proposals will also be considered from for-profit corporations and/or individual sole proprietors. Please review the Service Area Table on pages 19-22 of the RFP to confirm which service areas are open to for-profit applicants.

In addition, eligible applicants:

- Maintain a Board of Directors that reflects the diversity of the program(s) and participants being served;
- Are not debarred or suspended from participation in local, State or Federal programs (see Appendix D for more information);
- Meet all minimum qualifications within the specific service area(s);
- Can comply with all local, state or federal laws and regulations if selected for funding.

Additional Qualifications

Applicants must make sure that proposals reflect clear evidence of their ability to meet the following qualifications, as related to the proposed scope of work. Not all of the qualifications listed below may apply to applicants in the following Program Areas:

- Program Area D: Pilot Programs
- Program Area F: Workforce System Enhancements
- Program Area G: Funds to Support the Black Community

For the above Program Areas, please ensure your organization meets all requirements listed under Applicant Eligibility as well as all minimum qualifications contained within the Program Area(s) you are applying under.

Most program areas also include additional minimum and preferred qualifications that apply 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 minimum qualifications within their proposed service area(s).

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. See Appendix E, Principles of Employment Equity for more detailed information on the target populations to be served.
- 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. See Appendix F, Socioeconomic Neighborhood Profiles, for relevant data and definitions.

- Demonstrated familiarity with the Workforce Innovation and Opportunity Act (WIOA) and/or the Community Development Block Grant (CDBG) and related service requirements.

Established Partnerships

- Demonstrated relationships with target populations, WIOA Core Partners (see Core Partners section below), other City Departments, local employers, labor unions, and other relevant organizations and service providers.
- Established referral networks with citywide service providers and resources.
- If applying as a fiscal lead agency for 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. Physical locations must meet all accessibility requirements under the Americans with Disabilities Act (ADA). Additionally, proposals should appropriately address how services and activities have been/may be adjusted to the current and future reality defined by COVID-19.
- Access to appropriate classroom and meeting space, computers and other equipment needed to conduct proposed services. Note that these spaces may be managed by other entities but all spaces should comply with all health and safety guidelines, in addition to standard ADA accessibility requirements.
- 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.

Priority Populations

San Francisco's workforce system must be prepared to serve people in a manner that successfully connects them to essential resources, skills and employment. Many individuals accessing city-funded workforce programs have been disproportionately harmed by discriminatory practices which serve to both exclude them from economic opportunity and devalue the assets they bring to the labor market. To begin to address these inequities, OEWD prioritizes the populations described in Appendix E, Principles of Employment Equity and encourages applicants to propose deliberate, targeted strategies ensure full and equitable access for these individuals. Additional priority populations may be highlighted within each Program Area.

We highly encourage applicants to highlight ways in which their program advances one or more Principles of Employment Equity to help address the City's economic disparities.

Core Partners

OEWD has created a workforce system with a range of entry points appropriate for a variety of job seekers with unique interests and goals. OEWD expects all providers receiving funding, with the possible exception of Program Areas D, F and G, to leverage the entire workforce system in order to maximize outcomes for the people they serve. Towards this goal, OEWD encourages applicants to provide 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 Job Center (CJP), 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 be prepared to develop and maintain partnerships with the following Core Partners:

- California Employment Development Department (EDD)
- San Francisco Human Services Agency (HSA)
- City College of San Francisco (CCSF)
- California Department of Rehabilitation (DOR)

To support these critical partnerships, OEWD is funding a [One Stop Operator (OSO)](#), with responsibility for coordinating service delivery among all WIOA Core Partners and service providers within San Francisco's workforce system. The selected OSO will provide training and technical assistance, particularly to OEWD WIOA-funded service providers, to enhance successful implementation of services.

Collaborations

OEWD strongly encourages collaborative proposals from teams of organizations with complementary skills and experience. Proposals from collaborative consortia, joint ventures, or teams must designate a Lead Applicant organization that will serve as the fiscal agent for the partners. The Lead Applicant must meet all minimum qualifications and 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. For areas limited to nonprofit applicants, nonprofits may choose to add for-profit consultants or contractors to their project team, but the Lead Applicant must be a nonprofit.

The Lead Applicant 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 specific details on the commitments each partner has made to support the programming described in the proposal.

Separate proposals must be filed for each area of interest (Program 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 grant or contract be awarded for multiple areas.

Extendibility of Procurement Justification

This RFP, and the proposals received as a result of it, may be used to justify funding decisions for other similar services and/or other funding that becomes available through OEWD or any other City department. OEWD, or other City agencies, will disclose any additional regulations or requirements during the negotiation process for grants or contracts that are awarded through this RFP and funded by other local, state, federal or non-city sources.

Nonprofit organizations funded by OEWD under this RFP may also be eligible to apply for funding under OEWD's nonprofit capacity fund. The goal of OEWD's nonprofit capacity fund is

to maintain continuity of economic and workforce development services by potentially assisting OEWD's nonprofit suppliers with one-time, as-needed funds to support administrative operations and organizational effectiveness (e.g., leadership transition, strategic partnership). The fund is dependent on funding availability and limited to nonprofit organizations who are currently funded by OEWD for the specific purpose of providing economic and workforce development services. When funding becomes available, eligible nonprofit organizations currently funded by OEWD will be notified of the opportunity to apply for funding.

Proposal Conditions, Process, and Schedule

A separate proposal must be submitted for each Program Area for which an organization or collaboration wishes to be considered for funding. Proposals received after 5:00 PM on March 31, 2021 will not be considered in the review process or be eligible for funding.

All proposals must be completed and submitted using the online system. Proposals submitted (including any supplementary attachments such as letters of support), in any other manner including those hand delivered, mailed, or faxed will not be considered for funding.

Instructions for navigating the online application will be posted to OEWD's Bid Opportunities page at http://oewd.org/bid-opportunities/RFP-122.   The online application can be accessed from that page as well. The application and application instructions will be available by end of day Tuesday, February 16, 2021 for interested applicants to begin working on their proposals. Until that point, applicants may begin drafting their narrative responses using Appendix A, which includes all general application questions.

Applicants are encouraged to begin their online application at least two weeks prior to the application deadline. Once an application is created in the online system, the OEWD Contracts and Grants Team will be able to view in-progress proposals and resolve technical issues, such as retrieving lost email logins and passwords. Additional assistance with the online application system is available by contacting OEWD at oewd.procurement@sfgov.org.

The anticipated schedule for awarding initial funding is as follows:

Proposal Phase	Date
RFP is issued by the City	Tuesday, February 9, 2021
Online application available	Tuesday, February 16, 2021 by end of day
Bidders Conference	Tuesday, February 23, 2021 3:30 P.M. – 6:00 P.M. The Bidders Conference will be held online as a Zoom meeting. **Registration is required**. You may register for the Bidders Conference by clicking this link:

	RFP 122 Bidders Conference – February 23, 2021
Deadline for submission of written questions	**Wednesday, March 17, 2021 at 5:00 P.M.**
Answers to questions posted online	1st posting: Friday, February 26, 2021 by end of day Final posting: Monday, March 22, 2021 by end of day *Please check the RFP 122 website frequently for interim postings of Questions and Answers*
Proposals due	**Wednesday, March 31, 2021 by 5:00 P.M.**
Committee Review	April 2021
Grantee Selection and initial award notification	Anticipated May 5, 2021
Protest period ends	5 business days after award notification
Board Review and Approval	May – June 2021 *Meeting dates to be announced on RFP website*
Scope and Budget negotiations begin	June – July 2021
Projects begin	Some projects anticipated to start July 2021. Remaining projects to begin October 2021 or later.

Each date is subject to change. For the latest schedule, check the RFP 122 website at:
http://oewd.org/bid-opportunities/RFP-122

Technical Assistance

OEWD is committed to ensuring all applicants have a fair chance to compete for this funding. In recognition of the current public health climate, all technical assistance will be provided online or by phone. In order to provide consistent and transparent information to all applicants, OEWD will post all questions and answers ("Q&A") on the RFP 122 website.

The first set of Q&A will be posted on Friday, February 26, 2021. Questions will be accepted through the online form until 5:00 P.M. on Wednesday, March 17, 2021, and the final Q&A log will be posted to the RFP 122 website by end of business on March 22, 2021. Please check the RFP 122 website frequently throughout the open RFP period for updates.

Bidders Conference

While not required, we encourage applicants to attend the Bidders Conference on **February 23, 2021 from 3:30 P.M. to 6:00 P.M.** to get questions answered about general administrative requirements, OEWD's funding strategy, and details on each program area. To register for the Bidders Conference, follow this link:

RFP 122 Bidders Conference – February 23, 2021

If you are applying to provide services for the first time, we especially encourage you to attend the Bidders Conference for more detailed information on OEWD's programs and services. Following the general presentation, OEWD will provide additional support to those with questions on the process to becoming an eligible City Supplier (vendor). While OEWD will answer as many questions as possible live at the Bidders Conference, some questions will need to be reviewed by additional City staff before a formal answer is provided.

Clarifying Questions

If you have clarifying questions about this RFP before or after the Bidders Conference, please submit them online.   These questions should be submitted through the online form here:

https://oewdprocurement.tfaforms.net/f/RFP122questions

Assistance with Completing the Application

Purely technical questions regarding how to navigate the RFP documents, complete the online application, or understand general City grant requirements will be answered until the proposal submission deadline, 5:00 P.M. on March 31, 2021. OEWD staff can offer one-on-one technical assistance with the online application, and we recommend that you reach out well in advance of the due date so that we can assist you before the deadline. Please send an email to oewd.procurement@sfgov.org if you need technical support.

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

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. 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 ("Performance Measurement and Reporting" section).

Applicants should note that final 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.

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 has established performance measures that allow for the evaluation of those outcomes. Each Program Area provides detailed information on the outcome measures and performance expectations applicable to that Area; please review the Program Areas for details.

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 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 funded to provide workforce services will be required to enter data into OEWD's data management systems 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, maintaining confidentiality of protected participant information.

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.

II. Program Areas and Scope of Work

Section II, Program Areas and Scope of Work, contains a detailed overview of the services to be provided under each Program Area. Each Program Area includes minimum and preferred qualifications and any additional questions that you will need to answer. To skip ahead to a particular Program Area, hover your mouse over the Program Area Name, press the "Ctrl" button, and then click on the hyperlink.

Area A: Adult Workforce Services (pg. 23)

Adult Workforce Services support adult job seekers and employers with accessing San Francisco's workforce system. These services include a centralized workforce system coordinator, as well as neighborhood-based and population-based specialized job centers. These programs are open to **nonprofit applicants**.

Program Area(s)		Maximum Budget Request (Per Grant)	Anticipated # of Awards	Page #
A1: Comprehensive Job Center		$1,000,000	1	31
A2: Neighborhood Job Centers		$1,000,000	7-12	43
A3: Specialized Job Centers	A3.1: Reentry Services	$300,000	1-2	49
	A3.2: Veterans Services	$250,000	1	
	A3.3: Disability Services	$125,000	1-2	
	A3.4: Other	$150,000	2-5	
A4: Disability Services Coordinator		$300,000	1	58

Area B: Young Adult Workforce Services (pg. 67)

Young Adult Workforce Services are tailored to support young adults, aged 16-24, with navigating career pathways. These programs are open to **nonprofit applicants**.

Program Area(s)	Maximum Budget Request (Per Grant)	Anticipated # of Awards	Page #
B1: Young Adult Job Center	$300,000	5-8	76
B2: RAMP-SF	$400,000	1	82
B3: Young Adult Subsidized Employment Program	$600,000	1-4	87

Area C: Sector Workforce Programs (pg. 94)

Sector Workforce Programs are services that focus on training job seekers for in-demand careers in key industries in San Francisco. These programs are open to **nonprofit applicants**.

Program Area(s)			Maximum Budget Request (Per Grant)	Anticipated # of Awards	Page #
C1: TechSF	C1.1 TechSF Sector Coordinator		$600,000	1	103
	C1.2 TechSF Occupational Skills Training		$600,000	4-8	111
	C1.3 TechSF On-Ramps		$200,000	1-3	120
C2: Health Care	C2.1 Health Care Coordinator		$600,000	1	126
	C2.2 Health Care Occupational Skills Training		$450,000	5-8	134
C3: Hospitality	C3.1 Hospitality Worker Displacement Coordinator		$625,000	1-2	142
C4: CityBuild	C4.1 Construction Sector Coordinator		$1,000,000	1	152
	C4.2 Construction Occupational Skills Training	C4.2a: CityBuild Academy OST Provider - Educational	$500,000	1	159
		C4.2b: CityBuild OST Provider - MC3 (Multi-Craft Core Curriculum)	$150,000	1	164
		C4.2c: CityBuild OST Provider - Specialized Trade Instruction	$300,000	1-3	168
		C4.2d: CityBuild Pro - Professional Services OST	$250,000	1-2	172
	C4.3: Construction Career Development Services - Retention		$250,000	1-2	178
C4.4: CityBuild On-Ramps	C4.4a: CityBuild On-Ramps – High School Program		$200,000	1	184
	C4.4b: CityBuild On-Ramps – GED Attainment Support		$200,000	1	188
	C4.4c: Construction On-Ramps – Violence Prevention		$150,000	1-2	192
C5: Emerging Industries	C5.1 CityDrive		$300,000	1	196
	C5.2: Advanced Manufacturing		$250,000	1	203
	C5.3: Pilot Occupational Skills Training		$300,000	2-5	209

Area D: Pilot Programs (pg. 216)

Pilot Programs invite proposals for creative solutions to address critical needs in the workforce system. These programs are open to **nonprofit applicants**.

Program Areas	Maximum Budget Request (Per Grant)	Anticipated # of Awards	Page #
D1: Equity Pilots	$250,000	2-6	216
D2: Economic Recovery Pilots	$300,000	2-5	219

Area E: Business Services (pg. 224)

The First Source Job Seeker Coordinator will support OEWD's implementation of the First Source Hiring Program to connect qualified local job seekers with entry level positions. This program is open to **nonprofit applicants**.

Program Area	Maximum Budget Request (Per Grant)	Anticipated # of Awards	Page #
E1: First Source Job Seeker Coordinator	$350,000	1-3	224

Area F: Workforce System Enhancements (pg. 228)

Workforce System Enhancement services are City-facing contractual services that support the sustainability and efficiency of the workforce system. These programs are open to **nonprofit and for-profit applicants.**

Program Area	Contract Amount Not to Exceed (NTE)	Anticipated # of Awards	Page #
F1: IT Database Maintenance	$300,000	1	228
F2: Independent Evaluator	$300,000	1	232
F3: One Stop Operator	$200,000	1	235

Area G: Funds to Support the Black Community (pg 239)

These programs are all designed to promote economic justice for San Francisco's Black/African American community. These programs are open to **nonprofit applicants**.

Program Areas		Maximum Budget Request (Per Grant)	Anticipated # of Awards	Page #
G1: Educational Pathways Funding: Financial Incentives for African American Students		$1,000,000	1	241
G2: Health Services		$1,000,000	1-2	244
G3: Workforce Programming for the Arts	**G3.1: Community Arts**	$225,000	3-4	247
	G3.2: Business Practices to Support Artists	$300,000	1-2	
G4: Industries of Opportunity		$1,000,000	2-4	251
G5: Community Research Institute		$1,000,000	1	254

Program Area A: Adult Workforce Services

Description of Adult Workforce Services

In order to best assist job seekers and employers with accessing San Francisco's workforce system, The Office of Economic and Workforce Development (OEWD) partners with local community-based organizations to provide a network of Job Centers that offer a range of workforce development services. These services are meant to assess a job seeker's interests and aptitudes, develop a plan to attain employment and deliver or refer participants to targeted services within or outside the workforce system that allow individuals to realize their employment goals. This is done in partnership with Core Partners as required by the Workforce Innovation and Opportunity Act (WIOA): The Employment Development Department (EDD), the Human Services Agency (HSA), City College of San Francisco (CCSF), and the Department of Rehabilitation (DOR). Grantees are required to broker and develop relationships with each of these partners to enhance co-enrollment in services and provide additional resources, support and services to enhance the program participants' overall success.

San Francisco's workforce system is comprised of three types of Job Centers, each of which plays a specific role.

- **Comprehensive Job Center (CJC):** The Comprehensive Job Center forms the central hub of San Francisco's workforce system. It provides on-site access to the services of OEWD's Core Partners and encompasses all the WIOA-mandated service elements of an America's Job Center of California (AJCC). It coordinates the services of the Neighborhood Job Centers, Specialized Job Centers, and Young Adult Workforce Providers 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, the CJC also acts as the central administrator of Individual Training Account (ITA) and On-the-Job Training (OJT) funds.

- **Neighborhood Job Center (NJC):** The Neighborhood Job Centers are located in geographic areas that suffer from higher unemployment rates than San Francisco's average. Neighborhood Job Centers allow community-based access to an array of workforce services and provide community-based entry points to the larger workforce system. They provide culturally competent services to the residents of the neighborhoods they serve.

- **Specialized Job Center (SJC):** The Specialized Job Centers serve specific target populations with customized career services that respond to a unique set of needs among work-ready job seekers in their specialized population. Specialized Job Centers solicited through this RFP may include but are not limited to the following specialized populations: Individuals involved with the justice system, Individuals with disabilities, or Veterans.

Each Job Center must coordinate service offerings amongst OEWD Adult Workforce Services, OEWD Young Adult Workforce Services, OEWD Sector Workforce Programs, and OEWD Business Services, as appropriate, in order to ensure that participants are accessing the services most appropriate to their individual employment goals.

Unless indicated, all Job Centers in San Francisco's workforce system must deliver or make available to job seekers a comprehensive, in-person and virtual menu of required Job Center 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, scanners, and copy machines.

Job Center grantees must tailor delivery of Job Center 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. Job Centers must utilize effective assessment and case management practices to determine and facilitate access to appropriate services, based on the needs of each job seeker.

Required Job Center services are the following:

Each Job Center grantee will actively participate in OEWD's Workforce Provider Network (OEWD-funded workforce organizations) to contribute to a comprehensive and aligned workforce system. This will involve attending regularly scheduled meetings, trainings, peer exchanges, sharing of best practices, networking and other activities to enhance overall service coordination and program implementation. In addition to aligning and collaborating with the workforce system, Job Center grantees will provide the below outlined services, in-person or virtually, to support a fully comprehensive Adult Workforce Services program model.

1. **Outreach and Recruitment**

Outreach and recruitment services must enhance general awareness of the workforce services available at Job Centers and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers. OEWD's Principles of Employment Equity (see Appendix) ensures that OEWD's programs and services do not disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

Standard marketing tools such as brochures, social media, ads, and flyers should be utilized to attract individuals eligible for services to the Job Center and the broader workforce system. In addition, outreach and recruitment materials and strategies may be tailored to the Job Center's target population (e.g., Veterans outreach by the Veterans Job Center, or neighborhood outreach by a Neighborhood Job Center).

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 proposed plans to establish formal partnerships and Memoranda of Understandings (MOUs) with these entities.

2. **Information, Orientation, Assessment, and Enrollment**

Information: Each Job Center must provide participants with information on employment opportunities and how to access services within the Job Center and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics for in demand industries and occupations, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information can be

made available in a self-service resource room, through individualized referrals, and/or in group workshops. The Job Center should, at minimum, maintain a self-service resource room and a Job Board with information on employment, sector training, and postsecondary education opportunities.

Orientation: Each Job Center must provide both virtual and in-person orientations to the full array of services and activities available through all Job Centers 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 can occur regularly in a group workshop format or through individual participant appointments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

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 as well as any needed supportive services. Assessment helps determine the incoming participant's eligibility and appropriateness for workforce programs and services. An objective assessment should evaluate at least the following: education; basic occupational skills; interests and aptitudes; prior work experience; employability; supportive services and developmental needs; and initial assessment of need and corresponding referral for public aide assistance (if currently not receiving aide and would benefit from services).

Enrollment: Enrollment activities must establish documentation of eligible individual's 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.

3. **Referral to Workforce System General Employment and Training Services and JOBSNOW! Programming**

General Workforce System Referrals: For those job seekers that require supportive or direct services in order to achieve their overarching employment objectives, Job Centers 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 the larger workforce system. Referral services must include guided referral to workforce programs and services for which individuals are eligible, prepared and align with their goals outlined in the assessment. Each Job Center must: be a primary receiver and provider of referrals; document all referrals (incoming and outgoing) and services provided; provide updates to referring and receiving agencies and organizations on client progress, challenges, and outcomes as appropriate.

Sector Training Referrals: When assessment identifies a job seeker's need for and interest in technical or occupational training, the Job Center may refer the individual to an OEWD Sector Training partner. For WIOA-funded grantees, training included on California's Eligible Training Provider List (ETPL) should be prioritized. The Job Center must also inform individuals of available training subsidies, such as Individual Training Accounts (ITAs) available to eligible job seekers through the Comprehensive Job Center. Each Job Center must develop and maintain effective partnerships and referral relationships with OEWD's Sector Coordinators and their related Occupational Skills Training programs. Sector

Workforce Programs solicited through this RFP target the Construction, Health Care, Hospitality and Tech sectors.

JobsNOW! Referrals: For job seekers assessed as job ready and meet the eligibility requirements of HSA's JobsNOW! programming, subsidized employment can be a gateway to integrating back into the workforce. Providers are encouraged to work with assigned OEWD Program Specialist to explore allowable subsidized employment opportunities and to collectively collaborate with HSA JobsNOW! staff to develop a streamlined referral process for eligible participants.

4. **Individual Planning and Case Management**

All Job Centers are required to provide in-person or virtual 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 are designed to help individuals overcome barriers to training, education or employment success.

Individual Planning: The Job Center must work jointly with eligible program participants who are being referred to training and develop Individual Employment Plans (IEPs) 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 and educational goals. The Job Center should monitor the participant's progress, and continuously modify the IEP to reflect changes in the participant's needs and goals.

Case Management: The Job Center must provide integrated case management services to prepare job seekers for a successful job search process that leads to employment and or postsecondary education/training. Case management services can be individualized or provided in group settings through motivational counseling. The services should include follow-ups on referrals and connections to education, training and employment, and advocacy on behalf of the participant, as needed.

5. **Barrier Removal Services**

The Job Center grantee will provide holistic and culturally competent barrier remediation services targeted to participants with multiple barriers that adversely impact successful job search and employment. Grantee will assist participants in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. Grantee will also identify the barriers to achieving these goals, work with each participant to develop a barrier removal action plan, and connect the participant to one-on-one, small group, public, and other support services available in the community through warm and direct referrals as needed to help the participant achieve his/her employment goals.

 Through intensive services, the following barriers (but not limited to) will be addressed to enhance employability: lack of federal work authorization, need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services, criminal record, drug and/or alcohol abuse,

limited technology and internet access, lack of basic computer skills, lack of high school diploma/GED, or lack of valid driver's license.

6. **Supportive Services**

Participants in need of support to enter, participate and succeed in workforce services must be provided with or connected to supportive services through the Job Center. Provider must work with participants to address those life issues impacting the participant's ability to obtain or retain employment. Such 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; and assistance with work-related expenses (uniforms, supplies, tools, etc.). All Job Centers must provide accurate information relating to the availability of supportive services in the local area, and referral to such services, including referrals HSA for Public Aide assistance as a form of support, as appropriate. Supportive services should tie into services available through the Job Center 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. All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. **Job Readiness Training**

Job seekers with identified barriers to participation in vocational training programs and employment must be provided with Job Readiness Training (JRT) to equip them with effective workplace and classroom survival skills, attitudes, and behaviors. Training should include topics such as:

- employers' expectations (i.e., appropriate work attire and culture)

- communication skills for the workplace

- self-assessment tools

- job search skills

- interview skills

- job seeker portfolio development (i.e., resume, applications, online profiles)

- computer literacy for the job search and on the job duties

- managing a work-life balance

- career awareness; career exploration; career preparation

8. **Direct Job Search, Employment, and Retention Services**

Each Job Center must provide job-ready participants with in-person or virtual job search, employment, and retention services that help them find and secure employment, assess their progress, and determine any need for additional services to help participants adjust and thrive in their new work environment. Job seekers who enter the Job Center with limited or no 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 job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Job Center must provide a variety of job search services, including individualized assistance regarding all job search strategies (i.e., resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and jobs.

Connecting job seekers to viable employment opportunities is a key responsibility of the Job Center grantee. Job Centers must market job seekers to local employers and facilitate the application and hiring process to the extent feasible. Job Centers must maintain rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

Follow-up/Retention Services: Each Job Center must track follow-up/retention of a job seeker in employment or vocational training for a year following program exit to determine whether a program participant is still on the job or in education/training and/or needs additional support to achieve positive program participation and employment outcomes. Documenting follow-up/retention can be accomplished through communication with employers or educational/training partner, and/or with participants. At a minimum, the Job Center must document follow-up/retention for all participants receiving staff-assisted placement services at the 2nd and 4th quarters following their exit from workforce services and/or programs Follow-up/retention services must identify and address barriers that may jeopardize the participant's new employment or education/training, offer coaching and referrals to help participants address new or ongoing barriers to employment or education/training, and provide reemployment or retraining services if the participant has quit, been terminated, or dropped out.

9. **Partner Development and Referrals, including WIOA Core Partners**

Partner development activities initiate, build and maintain partnerships with organizations that offer services relevant and complimentary to the needs of job seekers utilizing the Job Centers. As much as possible, services of OEWD's entire Provider Network should be leveraged to maximize support for job seekers. Funding preference will be given to high-quality partnerships, collaborations, or subcontracting arrangements, particularly those that leverage resources from other sources.

OEWD values its partnership with the following WIOA Core partners: The Employment Development Department (EDD), the Human Services Agency (HSA), City College of San Francisco (CCSF) and the Department of Rehabilitation (DOR). Grantees are required to develop relationships with each of these partners to enhance co-enrollment in services and provide additional resources, support and services to enhance program participants overall success.

10. **Coordination with OEWD Business Services Unit and Programs**

To enhance employment opportunities for program participants, coordination with OEWD's Business Services Team is crucial. Under the leadership of the OEWD Business Services Unit (BSU), each Job Center must make space available to accommodate employers (particularly in relation to [First Source](#) employers) to conduct one-on-one interviews, group interviews, and association or business group meetings, including virtual events. In addition, Job Centers will co-host career and hiring fairs and schedule space at the Job Center or coordinate virtually for one-on-one and/or group job interviews and employer and industry spotlights. employers) to conduct one-on-one interviews, group interviews, and association or business group meetings, including virtual events. In addition, Job Centers will co-host career and hiring fairs and schedule space at the Job Center or coordinate virtually for one-on-one and/or group job interviews and employer and industry spotlights.

Job Centers must coordinate with BSU staff/providers to leverage employer relationships, First Source Hiring Program, and other business service strategies to maximize employment opportunities. Job Centers must utilize SF Jobs Portal/WorkforceLinkSF (OEWD's data system) and other OEWD data systems, if any, to effectively track First Source referrals.

11. **Basic Computer Skills Training**

Basic Computer Skills Training (CST) must be provided directly by the Comprehensive Job Center. Other Job Centers may elect to provide CST themselves or refer job seekers with identified need to the Comprehensive Job Center 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 modules should include (but are not be limited to) computer skills training relevant for the job search including use of email, web browser, basic internet search, key job search websites, safety and security on the web, training in software applications used on the job (e.g., Microsoft Office Suite), and training on use of job search and personal branding websites (e.g., LinkedIn). CST providers must collect data needed for pre- and post-assessment of computer skills.

12. **Financial Capability Services**

Financial capability services must be provided directly by the Comprehensive Job Center. Other Job Centers may elect to provide financial capability services themselves or refer job seekers with identified need to the Comprehensive Job Center or to other financial capability service providers. Financial capability services and training should prepare participants to manage employment income and a household budget. Financial capability literacy services should include one or more of the following: financial coaching, the ability to create household budgets, initiate savings plans, and make informed personal financial decisions; ability to manage spending, credit, and debt, including credit card debt, effectively; awareness of the availability and significance of credit reports and credit scores; activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial capability and education materials.

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

13. **On-the-Job Training – Applicable to the Comprehensive Job Center Only**

The Comprehensive Job Center 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: 1) Provide knowledge or skills essential to the full and adequate performance of the job; 2) Provide 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 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

The Comprehensive Job Center 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. Grantee and other provider partners must develop OJT leads with eligible employers, make information about OJT opportunities available to job seekers and screen and prepare interested candidates. Grantee must also solicit and accept referrals of qualified and interested individuals to participate in OJT and must work with the referring Job Center to facilitate the individual's hire into an OJT position.

14. **Individual Training Accounts – Applicable to the Comprehensive Job Center Only**

Individual Training Accounts (ITAs) reimburse the cost of training that will earn the individual a certificate/credential in order to enter or better compete in the workplace and retain employment. Training services reimbursed through ITAs may include: occupational skills training; programs that combine workplace training with related instruction; training programs operated by the private sector; skills upgrading and retraining; training to address employer needs; entrepreneurial training; and adult education and literacy activities integrated with services described above.

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

1. **Overview**

OEWD seeks an applicant to serve San Francisco's workforce system as a Comprehensive Job Center (CJC), also known as America's Job Center of California (AJCC or Comprehensive AJCC). Working in close coordination with OEWD, the CJC will serve as the central hub for all WIOA Title I workforce system services and an entry-point to the larger Workforce system and other partners, including: Neighborhood Job Centers, Specialized Job Centers, Sector Workforce Programs, Young Adult Workforce providers, Business Services Coordinators, and WIOA Core Partners, also known as WIOA Mandated Core Partners, (California Employment Development Department (EDD), California Department of Rehabilitation (DOR), City College of San Francisco (CCSF) Career Technical Education and Adult Education programs, and San Francisco Human Services Agency (HSA)/Temporary Assistance for Needy Families programs). The CJC will be charged with working with OEWD to lead efforts to improve, streamline and facilitate coordination of and access to workforce services across the City.

The CJC will provide comprehensives services to job seekers and 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. The CJC will offer comprehensive, onsite Job Readiness Training (JRT), Computer Skills Training (CST), and Financial Capability services available by referral from other Job Centers and provider partners that do not have the capacity to offer the full suite of such services. Outreach and service offerings will target either unemployed, underemployed citywide job seekers, or those seeking career change or career advancement within the local workforce. OEWD places a strong emphasis on equity and providing workforce services for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals. The CJC will focus heavily on ensuring vulnerable communities from all neighborhoods receive comprehensive services to enhance the community's connection to various local industries.

These services must be connected to the Job Center Services system and may occur in partnership with other workforce services providers (Neighborhood Job Centers, Specialized Job Centers, Sector Coordinators, and Young Adult Workforce providers) at the providers location and/or at other sites throughout the City that are appropriate to the above identified target groups.

As the central point for the provision of workforce services, the CJC must be in a central, transit-accessible location that provides maximum access for as many of the City's residents as possible.

2. **Description of Services**

As the central entry-point for all OEWD workforce system services, the Comprehensive Job Center serves three primary functions:

- Comprehensive Job Center: While be charged with additional roles and responsibilities, the core activities of the CJC will be delivering a comprehensive menu of services at a fully-staffed, "one-stop" career resource center designed to help an individual acquire basic academic and job

readiness, digital literacy, financial capability, career planning, job search skills and job placement assistance.

- Comprehensive AJCC per EDD and WIOA requirements: Comprehensive AJCCs are required to provide access to other WIOA Core Partners. Building on this requirement as well as the broader goals of OEWD and its system-level partners, the CJC must collaborate with WIOA Core Partners, including facilitating co-location of staff and services, as detailed in formal agreements with OEWD via MOUs.

- The Comprehensive Job Center - San Francisco Workforce System Lead: In collaboration with OEWD, the CJC is charged with coordinating other OEWD-funded providers including the Neighborhood Job Centers, Specialized Job Centers, Sector Workforce Programs, Young Adult Workforce Services, and Business Services to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system. This includes administration of services or funds shared across the system, such as ITAs and OJTs. In addition, the CJC will serve as the entry-point for the workforce system and provide light touch intake, assessment and referral services to the workforce system.

Serving in this extensive role, the CJC must meet certain requirements (detailed under Qualifications) in regard to its physical space and infrastructure, staffing capacity and personnel, and the ability to offer a wide range of workforce services.

Service Description:

Below is a description of the services related to these three primary functions.

A. Comprehensive Job Center:

At its core, the CJC will provide workforce services to the community. Services will span self-serve, light touch and comprehensive engagement and will be available both virtually and in-person in a physically accessible space. Services provided should include:

1. Employment services for job seekers: The CJC will provide holistic workforce services (onsite, virtual and/or hybrid) to job seekers with intent of enrolling into OEWD-funded programming and data reporting systems.
    - The CJC will offer self-service and "light touch" services to the general population. These services include access to computers and internet for job research and application; in-person and virtual job seeker events such as workshops and employer information sessions; workforce system navigation and one-off job search assistance (i.e., resume review, online application assistance); and enrollment and referral to more comprehensive services either at the CJC or with partners.

    - Comprehensive services offered onsite must include career assessment services, supportive services, comprehensive onsite Job Readiness Training (JRT), Computer Skills Training (CST), and Financial Capability Training.

- The CJC will also provide job seekers connections to sustainable employment opportunities with career pathways and advancement through employer partner networks.

- The CJC will maintain and update a publicly available menu of daily/weekly/monthly workshops.

- The CJC will register job seekers in Workforce Central (OEWD's online client tracking and outcomes reporting tool) and will issue EDD mandated "swipe" cards to effectively track job seekers accessing services.

- The CJC will provide both ITAs and OJT opportunities to job seekers in need of services.

2. Capacity to serve all job seekers: In addition to providing comprehensive services, the CJC must also be a site that welcomes and is inclusive to a diversity of job seekers.

- The CJC will provide holistic and culturally competent barrier removal services and/or resources targeted for job seekers with multiple barriers referred by job centers and other workforce partners. When necessary, CJC will refer job seekers to relevant non-workforce supportive services (i.e., mental health, childcare, etc.).

- The CJC will be staffed with culturally competent personnel who serve as workforce experts, reach all community residents through trusted channels, and operate services with a dual customer (job seeker/employer) approach.

- The CJC will ensure access to services are provided to persons with Limited English Proficiency (LEP).

- The CJC will provide services during nontraditional hours, including evenings.

B. Comprehensive AJCC:

1. California's Employment Development Department defines a comprehensive AJCC as a site where job seekers and employers can access the programs, services, and activities of all required AJCC partners with at least one WIOA Title IB staff person physically present. [EDD further defines excellence in AJCC operations as](#):

- In a physical location that enhances the customer experience.

- A site that offers universal access, with an emphasis on individuals with barriers to employment. The AJCC should embrace principles of Universal Design and implement Veterans preference and priority of service requirements.

- A key partner and leader within its local system of local job centers and WIOA Core Partners.

- A purveyor of integrated, customer-centered workforce services, including providing access for job seekers to all WIOA Core Partners.

- An On-Ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

- A participant in the broader local and regional strategy to engage industry and labor and support regional sector strategies through an integrated business service strategy that focuses on quality jobs. An employer of high-quality, well-informed, and cross-trained staff.

- An organization that achieves business results through data-driven continuous improvement.

2. Administration of select WIOA funding, OJT and ITA administration will be overseen by the CJC. The CJC will work with workforce system partners and employers (other Job Centers, WIOA Core Partners) to connect job seekers to OJT and ITA opportunities.

- Create OJT contracts with employers (developed directly or referred by Job Centers); identify, accept and place qualified job seekers (developed directly or referred by Job Centers) into an OJT; and provide support to both job seekers and employers during the OJT contracted period. Employer site visits, evaluations, and regular meetings will be required.

- Develop contracts with eligible training providers and work with OEWD, Neighborhood Job Centers, Specialized Job Centers, Sector Coordinators, and Young Adult Workforce providers 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.

3. Other activities and responsibilities related to serving as San Francisco's Comprehensive AJCC include:

- Providing access to the other WIOA Core partners by facilitating co-location of Partner services at a minimum of 8 hours a week as well as accommodating additional requests from Partners to conduct onsite information workshops, eligibility screening, referrals, and direct services.

- As part of this work (and as described below) the CJC will further serve as the primary point of referral for all WIOA Core Partners who wish to refer clients for OEWD-funded workforce services.

- Participating in periodic Equal Opportunity reviews of AJCC policies, procedures, and facilities and responding to recommendations for improvements.

- Participating in and passing the [Comprehensive AJCC certification process](#) for the state of California's Hallmarks of Excellence for America Job Centers of California.

- Participating in the San Francisco WIOA Core Partners working group.

C. **San Francisco Workforce Services Lead and Entry-Point:** As a "central hub" of the workforce system, the CJC will serve as an entry-point to the San Francisco workforce system and partners including the WIOA Core Partners, Neighborhood Job Centers, Specialized Job Centers, Young Adult Job Centers, Sector Workforce programs, and other partners to assure that job seekers are appropriately connected to workforce services that meet their distinct needs.

1. CJC will serve as a central entry-point for education, orientation, intake and referral to the greater workforce system. The CJC will:

   - Offer self-service services to the general population. These services include access to computers and internet for job research and application; in-person and virtual job seeker events such as workshops and employer information sessions; workforce system navigation and one-off job search assistance (i.e., resume review, online application assistance).

   - Provide light touch services to individuals referred by WIOA Core Partners, other City Departments (i.e., Department of Child Support Services, Department of Public Health, Department of Homelessness and Supportive Housing, Mayor's Office of Housing and Community Development, Human Rights Commission, and HopeSF), and through numerous assigned outreach efforts (e.g., employment/resource fairs) with a focus on light touch intake, assessment, and referral to the Workforce System. The CJC will deploy dedicated staff to participate in relevant community events or information fairs as the workforce delegate to share and inform the community about services offered through the OEWD Workforce System. In addition, the CJC may lead mass workshops (e.g., resume 101) at these events.

   - Provide support to job seekers accessing computer lab for self-assisted job search efforts.

   - Provide light touch job seekers with access to job readiness workshops (e.g., interview prep) and events aimed at assisting the community at-large.

   - Provide light touch job seekers with education, orientation and information (in-person or virtually) regarding offerings of the Workforce System and WIOA Core Partners.

   - Coordinate monthly calendars posted online including services and events of WIOA Core Partners.

2. System Alignment - In addition to playing a lead role in administration of WIOA programming and workforce services, the CJC will also work closely with OEWD and its system partners to bring better alignment to Workforce Services in San Francisco. This includes:
   - Conducting and leading outreach/marketing strategies of services available in partnership with all workforce partners at the Job Centers.

   - Maintaining, coordinating, and expanding formal partnerships with multiple agencies, including local community-based organizations to provide a continuum of care/services.

- Providing space to WIOA core and community partners to provide satellite office hours to expand outreach and services to the San Francisco Community.

- Facilitating the co-location Specialized Job Centers and Young Adult Workforce services at a minimum 4 hours a month to accommodate referrals.

- Partnering with all Sector Coordinators to better understand academy trainings offered, as well as visiting the training sessions to better understand trainings and create an efficient referral process.

- Coordinating with OEWD Business Services to develop relationships with businesses (First Source and Non-First Source) whose hiring needs match the skills of job seekers in the community; as well as, coordinating with Business Services to host employer spotlights, hiring events and career fairs.

- Coordinating monthly calendars posted online including services and events of Core Partners.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful CJC applicant will demonstrate the following Minimum Qualifications:

- Located in, or with demonstrated access to, a downtown facility that is 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.

- Pre-existing relationships and referral networks with a wide range of workforce, education, and supportive service providers in San Francisco.

- Experience conducting OEWD-approved assessment tools to evaluate the needs of job seekers with a wide range of abilities and backgrounds.

- Pre-existing relationships with employers in industries generating significant employment opportunities in San Francisco.

- A comprehensive understanding of the unique needs of San Francisco's job seekers and employers.

- History of successful participant recruitment and retention strategies that are appropriately aligned with program model and goals.

- Demonstrated experience providing workforce services to incumbent workers by providing services to meet the specific needs of entry, mid, and high-skilled workers.

- Demonstrated experience and expertise delivering Job Readiness Training, Computer Skills Training, and Financial Capability education and services, providing onsite participant access to computers' and classrooms.

- Demonstrated experience and expertise developing web-based (virtual) client services.

- High level of financial/accounting capacity necessary for the administration of OJT contracts and ITAs.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve participants. Examples might include virtual orientations, intake, job readiness workshops, ongoing case management, web conference interviews with employers, virtual hiring events, employer spotlights, and connection of participants online job readiness tools and resources.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

- Experience working with participants with multiple barriers that may adversely impact successful employment. Formal collaborative proposals with community partners that have a history of providing barrier remediation will be strongly considered. Please include details on how barrier removal services will be provided in a seamless manner either in-house, referred out to a partner organization(s), or hybrid.

Preferred Qualifications:

- Experience providing workforce development services.

- Demonstrated ability to leverage other workforce services.

- Access to a bank of computers (computer lab) to be used for job search activities.

- Established relationships with local business and non-workforce service providers.

- Experience providing workforce development services to entry, mid to high-skilled job seekers.

- Ability to leverage other workforce services and resources.

- Access to appropriate classroom space to conduct workshops, networking events, and other training.

OEWD will make funds available for OJT and ITA activities to be administered by the successful CJC applicant. CJC 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 affiliated chart).

However, applicants should include anticipated costs for the administration for those funds in their proposal budget. Applicants 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.

4. **Adult Workforce Program Performance Measures**

*Individuals enrolled by CJC provider staff and provided workforce services (ranging from orientation and intake to placement and retention). Provider must have the capacity to serve individuals referred by other provider partners for standalone customer services (assessments, CST, Financial Capability education/services, and other such services) that may not require the individual to be enrolled by the provider in order to receive needed assistance.

Comprehensive Job Center	
Performance Measure	**OEWD Performance Goal**
Number of individuals assessed and enrolled in CJC Services	175-200 participants enrolled
Placement in unsubsidized employment	75% of participants enrolled
Placement in advanced training or postsecondary education that leads to certificate/license attainment preparing for employment at exit *Of participants enrolled, up to 15% may be placed in an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment, prioritizing OEWD Sector Training Programs OR a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification.*	75% of participants enrolled
Attainment of a State/Industry recognized credential (within 4th quarter after exit) *Of participants enrolled, up to 15% may be placed in an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment, prioritizing OEWD Sector Training Programs OR a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification.*	75% of participants enrolled in Individual Training Accounts

Measurable skills gain (within 4th quarter after exit)	75% of participants enrolled in Individual Training Accounts
Follow-Up of Participants Placed in Unsubsidized Employment at **2nd and 4th Quarter after exit**	75% of all participants placed in unsubsidized employment
Follow-Up of Participants Placed in Advanced Training or Postsecondary Education that leads to certificate/license attainment preparing for employment at **2nd and 4th Quarter exit.**	75% of all participants placed in advanced training or postsecondary education

Other Major Deliverables – Comprehensive Job Center	
Develop and maintain employer relationships for the purpose of gaging future hiring needs and identify opportunities to better prepare participants within the workforce system. Refer employers to other workforce provider partners as relationship are developed.	8-12 throughout the program year
Engage employers in formal convenings (including other services providers as necessary), such as roundtables, employer panels, business advisory boards, partnership conversations, etc.	4 throughout the program year
Spearhead and manage logistics of Workforce Program events, including but not limited to: provider partner meetings, workforce partner trainings with WIOA Core partners and other key partners, sharing of best practices within the provider network on providing services to individuals with seeking and enrolled in workforce services, etc.	4-10 throughout the program year
Deliver Workforce Services Orientations (virtually, in person, or through a hybrid model) that provide an overview of services, detailed information and career pathways provided through San Francisco Workforce Services Programs, and other resources to the overall workforce system.	Weekly
The Comprehensive Job Center provider will, in collaboration with OEWD, develop, deploy and collect participant satisfaction surveys in an effort to enhance the participant's experience and improve service delivery.	1-2 throughout the program year

The Comprehensive Job Center provider will, in collaboration with OEWD, develop and co-lead Community of Learning convenings and/or meetings with Job Center Providers.	4 throughout the program year
The Comprehensive Job Center provider will deliver formal and ad-hoc reports to OEWD on Performance Measures, Milestones and or/major deliverables as described in Section 2, "Performance Measures".	4 throughout the program year

Other Major Deliverables – Comprehensive AJCC	
Certify as a Comprehensive AJCC per EDD guidance	Every three years
The Comprehensive Job Center will receive referrals from WIOA Core Partners. The CJC Provider will work with WIOA Core partners to establish staff-level relationships and processes that result in warm hand-offs of participants between agencies that are documented and tracked.	Ongoing throughout the program year
Create and maintain an online calendar of Comprehensive Job Center and WIOA partner events	Updated monthly
Facilitate co-location with WIOA Core partners per the MOUs developed between OEWD and the WIOA Core Partners.	8 hours a week

Other Major Deliverables – Comprehensive Workforce System Lead (Entry-Point)	
Certify as a Comprehensive AJCC per EDD guidance	Every three years
The CJC will provide light touch services (intake, assessment, and referral) to workforce system. CJC will receive such referrals from employer and community events, City departments, WIOA Core partners etc.	750-1,000 participants throughout the program year
The CJC will provide access to computer labs for self-assisted job search	Daily
The CJC will work with its staff and Workforce System partners to: 1) provide cross training for CJC staff in workforce system partner eligibility and intake	Ongoing

processes, 2) work with CJC staff and partners to establish processes for referral hand-off and documentation.	
The CJC will facilitate co-location with Neighborhood, Specialized and Young Adult Job Centers. Co-location can be either a CJC staff onsite at the partner or hosting the partner staff at the CJC	8-12 hours monthly

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-Year Per Grant)	Number Placed (1-Year Per Grant)
Comprehensive Job Center	1	$764,000	$1,000,000	175-200 CJC Participants 750-1000 Light Touch Participants	131-150

Funding for the Provider will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

The Provider's budget shall be determined based on the necessary time needed to meet robust recruitment goals, direct placement goals into employment for enrolled direct service clients, and the completion of other deliverables identified within the Performance Measures table and Other Major Deliverables table, which may require fluctuating time across the Other Major Deliverables.

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) How will you incorporate providing high-quality virtual career services?
(b) What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.
(c) What referral networks do you have to expand outreach efforts and assist job seekers with multiple barriers to employment? Be sure to detail formal referral process to partner organization(s).

(d) What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?

(e) How does your organization build staff capacity and professional development to ensure the unique needs of residents are met in a sufficient manner?

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Submit at least two (2) and up to four (4) letters of support from residents and community organizations that speak to your organization's ability to provide quality, culturally competent services. Minimum of 2 letters from each are required.

- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

- Submit any letters of support or Memoranda of Understandings (MOUs) for existing and new partnerships, as described in Supplementary Question C.

Program Area A2: Neighborhood Job Centers

1. Overview

OEWD seeks applicants to serve San Francisco's workforce system as Neighborhood Job Centers. Neighborhood Job Centers allow ready access to workforce services in communities that, because of geographic isolation or disproportionate levels of unemployment and/or poverty, are strategically placed in specific neighborhoods with greatest need. Through a network of Neighborhood Job Centers and satellite offices in other neighborhoods of need, OEWD seeks to leverage neighborhood assets to enhance its core programs, policies, tools, and services. The Neighborhood Job Centers' neighborhood-based employment services must offer a combination of workforce, education, job readiness barrier removal, referral, and supportive services to assist residents in achieving economic stability and general well-being. OEWD places a strong emphasis on equity and providing workforce services for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals. The Neighborhood Job Centers 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 in-person or virtually, the Neighborhood Job Centers will serve as accessible entry-points into San Francisco's larger public workforce and education systems.

2. Description of Services

Neighborhood Job Center (NJC) applicants must demonstrate that each of the Job Center services required will be available to job seekers and employers. NJC applicants can provide services indicated as optional for Job Centers but required by the Comprehensive Job Center. Services must be delivered in-person at the NJCs or virtually, with the exception of assessment screenings and group-based computer or financial literacy trainings that are available through the Comprehensive Job Center or another partner. NJCs must deliver Job Readiness Training (JRT) in-person or virtually. When any service is delivered offsite (such as satellite office hours, offsite intake or case management meeting), the delivery site must have appropriate space, technology, and other necessary materials.

 In addition, Neighborhood Job Centers supported by federal funds must participate in the certification process for the state of California's Hallmarks of Excellence for Affiliate America Job Centers of California (AJCC). Affiliate AJCC's provide job seekers and employers access to the programs, services, and activities of one or more AJCC partners.

Service Description

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

- Manage and coordinate the Neighborhood Job Centers and satellite office hours as an accessible, community-based facility delivering comprehensive workforce services.

- Conduct outreach and recruitment strategies that include formally partnering with agencies and local community-based organizations that can identify targeted groups of neighborhood residents and connect them to the Job Center; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.

- Coordinate formal partnerships among multiple agencies, including local community-based organizations, to provide holistic and culturally competent barrier removal services targeted for job seekers with multiple barriers to build a pipeline of job seekers that will be referred to the Job Center to fully benefit from workforce development services.

- Leverage other neighborhood community partners' spaces to provide satellite office hours to expand outreach and services to SF communities.

- Staff the Job Center 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.

- Ensure access to services are provided to persons with Limited English Proficiency (LEP).

- Provide services primarily to neighborhood job seekers to ensure needs of surrounding community are met.

- Provide services during non-traditional hours, including evening or weekend services.

- Plan and design in-person and virtual services relevant and customized to neighborhood-specific needs and assets.

- Deliver customized job readiness training and barrier removal services to address the needs of neighborhood residents.

- Connect residents to sustainable employment opportunities with career pathways and advancement by connecting with a variety of employer partners.

- Serve the broader network of Job Centers and other workforce system partners by assisting with the coordination of referrals to and from the Neighborhood Job Centers.

- Coordinate closely with OEWD to develop relationships with local businesses (particularly in relation to First Source employers) and with businesses whose hiring needs match the skills of neighborhood job seekers; and collaborate with OEWD Business Services and the Comprehensive Job Center to host employer workshops and support partnerships with larger, regional employers.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful Neighborhood Job Centers applicants will demonstrate the following Minimum Qualifications:

- Neighborhood Job Center applicants – whether as a single agency, or a collaborative under a lead applicant agency – must submit a single proposal to deliver or otherwise provide access to all Job Center services detailed in the Adult Workforce Services overview.

- Applicants for Neighborhood Job Centers funding must provide justification for locating a Neighborhood Job Center in the community they are proposing to serve. If proposing ability to provide satellite office hours, be sure to detail justification for satellite office hours and need in identified community.

- A wide range of workforce and other services offered in-person and/or virtually, in addition to having an extensive referral network for other services.

- Initiative to develop virtual service strategies that employ technology to serve job seekers. Examples might include:

  o Virtual orientations, intake, job readiness workshops, ongoing case management;
  o Web conference interviews with employers, virtual hiring events, employer spotlights;
  o Connection of job seekers to online job readiness tools and resources.

- Experience in developing culturally and linguistically appropriate outreach materials to diverse populations.

- Experience working with participants with multiple barriers that may adversely impact successful employment. Formal collaborative proposals with community partners that have a history of providing barrier remediation will be strongly considered. Please include details on how barrier remediation services will be provided in a seamless manner either in-house, referred out to a partner organization(s), or hybrid.

- Close proximity to the homes of targeted participants.

- Onsite participant access to computers.

- Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

Preferred Qualifications

- Neighborhood Job Center applicants describing past success in engaging or collaborating with residents and businesses to implement workforce services are strongly preferred.

- Neighborhood Job Center applicants detailing strong formal local community-based partnerships (through subcontract agreements) with joint strategies to service plans to conduct targeted outreach and provide barrier removal services will be given preference.

- To expand outreach to vulnerable communities, OEWD is looking for Neighborhood Job Center proposals that will offer hours and staffing at satellite locations. Neighborhood Job Center applicants with strong community partnerships to leverage community partners' spaces for satellite office hours will be given preference, specifically in neighborhoods with needs of workforce services.

- Neighborhood Job Center applicants providing detailed data on the type of sustainable employment opportunities program participants have been placed into will be given preference.

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

- Neighborhood Job Center applicants demonstrating a strong network of partnerships to serve participants holistically, through letters of support/MOUs, and subcontract agreements will be given preference.

4. **Adult Workforce Program Performance Measures**

Performance Measure	OEWD Performance Goal
Placement in unsubsidized employment	75% of participants enrolled
Placement in advanced training or postsecondary education that leads to certificate/license attainment preparing for employment at exit *Of participants enrolled, up to 15% may be placed in an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment, prioritizing OEWD Sector Training Programs OR a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification.*	75% of participants enrolled
Follow-Up of Participants Placed in Unsubsidized Employment at 2nd and 4th Quarter after exit	75% of all participants placed in unsubsidized employment
Follow-Up of Participants Placed in Advanced Training or Postsecondary Education that leads to certificate/license attainment preparing for employment at 2nd and 4th Quarter exit	75% of all participants placed in advanced training or postsecondary education

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-Year Per Grant)	Number Placed (1-Year Per Grant)
Neighborhood Job Centers	7-12	$200,000	$1,000,000	130-500	100-375

Additional funding with an increase of clients served may be provided to proposals with Satellite Hours.

Funding for the Providers will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

6. **Supplementary Questions and Attachments**

 In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) How will you incorporate providing high-quality virtual career services?

(b) What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.

(c) What referral networks do you have to expand outreach efforts and assist job seekers with multiple barriers to employment? Be sure to detail formal referral processes to partner organization(s). Please include letters of support or MOU's for existing and new partnerships.

(d) If submitting a proposal with a satellite location, what neighborhood community partnership(s) does your organization have established in order to leverage space(s) to provide satellite office hours in an effort to expand outreach and services to SF communities that does not have a Neighborhood Job Center?

(e) What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?

(f) How does your organization build staff capacity and professional development to ensure the unique needs of neighborhood residents are met in a sufficient manner?

Supplementary Attachments

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Submit at least two (2) and up to four (4) letters of support from residents or community organizations that speak to your organization's ability to provide quality, culturally competent services. A minimum of one (1) from each is required.

- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area A3: Specialized Job Centers

1. Overview

OEWD seeks applicants to serve San Francisco's workforce system as Specialized Job Centers (SJCs). Each Specialized Job Center (SJC) provides workforce development services that are customized to the needs and assets of a special population (Veterans, Reentry/Justice Involved, Persons with Disabilities, Immigrant Professionals, Immigrants with Limited English, Mature Workers, and the LGBTQI+ community) of work-ready job seekers. OEWD places a strong emphasis on equity and providing workforce services for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals.

OEWD seeks through this RFP to identify SJCs to provide job readiness, barrier removal and employment services for job seekers from specialized populations. OEWD will consider applications proposing to create and implement SJCs to provide job readiness and employment services for one or more targeted populations of job seekers.

The SJC 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 specialized populations. Each of OEWD's SJCs will provide workforce development services that are customized to the needs and assets of a special population of job seekers, accelerating their attainment of training, postsecondary education, and unsubsidized employment.

The SJC must deliver services at its own designated location, as well as during scheduled hours at the Comprehensive Job Center (CJC) (required) and the Neighborhood Job Centers (NJCs) (optional), as appropriate in order to spread awareness of SJC services and build a pipeline of specialized population job seekers in need of services. The proposed SJC services must also be connected to the CJC and NJCs 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).

2. Description of Services

The SJC must provide or facilitate access to all Job Center 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 other Job Centers. In such cases, the SJC 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.

Service Description

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

- 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.

- Provide or facilitate access to a wide range of services customized to address the specific needs of the population the SJC targets.

- Deliver hours during scheduled hours at the CJC (required) and at the NJCs (optional).

- Identify viable job opportunities for participants and in coordination with OEWD Business Services and conduct targeted relationship-building with employers interested in hiring the SJC's targeted population.

- Provide follow-up retention services up to 12 months following placement in unsubsidized employment.

- Plan and design in-person and virtual services relevant and customized to participant-specific needs and assets.

- Provide holistic and culturally competent barrier removal services targeted to and as appropriate for participants with multiple barriers requiring resolution in order to fully benefit from workforce development services.

- Provide culturally competent personnel services, including targeted language accessibility for individuals with Limited English Proficiency (LEP), able to reach specialized population through trusted channels.

- Serve as an educational partner to the OEWD workforce system to provide group trainings and individualized informational sessions to educate workforce partners on workforce best practices for the specialized population.

In addition to the services listed above, there are population-specific service delivery strategies that are unique to each specialized job center that are required:

Re-Entry Specialized Job Center applicants must demonstrate their capacity and intent to deliver the following:

- Partner with the Adult Probation Department, California Department of Corrections and Parole/Probation Offices to provide outreach pre- release and to align re-entry employment services across the probation and workforce systems.

- 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.

- 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.

- Identify viable job opportunities and coordinate with OEWD Business Services Unit and to build relationships with employers (particularly in relation to First Source employers) interested in and committed to hiring and advancing the re-entry population.

- Program models that include in-custody and post-release job readiness and workforce services are highly encouraged to provide a seamless continuum of services to the criminal justice involved population. Formal partnerships with agencies, including community-based organizations to provide such services is strongly encouraged.

Disability Services Specialized Job Center applicants must demonstrate their capacity and intent to deliver the following:

- Collaborate with the Department of Rehabilitation to conduct outreach and to align and leverage employment services and resources.

- Conduct targeted outreach to individuals with disabilities, including adults on SSI and SSDI.

- Collaborate with disability-serving partner organizations to better serve job seekers with disabilities.

- 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.

- 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 persons with disability population.

Veterans' Services Specialized Job Center applicants must demonstrate their capacity and intent to deliver the following:

- Collaborate 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.

- 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, or childcare, as appropriate.

- 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.

- Provide or facilitate access to legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.

- In coordination with OEWD Business Services, conduct targeted relationship-building with employers (particularly in relation to First Source employers) interested in and committed to hiring and advancing veterans.

3. **Minimum and Preferred Qualifications**

<u>Minimum Qualifications</u>

Successful <u>Re-Entry Services Specialized Job Center</u> applicant will demonstrate the following special qualifications:

- 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 (both in custody and post release).

- Established relationships with citywide service providers and resources for ex-offender/ reentry services.

- 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.

- Strong collaboration and partnership with providers of educational assessment, tutoring, and high school diploma and equivalency services.

- 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.

- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve participants. Examples might include:

    o virtual orientations, intake, job readiness workshops, ongoing case management;

    o web conference interviews with employers, virtual hiring events, employer spotlights;

    o connection of participants to online job readiness tools and resources.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Onsite participant access to computers.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

Successful <u>Disability Services Specialized Job Center</u> applicants will demonstrate the following Minimum Qualifications:

- Demonstrated success in providing employment services and employment barrier remediation services to individuals with a wide range of disabilities.

- Established relationships with DOR, citywide service providers, and resources for individuals with disabilities.

- Ability to address multiple barriers to employment and support accommodations, as appropriate.

- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve participants. Examples might include:

    o virtual orientations, intake, job readiness workshops, ongoing case management;

    o web conference interviews with employers, virtual hiring events, employer spotlights;

    o connection of participants to online job readiness tools and resources.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Onsite participant access to computers.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

Successful <u>Veterans Services</u> <u>Specialized Job Center</u> applicants will demonstrate the following Minimum Qualifications:

- 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).

- Demonstrated success in providing employment services and employment barrier remediation services to veterans, including female veterans and survivors of PTSD.

- 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.

- Strong collaboration and partnership with providers of educational assessment, tutoring, and high school diploma or equivalent services.

- 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.

- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve participants. Examples might include:

    o virtual orientations, intake, job readiness workshops, ongoing case management;

    o web conference interviews with employers, virtual hiring events, employer spotlights;

    o connection of participants to online job readiness tools and resources.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Onsite participant access to computers.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

Successful applicants for Other Specialized Job Centers *(i.e., Immigrants Professionals, Immigrants Limited English Speakers, LGBTQI+, Mature Workers, etc.)* will demonstrate the following Minimum Qualifications:

- Provide justification of the needs of this special population for targeted workforce services.

- Demonstrated success in providing employment services and employment barrier remediation services to the proposed targeted population.

- Established relationships with citywide service providers and resources for the targeted population.

- 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.

- Ability to make a strong case for the creation of a Job Center serving the proposed targeted population.

- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve participants. Examples might include:

  o virtual orientations, intake, job readiness workshops, ongoing case management;

  o web conference interviews with employers, virtual hiring events, employer spotlights;

  o connection of participants to online job readiness tools and resources.

Preferred Qualifications for All Specialized Job Centers

- Applicants should identify the industries and sectors that are appropriate to the populations being served and will be targeted through the program. Applicants should ensure their program design clearly demonstrates an emphasis on job readiness, barrier removal and employment services.

- 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, MOUs or collaborations that leverage from other sources. Applicants should not only describe the services to be provided but also address which of the Specialized Job Center services will be delivered directly by the applicant, and which will be delivered by the Comprehensive Job Center or Neighborhood Job Center, by another onsite partner, or by referral.

- Onsite participant access to computers.

- Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Applicants describing past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.

4. Adult Workforce Program Performance Measures

Performance Measure	OEWD Performance Goal
Placement in unsubsidized employment at exit	65-75% of participants enrolled
Placement in advanced training or postsecondary education that leads to certificate/license attainment preparing for employment at exit	65-75% of participants enrolled
Follow-Up of Participants Placed in Unsubsidized Employment at 2nd and 4th Quarter after exit	75% of all participants placed in unsubsidized employment
Follow-Up of Participants Placed in Advanced Training or Postsecondary Education that leads to certificate/license attainment preparing for employment at 2nd and 4th Quarter exit	75% of all participants placed in advanced training or postsecondary education

5. Recommendations

Anticipated Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1 Year Per Grant)	Number Placed (1 Year Per Grant)
SJC-Reentry Services	1-2	$200,000	$300,000	120-170	90-130
SJC- Veterans Services	1	$125,000	$250,000	100-145	75-110
SJC - Disability Services	1-2	$100,000	$125,000	70-80	55-60
SJC – Other Services* *(Immigrant Professionals, Immigrant with Limited English, LGBTQI+, Mature Worker)	2-5	$100,000	$150,000	70-85	55-65

Funding for the Providers will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) How will you incorporate providing high-quality virtual career services?

(b) What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.

(c) What referral networks do you have to assist job seekers with multiple barriers to employment? Be sure to detail referral process. Please include letters of support or MOUs for existing partnerships.

(d) What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?

(e) How does your organization build staff capacity and professional development to ensure the unique needs of local residents are met in a sufficient manner?

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Submit at least two (2) and up to four (4) letters of support from residents or community organizations that speak to your organization's ability to provide quality, culturally competent services. A minimum of 1 from each category is required.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area A4: Disability Services Coordinator

1. **Overview**

OEWD seeks applicants to serve San Francisco's workforce system as a Disability Services Coordinator to deliver and coordinate workforce and employment services targeting people with disabilities. OEWD places a strong emphasis on equity and providing workforce services for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals. Proposals for the Disability Services 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.

The Disability Services Coordinator serves as the lead Disability Job Center for workforce programs. In close consultation with OEWD, the Coordinator manages and coordinates all activities and services provided through the Disability Services Specialized Job Centers workforce programs, a partnership that includes employers, training providers, community-based organizations, educational institutions, state associations, workforce system partners, and other stakeholders.

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

The 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.

To best serve the needs of participants in a holistic and seamless manner, the DSC will work directly with the Department of Rehabilitation (DOR) on behalf of the entire workforce services system. Coordinator will establish and build a seamless referrals and service delivery across multiple services programs and act as a liaison to DOR and other stakeholders.

2. **Description of Services**

The Disability Services Coordinator must provide or facilitate access to all job center 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 job center and or workforce provider partner. In such cases, the DSC 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 assets, disabilities, needs,

and barriers. DSC activities should be tailored and targeted to meet service priorities and targeted outcomes for individuals with disabilities.

The Disability Services Coordinator is a pivotal and collaborative partner within OEWD's workforce system, particularly with the Disability portfolio, and will be expected to execute the following roles:

Participant Outreach and Recruitment: In coordination with other partners in the workforce system, the Coordinator must conduct outreach, education and recruitment activities designed to make San Francisco residents and employers aware of the services offered, and to identify appropriate/eligible participants to be enrolled in workforce programs.

- Collaborate with all the disability and other workforce program partners, including DOR, and act as the lead in service coordination and implementation of program activities, including initial outreach, recruitment, assessment and referral for disability workforce program portfolio.

- Outreach and recruitment services must enhance general awareness of the workforce services available and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers.

- The Coordinator shall organize and execute community-based orientations and trainings to introduce community members to programming designed for individuals with disabilities and best practices to serve this community.

Job Placement Services: The Coordinator will provide direct employment services to job seekers as job seekers become job ready. The Coordinator will:

- Prepare job seekers to conduct an effective job search and create ample appropriate employment opportunities for the job seekers as they conduct their searches.

- Collaborate with workforce programs partners to ensure participants have access to direct job placement services.

- Provide direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.

Participant Intake, Assessment and Referral: The Disability Services Coordinator must utilize effective assessment and case management practices to determine and facilitate access to appropriate services offered with the workforce system or through referral to DOR, based on the needs of each job seeker. The Coordinator shall:

- Conduct disabilities services-specific assessment to determine a participant's skill level (for referrals from non-disability services provider partners), interests, aptitude and ability, barriers to employment, to refer orientation participants to appropriate services.

- Ensure specific assessments reference and complement assessments delivered by the Comprehensive Job Center and other workforce system partners.

- Create participant referral pipelines to the disability portfolio and workforce provider partners.

OEWD Disability Services Strategy Support: The Disability Services Coordinator is responsible for working collaboratively with OEWD to support Disability Services workforce programs expansion, programming and collaboration, in the following ways:

- In close consultation with OEWD, the DSC coordinates all activities and services provided through the Disability Services workforce program, a partnership that includes employers, training providers, community-based organizations, secondary and postsecondary educational institutions, workforce system partners, and other stakeholders.

- Enhance alignment between Disability Services workforce program and strategic partners within the Job Centers (Comprehensive, Neighborhood, Specialized and Young Adult), Sector Programs (Construction, Health Care, Hospitality, Tech), DOR, and other collaborative partners to support cross referrals, participation, and enrollment between programs.

- Collaborate with the DOR to align employment services and resources. This includes partnering with DOR to provide trainings, education and information to the OEWD workforce system and employer networks.

- Deliver Disability Services program orientations that provide an overview of the services, detailed information about services and trainings provided through workforce programs for individuals with disabilities. The DSC will be responsible for conducting regular orientations citywide at various Job Centers. Orientations will provide a clear process of referrals to services and programs through workforce programs and next steps for assessment and enrollments.

Employer Relations Building: Support OEWD in the development of a strong Business Services component and employer engagement, including:

- Work closely with OEWD to leverage First Source hiring agreements, on-the-job training (OJT) opportunities, hiring tax credits, federal bonding program services, and other business service strategies.

- Assist OEWD in convening a Citywide WISF Disability Committee and/or formal employer convenings to discuss labor market trends and create mechanisms for collaboration and commitment.

- In collaboration with OEWD's Business Services grantees (particularly in relation to First Source employers), generate job leads for participants, and develop a system for distributing them to disability services partners, referring appropriate candidates accordingly.

- Engage employers in formal convenings, such as roundtables, employer panels, job clubs, etc., and develop job leads and openings with local and regional employers in order to connect job seekers seeking experience in relevant employment.

- Build and share employer relationships and connections with Disability Workforce providers to help build continuity among programs and expand Disability Services workforce program awareness.

Service Description

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

- Deliver services during scheduled hours at the Comprehensive (required) and at the Neighborhood and Specialized (optional) Job Centers.

- Provide or facilitate access to a wide range of targeted services to address inadequate/outdated vocational skills, health, mental health, transportation, substance abuse, childcare, assistive technology or special work accommodations, and other needs as appropriate.

- Provide culturally competent personnel services, including targeted language accessibility for individuals with Limited English Proficiency (LEP), able to reach individuals with disabilities through trusted channels.

- 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.

- Identify viable job opportunities and coordinate with OEWD Business Services Coordinator to build relationships with employers (particularly in relation to First Source employers) interested in hiring and advancing the population.

- Plan and design in-person and virtual services relevant and customized to participant-specific needs and assets.

- Provide holistic and culturally competent barrier removal services targeted to and as appropriate for participants with multiple barriers requiring resolution in order to fully benefit from workforce development services.

3. **Minimum and Preferred Qualifications***

Disabilities Services Coordinator cannot qualify to be a Disability Specialized Job Center. OEWD will only grant an award to a Grantee for one or another.

Minimum Qualifications

Successful Disability Service Coordinator applicants will demonstrate the following Minimum Qualifications:

- All Disabilities Services Coordinator applicants must demonstrate formal connections to the Job Centers (Comprehensive, Neighborhood, Specialized and Young Adult) the Department of Rehabilitation (DOR), Sector Programs (Construction, Health Care, Hospitality and Tech) and community-based organizations serving individuals with disabilities.

- Coordinate the overall delivery of Disability Services outreach, recruitment, orientations, and services in partnership with the Comprehensive, Neighborhood, Specialized Job Centers, Sector, and Young Adult Workforce Services.

- Coordinate a comprehensive referrals service model amongst the disability employment programs and the DOR and act as a liaison to DOR and other stakeholders.

- Develop policy and procedure recommendations which articulate a comprehensive program model serving job seekers with disabilities and disseminate these amongst Job Centers and other workforce and education system partners.

- 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.

- 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.

- Organize and coordinate employer events (including roundtables and panels) to increase the employer network committed to hiring persons.

- Train staff at the Comprehensive, Neighborhood, Specialized Job Centers, Young Adult and Sector Workforce Programs on disability awareness through group trainings and individualized sessions.

- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Train employers on supporting employees with disabilities and facilitate connection to viable employment opportunities and retention, including any necessary accommodations.

- In coordination with OEWD Business Services, engage employers with interest in hiring and advancing individuals with disabilities.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve participants. Examples might include:
  - virtual orientations, intake, job readiness workshops, ongoing case management;
  - web conference interviews with employers, virtual hiring events, employer spotlights;
  - connection of participants to online job readiness tools and resources.

- Provide onsite participant access to computers.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

Preferred Qualifications

- 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 Job Center services will be delivered directly by the applicant, and which will be delivered by the Comprehensive or Neighborhood Job Centers, by another onsite partner, or by referral.

- Applicants describing past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.

4. **Adult Workforce Program Performance Measures**

Target Service Numbers: 140 – 200 job seeker clients	
Performance Measure	**OEWD Performance Goal**
Identify and outreach to eligible people with disabilities including low-income, unemployed, underemployed, dislocated workers to be enrolled in workforce programs and services	60-70% of participants enrolled
Individuals with disabilities formally assessed and referred by workforce provider partners to the Disabilities Services Coordinator for workforce services (resources, training, career coaching, job placement) provided by OEWD or DOR	60-70% of participants enrolled
Placement of participants, including referrals in advanced training or postsecondary education that leads to certificate/license attainment preparing for employment at exit	75% of participants enrolled
Follow-Up of Participants Placed in Unsubsidized Employment at **2nd and 4th Quarter after exit**	75% of all participants placed in unsubsidized employment

Follow-Up of Participants Placed in Advanced Training or Postsecondary Education that leads to certificate/license attainment preparing for employment at **2nd and 4th Quarter exit**	75% of all participants placed in advanced training or postsecondary education

Other Major Deliverables	
On behalf of the Disability provider portfolio, develop new employer relationships for the purpose hiring participants needs and identify opportunities be better prepare participants with disabilities for the workforce.	4 new employer relationships annually
Engage employers in informal and formal convenings (including other disabilities services providers as necessary), such as roundtables, employer panels, business advisory boards, partnership conversations, etc.	4 times annually
Spearhead and manage logistics of Disabilities Services Workforce Program events, including but not limited to provider partner meetings, workforce partner trainings with DOR and other partners, sharing of best practices within the provider network on providing services to individuals with disabilities, etc.	4 – 8 times annually
Deliver Disabilities Services Orientations (virtually, in person, or through a hybrid model) that provide an overview of services, detailed information and career pathways provided through Disabilities Services, DOR and other resources to the overall workforce system.	1 –2 times monthly
Disabilities Services Coordinator will, in collaboration with OEWD, develop and co-lead Community of Learning convenings and/or meetings with Disabilities Services Job Center Providers.	4 times annually

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1 Year Per Grant)	Number Placed (1-Year Per Grant)
Disability Services Coordinator	1	$200,000	$300,000	140-200	105-150

Funding for the Provider will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

The Provider's budget shall be determined based on the necessary time needed to meet robust recruitment goals, direct placement goals into employment for enrolled direct service clients, and the completion of other deliverables identified within the Performance Measures table and Other Major Deliverables table, which may require fluctuating time across the Other Major Deliverables.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) How will you incorporate providing high-quality virtual career services?

(b) What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.

(c) What referral networks do you have to assist job seekers with multiple barriers to employment? Be sure to detail referral processes. Please include letters of support or MOU's for existing partnerships.

(d) What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?

(e) How does your organization build staff capacity to ensure the unique needs of neighborhood residents are met?

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Submit at least two (2) and up to four (4) letters of support from residents or community organizations that speak to your organization's ability to provide quality, culturally competent services. A minimum of one (1) from each category is required.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area B: Young Adult Workforce Services

1. **Overview**

In order to better assist young adults in their career pathways, OEWD will partner with local community-based organizations to provide innovative and effective Young Adult Workforce Service strategies. Many young adults are not yet prepared to select, pursue a specific career pathway, and navigate the current unemployment challenges disproportionately affecting young people. Young adults can greatly benefit from exposure to a variety of career pathways, information about requirements and opportunities for entry into the workforce, and foundational training that increases 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, high school equivalency credential or GED, involvement with the justice system, or personal or family challenges. OEWD seeks to fund Young Adult Services that help young adults overcome barriers and build the skills they need to realize their full economic potential and achieve their educational goals.

Young Adult Services will provide young people, ages 16-24, with a comprehensive and coordinated system of care for career pathways. Young adult programs will offer workforce development services to equip young people with the skills, knowledge, and abilities to prepare for successful employment, academics, and life choices. Through information, support, and exposure to a variety of career opportunities and trainings, Young Adult Services aspires to increase self-confidence and job skills to support young people looking for their first job or seeking transitional job experience to become fully employed.

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

- **Young Adult Job Center:** The Young Adult Job Centers will provide education and employment services, career exploration, job preparation workshops, and assistance with college/financial aid applications for young adults.

- **Reconnecting All through Multiple Pathways (RAMP):** The RAMP program will provide classroom training and hands-on workforce experience through a bootcamp model to prepare young adults for employment while having access to onsite education to attain a HS Diploma or GED.

- **Young Adult Subsidized Employment:** The Young Subsidized Employment program will provide young adults with paid work experience in high demand industries (i.e., tech and hospitality) to get them ready for the workforce. While enrolled in paid training, participants will receive other valuable services including case management, career plans and job placement assistance.

OEWD seeks to fund services and activities that enhance San Francisco's workforce service delivery system for all young adults ages 16-24 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 activity within and coordination across San Francisco to ensure appropriate services are available to young people throughout the workforce development system.

OEWD's Young Adult Services are targeted to Out-of-School young adults aged 16-24. In-school young adults ages 16-21 are also eligible for enrollment and service. WIOA's definition of Out-of-School participants includes an individual who is:

- not attending any school;

- not younger than age 16 or older than age 24 at time of enrollment; and

- one or more of the following:

  o A school dropout;

  o A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter;

  o A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner;

  o An offender;

  o A homeless individual, a homeless child or youth, or a runaway;

  o An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, or in an out-of-home placement;

  o An individual who is pregnant or parenting;

  o An individual with a disability; or

  o A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

Young people who do not meet WIOA eligibility criteria, may still be eligible for Young Adult Services if they are San Francisco residents. In addition, numerous efforts across the City provide services to help young adults along the path to economic security. Through Young Adult 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.

2. **Description of Young Adult Workforce Services**

Each Young Adult Services grantee will actively participate in OEWD's Workforce Provider Network to contribute to a comprehensive and aligned workforce system. This will involve attending regularly scheduled meetings, trainings, peer exchanges, sharing of best practices, networking and other activities to enhance overall service coordination and program implementation. In addition to aligning and collaborating with the workforce system, Young Adult Services will provide the following services, in-person or virtually, to support a fully comprehensive Young Adult Workforce Services program model.

Required Young Adult Services activities are the following:

1. **Outreach and Recruitment**

Outreach and recruitment services must enhance general awareness of the workforce services available at Young Adult Services and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers. OEWD's Principles of Employment Equity ensures that OEWD's programs and services do not disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

Standard marketing tools such as brochures, social media, ads, and flyers should be utilized to attract individuals eligible for services to the Young Adult Workforce Program and the broader workforce system. In addition, outreach and recruitment materials and strategies may be tailored to the Young Adult Workforce Program's target population (e.g., Veterans outreach by the Veterans Young Adult Workforce Program, or neighborhood outreach by a Neighborhood Young Adult Workforce Program).

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders including HRC's Opportunities for All and HSA's Foster Youth Programming; competitive proposals will have existing or propose plans to establish formal partnerships and Memoranda of Understandings (MOUs) with these entities.

2. **Information, Orientation, Assessment, and Enrollment**

Information: Each Young Adult Services program must provide participants with information on employment opportunities and how to access services within young adult workforce programs and the larger public workforce system through an in-person and virtual manner. 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 can be made available in a self-service resource room, through individualized referrals, and/or in group workshops. The young adult workforce program should, at minimum, maintain a self-service resource room and a Job Board with information on employment, sector training and postsecondary education opportunities.

Orientation: Each Young Adult Services program must provide both virtual and in-person orientations to the full array of services and activities available through all Young Adult Services programs 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 can occur regularly in a group workshop format or through individual participant appointments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

Assessment: Assessment activities assist participants in determining their skill levels, 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 workforce programs and services. An objective assessment should evaluate (but not limited to) the following: education; basic occupational skills, interests and aptitudes; prior work experience; employability; and supportive services and developmental needs.

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.

3. **Referral to Workforce System General Employment and Training Services**

General Workforce System Referrals: For those job seekers that require supportive or direct services in order to achieve their overarching employment objectives, Young Adult Services programs 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 the larger workforce system. Referral services must include guided referral to workforce programs and services for which individuals are eligible, prepare and align with their goals outlined in the assessment. Each Young Adult Services program must: be a primary receiver and provider of referrals; document all referrals (incoming and outgoing) and services provided; provide updates to referring and receiving agencies on client progress, challenges, and outcomes as appropriate.

Sector Training Referrals: When assessment identifies a job seeker's need for and interest in technical or occupational training, the Young Adult Services program may refer the individual to an OEWD Sector Training partner. For WIOA-funded grantees, training included on California's Eligible Training Provider List (ETPL) should be prioritized. The Young Adult Services program must inform individuals of available training subsidies, such as Individual Training Accounts (ITAs) available to eligible job seekers through the Comprehensive Job Center. Each Young Adult Services program must develop and maintain effective partnerships and referral relationships with OEWD's Sector Coordinators and their related Occupational Skills Training programs. Sector Workforce Programs solicited through this RFP target the Construction, Health Care, Hospitality and Information & Communications Technology (ICT) sectors.

4. **Individual Planning and Case Management**

All Young Adult Services programs are required to provide in-person and/or virtual 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 are designed to help individuals overcome barriers to training, education or employment success.

Individual Planning: The Young Adult Services program must work jointly with all eligible program participants who are being referred to training to develop Individual Service Strategies (ISSs) 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 and educational goals. ISSs should monitor the participant's progress, and continuously modify the ISS to reflect changes in the participant's needs and goals

Case Management: The Young Adult Services program must provide integrated case management services to prepare job seekers for a successful job search process that leads to employment and or postsecondary education/training. Case management services can be individualized or provided in group settings through motivational counseling. Follow up on referrals and connections to education, training and employment, and advocate on behalf of the participant, as needed.

5. **Barrier Removal Services**

Grantee will provide holistic and culturally competent barrier removal services targeted to participants with multiple barriers that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. Grantee will also identify the barriers to achieving these goals, 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 through warm and direct referrals as needed to help the participant achieve his/her employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: lack of federal work authorization; need of English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; criminal history; lack of basic computer skills; limited technology and internet access; lack of High School Diploma/GED; and lack of valid driver's license.

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 Young Adult Services program. Provider must work with

participants to address those life issues impacting the participants' ability to obtain or retain employment. All Young Adult Services programs 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 y Young Adult Services program 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; childcare services; transportation assistance; driver's license acquisition or driving record remediation; drug testing; and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. **Job Readiness Training**

Job seekers with identified barriers to participation in vocational training programs and employment must be provided with Job Readiness Training (JRT) to equip them with effective workplace and classroom survival skills, attitudes, and behaviors. Training should include topics such as:

- Learning and communication skills;

- Employers' expectations (i.e., appropriate work attire and culture);

- Self-assessment tools: Job search and interview skills;

- Job seeker portfolio development (e.g., resume, applications, online profiles);

- Computer literacy for job search activities and on the job duties;

- Career awareness, exploration and preparation: Participants conduct career exploration and understand employer expectations, work culture and norms, and career pathways.

- Life Skills: Participants attain life skills that address goal achievement, development of support systems, and balancing work and home.

8. **Basic Computer Skills Training**

Basic Computer Skills Training (CST) must be provided directly by the Comprehensive Job Center. Other Young Adult Services programs may elect to provide CST themselves or refer job seekers with identified need to the Comprehensive Job Center 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 modules should include (but not be limited to): computer skills training contextualized for the job search including 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 (i.e.,

Microsoft Office Suite), and training on use of job search and personal branding websites (e.g., LinkedIn). CST providers must collect data needed for pre- and post-assessment of computer skills.

9. **Financial Capability Services**

Financial capability services must be provided directly by the Comprehensive Job Center. Other Young Adult Services programs may elect to provide financial capability services themselves or refer job seekers with identified need to the Comprehensive Job Center or to other financial capability service providers. Financial capability services and training should prepare participants to manage employment income and a household budget. Financial capability literacy services should include one or more of the following: financial coaching, the ability to create household budgets, initiate savings plans, and make informed personal financial decisions; ability to manage spending, credit, and debt, including credit card debt, effectively; awareness of the availability and significance of credit reports and credit scores; activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial capability and education materials. Financial capability 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 Education, and Retention Services**

Each Young Adult Services program must provide job-ready participants with in-person or virtual workforce services including job or postsecondary/advanced training search, employment or education, and retention services that help them find and secure employment or education, assess their progress, and determine need for additional services to help them adjust and thrive in their new work or learning environment. Participants who enter the Young Adult Services program with limited or no barriers to employment or education may be prepared to advance directly to job or postsecondary/advanced training search services upon enrollment. The intensity of job search, employment and education, and retention services will depend upon the assessed job seeker's individual needs and priorities.

Job Search and Employment: Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Young Adult Services program must provide a variety of job search services, inclusive of but not limited to the following: provide individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); provide computer access and assistance to support the job search; and create connections and referrals to employer partners and job leads.

Connecting job seekers to viable employment opportunities is a key responsibility of the Young Adult Services program and its staff. Each Young Adult Services program must market job seekers to local employers and facilitate the application and hiring process to the extent feasible. The Young Adult Services programs must maintain rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

Follow-up/Retention Services: Each Young Adult Services program must track retention of a job seeker in employment or education/training for a year following exit. Documenting retention can be accomplished through communication with employers, educational/training partner, and/or with participants. At minimum, the Young Adult Services program must document retention of all participants receiving staff-assisted placement services at the 1st, 2nd, 3rd and 4th quarters following their exit from workforce services and/or programs to determine whether a program participant is still on the job, in education/training, and/or needs additional support to achieve positive program participation and employment outcomes. Follow-up and retention services must identify and address barriers that may jeopardize the participant's new employment or education/training, offer coaching and referrals to help participants address new or ongoing barriers to placement, and provide reemployment services if the participant has quit or been terminated.

11. **Partner Development and Referrals, including WIOA Core Partners and Opportunities for All**

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 Young Adult Services programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations working towards 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 values its partnership with the following WIOA Core partners: The Employment Development Department (EDD), the Human Services Agency (HSA), City College of San Francisco (CCSF) and the Department of Rehabilitation (DOR). Grantees are required to broker and develop relationships each of these partners to enhance co-enrollment in services and provide additional resources, support and services to enhance program participants overall success.

OEWD Young Adult Services programming should be aligned with the strategies of The Mayor's Office's Opportunities for All (OFA) Initiative, programming administered through the Human Rights Commission. OFA provides access to career exploration and workforce development for San Francisco's young adults. The initiative includes paid internships, mentorship, and pathways to employment, including job readiness, career training, and apprenticeship opportunities for young adults. OFA focuses on equitable access to these opportunities through workforce connection, support and job resources for both job seekers and employers alike.

12. **Coordination with OEWD Business Services Unit and Comprehensive Job Center**

To enhance employment opportunities for program participants, coordination with OEWD's Business Services Team and Comprehensive Job Center are pivotal. Under the leadership of the OEWD Business Services Unit (BSU) and Comprehensive Job Center (CJC), each Young Adult Services program must make space available to accommodate the business community to conduct one-on-one interviews, group interviews, and association or business group meetings, including virtual events and meetings. In addition, Young Adult Services programs will cohost career and hiring fairs, and schedule space at the

Young Adult Services program or coordinate virtually for one-on-one and/or group job interviews and employer and industry spotlights.

Young Adult Services programs will coordinate with BSU and CJC staff/providers to leverage employer relationships, First Source Hiring Program and other business service strategies to maximize employment opportunities. Young Adult Services programs will utilize SF Jobs Portal/WorkforceLinkSF and other OEWD data systems, if any, to effectively refer participants to job applications and track First Source referrals.

Young Adult Services programs will partner under coordination of the Comprehensive Job Center to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system. Programs will operate as a partner in a workforce system served by the Comprehensive Job Center (CJC) as the lead coordinator. The CJC will provide information on workforce system program services and a broad continuum of employment and training services. Young Adult Services may also conduct orientations and schedules hours at the CJC facilities to ensure that services are accessible by and targeted to the specific workforce needs of young adults.

13. **Measurable Skills Gain and Credential Attainment**

Measurable Skills Gain (MSG): In-school youth participants enrolled in education or occupational skills training program (including On-the-Job Training [OJT] or customized training) must attain an MSG during program enrollment. MSGs track a participant's *interim* progress; therefore, it is intended to capture important pathway progressions based upon "real time." The five types of measurable skill gains require documentation contingent upon the type of training or education in which the participant is enrolled. The following are the five types of measurable skill gains: documented achievement of an increase of an educational functioning level (via pre- and post-test); documented attainment of a secondary school diploma or equivalent; a secondary or postsecondary transcript or report card for sufficient credit hours demonstrating satisfactory academic progress; a satisfactory or better report of progress toward established milestones for training (such as OJT or apprenticeship); passage of an exam required for an occupation or for demonstrating progress in achieving established benchmarks for attaining technical/occupational skills

Credential Attainment: In-school youth participants enrolled in secondary education who has attained a secondary school diploma, or its recognized equivalent during participation or within one year of program exit, must also enter into postsecondary education or obtain unsubsidized employment within one year of program exit in order to obtain Credential Attainment. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (e.g. Certified Nursing Assistant license); occupational certificate, including Registered Apprenticeship and Career and Technical Education educational certificates: occupational certification (e.g. Automotive Service Excellence certification); other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment; other industry-recognized credentials.

Program Area B1: Young Adult Job Centers

1. Overview

OEWD seeks to identify applicants to serve San Francisco's workforce system as Young Adult Job Centers. Young Adult Job Centers allow tailored and accessible workforce services to young adults that are in need specific career guidance and opportunities for individuals at the beginning of their career path. The network of Young Adult Job Centers will leverage community assets and build upon existing programs, policies, tools, and services. Young Adult Job Center employment services will offer a variety of workforce, education, barrier removal, and wrap-around supportive services to assist young adults in achieving economic stability and general well-being. In addition to delivering a comprehensive menu of WIOA workforce services, the Young Adult Job Centers will serve as the premier entry points into San Francisco's larger public workforce and education systems through both in-person and virtual connections. Programs will be widely promoted across the city to provide access to workforce development and case management services to targeted young adult populations.

In addition to serving young adult communities at large, OEWD seeks to identify applicants to provide workforce development services that can be customized to the needs and assets of a special population of young adults including: Immigrants, Homeless/Unhoused, and At-Risk Young Adults from neighborhoods with high levels of poverty and violence including Reentry/Justice involved. OEWD will highly consider applications proposing to create and implement specialized job services to provide job readiness and employment services for one or more targeted populations of young adults in addition to serving the young adult population at large. Specialized services can be delivered in addition to general youth workforce development services to young adults beyond target population. A Young Adult Job Center can serve target low-income young adults at large without population emphasis and specialized services, but priority will be given to proposals that address the needs of most vulnerable young adult populations.

2. Description of Services

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

Service Description

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

- Manage and coordinate the Young Adult Job Centers as an accessible, community-based facility delivering comprehensive workforce services targeting and tailored to young adults ages 16-24.

- 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.

- Provide culturally competent personnel services, including targeted language accessibility for individuals with Limited English Proficiency (LEP), able to reach young adults through trusted multiple channels.

- Operate services with a dual customer (job seeker/employer) approach.

- Conduct youth-friendly intake processes that determine eligibility and inform individual service plans.

- Offer regular hours of business for young adults to have readily available access to drop-in services and a safe youth-friendly environment either onsite or virtually.

- Refer young adults who are program ineligible or are not selected to participate in OEWD-funded activities to other workforce system or community providers.

- Coordinate partnerships among community-based organizations, employers, and government agencies serving similar populations.

- Plan and design in-person and online services relevant and customized to young adults' assets and needs.

- Serve the broader network of Job Centers and other workforce system partners by facilitating referrals to and from the Young Adult Job Centers to ensure representation of targeted young adult populations.

- Develop relationships with local businesses whose hiring needs match the skills of young adult job seekers; while coordinating closely with OEWD's Business Services and Comprehensive Job Center to facilitate connections to larger, regional businesses and to host workshops or events onsite or virtually.

- Plan and design in-person and virtual services relevant and customized to young adult-specific needs and desired career path.

- Provide holistic and culturally competent barrier removal services targeted to and as appropriate for participants with multiple barriers requiring resolution in order to fully benefit from workforce development services including: Immigrants, Homeless/Unhoused, At-Risk Young Adults from neighborhoods with high levels of poverty and violence including Reentry/Justice Involved.

- Leverage community partners' spaces to provide satellite office hours to expand outreach to San Francisco communities if applicable.

Additionally, each Young Adult Job Center must support young adults in achieving their educational goals, in order for them to build foundations that will allow them to achieve their maximum earning potential. This can mean providing or making accessible through guided referral the following:

- Tutoring, study skills and education retention strategies.

- Alternative secondary school services including high school diploma, GED, and high school equivalency credential.

- Postsecondary preparation, application, and enrollment including but not limited to career technical education courses.

- Work-based learning 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, pre-apprenticeships, and apprenticeships.

- Occupational skills training, which includes priority consideration for training programs that lead to industry recognized postsecondary credentials including but not limited to OEWD Sector Training Programs and Treasure Island Job Corps.

- Leadership development opportunities, community services and peer-centered activities.

- Adult mentoring and connection to professional networks.

- Entrepreneurial skills training.

- Activities that help young adults prepare for a career and/or transition to postsecondary education and training such as soft skills development, personal management, and career pathways exploration.

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.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful Young Adult Job Centers applicants will demonstrate the following Minimum Qualifications:

- Demonstrated success providing youth workforce development programming and/or serving young adults in employment and education/training services.

- Demonstrated experience and established partnerships to implement Job Readiness Training, Barrier Removal, and Supportive Services for young adults. Please include details on how barrier removal services will be provided in a seamless manner either in-house, referred out to a partner organization(s), or hybrid.

- Demonstrated success connecting young adults to paid or unpaid employment or work-based learning opportunities, including work experience, internships, and service learning.

- Demonstrated success engaging private sector employers to provide unsubsidized job opportunities, work-based learning, or mentorship.

- 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, participant drop-in accessibility, and compliant with ADA regulations.

- Demonstrated success providing culturally competent and effective services for target young adult populations including: Immigrants, Homeless/Unhoused, At-Risk young adults from neighborhoods with high levels of poverty and violence including Reentry/Justice Involved.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve customers. Examples might include:

    o virtual orientations, intake, job readiness workshops, ongoing case management;

    o web conference interviews with employers, virtual hiring events, employer spotlights;

    o connection of customers to online job readiness tools and resources.

Preferred Qualifications

Highly competitive Young Adult Job Center applicants will demonstrate the following preferred qualifications:

- Young Adult Job Centers applicants – whether as a single agency, or a collaborative under a lead applicant agency – must submit a single proposal to deliver or otherwise provide access to all Young Adult Workforce services detailed in the Young Adult Workforce overview.

- Young Adult Job Center applicants describing past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.

- Young Adult Job Center applicants with established relationships or network of partnerships with citywide service providers and resources (such as the Human Rights Commission's Opportunities for All Initiative, SF Department of Children, Youth and Their Families, SF Unified School District, and other city-led efforts) for targeted population through letters or support or Memorandum of Understanding agreements will be given preference.

- Young Adult Job Center applicants with the ability to provide multilingual services for target young adult populations will be given preference.

- Young Adult Job Center applicants with the ability to conduct Computer Skills Training (CST) and financial literacy courses will be given preference.

- Young Adult Job Center applicants detailing strong community partnerships with a plan to leverage community partners' spaces to provide satellite office hours will be given preference.

4. **Young Adult Workforce Program Performance Measures**

Performance Measure	OEWD Performance Goal
Total Placements: Combined Long-Term and Short-Term Placements Long-term placement in advanced training, postsecondary education, unsubsidized employment or short-term placement in work-based learning paid internship or specified subsidized employment during program enrollment. *Includes postsecondary degree pathway resulting in a regionally accredited degree or certification or an OEWD approved advanced training that leads to a certificate or license attainment preparing for employment.*	75% of participants enrolled *15% of all placed individuals can be placed in specified subsidized employment or work-based learning paid internships*
Long-Term Placements Placement in advanced training, postsecondary education, unsubsidized employment *Includes postsecondary degree pathway resulting in a regionally accredited degree or certification or an OEWD approved advanced training that leads to a certificate or license attainment preparing for employment.*	60% of participants enrolled
Short-Term Placements Placement in work-based learning paid internship or specified subsidized employment during program enrollment *Minimum of 8 weeks placement duration and provider must continue to work with participant to seek long-term placement after completing short-term placement.*	15% of participants enrolled
Measurable Skill Gains * To qualify for a measurable skill gains, the participant needs to be enrolled in education or training at the time of participation.	70% of participants enrolled in-school
Credential Attainment * To qualify for a credential attainment, the participant needs to be enrolled in education or training at the time of participation.	60% of participants enrolled in-school
Follow-Up Services 1st, 2nd, 3rd, and 4th QTR after exit	100% of participants enrolled
Retention in placement (during 2nd and 4th quarter after exiting the program)	60% of all participants placed in employment or approved training/postsecondary education

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-Year Per Grant)	Number Placed (1-Year Per Grant)
Young Adult Job Centers	5-7	$100,000	$300,000	80-125	50-75

Funding for the Providers will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

- How will you incorporate providing high-quality virtual career services?

- What referral networks do you have to expand outreach efforts and assist job seekers with multiple barriers to employment? Be sure to detail formal referral processes to partner organization(s). Please include letters of support or MOU's for existing and new partnerships.

- What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Submit at least two (2) and up to four (4) letters of support from residents and community organizations that speak to your organization's ability to provide quality, culturally competent services. Two (2) from each category are required.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area B2: RAMP-SF

1. **Overview**

OEWD seeks to identify applicants to serve San Francisco's workforce system as a RAMP (Reconnecting All through Multiple Pathways) program. RAMP allows young adults to get on track towards a career pathway through a combination of education, skills training, and work experience in an intensive bootcamp model. For those young adults who require applied training in order to successfully transition into unsubsidized employment, RAMP is an all-encompassing workforce readiness and development program that will provide 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, unhoused or homeless, 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 will equip young adults with the skills and opportunities needed 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 or wages, and intensive support.

2. **Description of Services**

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

Service Description

Several service delivery strategies distinguish the RAMP program from other elements of the workforce ecosystem. Applicants must demonstrate capacity and intent to deliver the following:

- Conduct targeted outreach and recruitment through other youth-serving organizations, community-based networks, and citywide service providers such as San Francisco's Human Service Agency HOPE SF, San Francisco's Adult Probation Department, etc., to identify and enroll eligible young adults who will benefit from RAMP services.

- Conduct intensive assessment of each young adult'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 or education/training.

- Deliver classroom-based JRT, in-person or virtually, 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 or education/training. JRT must incorporate financial literacy services.

- Provide work experience with stipends or wages following completion or in conjunction with JRT. Each participating young adult must be connected to a transitional job,

internship or skills-focused training program that is paid with a stipend or wage. Jobs and internships must include an on-the-job training component provided by the employer.

- Provide career coaching and case management during the JRT period to complement case management with work-based learning services.

- Assign a job coach, mentor, or counselor during the work experience component to work individually with participants to monitor their performance, assist them with workplace challenges, connect them with outside support services as needed (e.g., childcare, transportation, substance abuse services, etc.), and prepare them to seamlessly transition in their career path.

- Provide unsubsidized placement assistance to employment or education/training during and upon completion of paid work experience as appropriate to their education and employment goals.

- Propose strategies to connect participants to intensive support education and training programs as appropriate, including GED, high school equivalency credential, and high school diploma services.

RAMP program will deliver a career pathways approach program inclusive of case management, career coaching, wrap-around support, occupational skills training, and/or academic support, as appropriate to the individual. RAMP providers will offer barrier removal services such as behavioral health and substance abuse information and referral services as appropriate to the individual.

Applicants should demonstrate a curriculum responsive to the key principles of RAMP 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 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 cohort; others may be connected directly to other employment and/or education opportunities without re-enrolling in RAMP.

Applicants 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.

3. **Minimum and Preferred Qualifications**

<u>Minimum Qualifications</u>

Successful RAMP applicants will demonstrate the following Minimum Qualifications:

- Demonstrated success providing youth workforce development programming and/or young adults in employment and education/training services.

- Demonstrated expertise and experience implementing Job Readiness Training Barrier Removal, and Supportive Services for young adults. Please include details on how barrier removal services will be provided in a seamless manner either in-house, referred out to a partner organization(s), or hybrid.

- Demonstrated experience providing supported employment and educational attainment services for young adults including GED, high school equivalency credential, and high school diploma services.

- Demonstrated success connecting young adults to paid or unpaid employment or work-based learning opportunities, including work experience, internships and service learning.

- Demonstrated success engaging private sector employers to provide unsubsidized job opportunities, work-based learning, or mentorship.

- 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.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve customers. Examples might include:
  - virtual orientations, intake, job readiness workshops, ongoing case management;
  - web conference interviews with employers, virtual hiring events, employer spotlights;
  - connection of customers to online job readiness tools and resources.

<u>Preferred Qualifications</u>

Highly competitive RAMP applicants will demonstrate the following preferred qualifications:

- RAMP applicants – whether as a single agency, or a collaborative under a lead applicant agency – must submit a single proposal to deliver or otherwise provide access to all Young Adult Workforce services detailed in the Young Adult Workforce overview.

- RAMP applicants describing past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.

- RAMP applicants with established relationships or network of partnerships with citywide service providers and resources (such as DCYF, SFUSD, etc.) for targeted population through letters or support or Memorandum of Understanding agreements will be given preference.

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

- RAMP applicants with the ability to utilize existing funds or employer wages to cover the cost of participant JRT stipend or wages will be given preference.

4. **Young Adult Workforce Program Performance Measures**

Performance Measure	OEWD Performance Goal
Placement and completion of RAMP Job Readiness Training and Paid Work Experience	90% of participants enrolled
Placement in unsubsidized employment or postsecondary education/advanced training *Includes postsecondary degree pathway resulting in a regionally accredited degree or certification or an OEWD approved advanced training that leads to a certificate or license attainment preparing for employment.*	70% of participants enrolled
Measurable Skill Gains: *To qualify for a measurable skill gains, the participant needs to be enrolled in education or training at the time of participation.*	70% of participants who qualify for one of the measurable skill gains
Credential Attainment: *To qualify for a credential attainment, the participant needs to be enrolled in education or training at the time of participation.*	60% of participants who qualify for one of the credential attainments
Follow-Up Services 1st, 2nd, 3rd, and 4th QTR after exit	100% of participants enrolled
Retention in placement (during 2nd and 4th quarter after exiting the program)	60% of all participants placed in unsubsidized employment or approved training/postsecondary education

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-Year Per Grant)	Number Placed (1-Year Per Grant)
RAMP	1	$200,000	$400,000	65-80	45-55

Funding for the Provider will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) How will you incorporate providing high-quality virtual career services?

(b) What referral networks do you have to expand outreach efforts and assist job seekers with multiple barriers to employment? Be sure to detail formal referral processes to partner organization(s). Please include letters of support or MOUs for existing and new partnerships.

(c) What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Submit at least two (2) and up to four (4) letters of support from residents and community organizations that speak to your organization's ability to provide quality, culturally competent services. Minimum of two (2) from each category required.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area B3: Young Adult Subsidized Employment Program

1. **Overview**

OEWD seeks to identify applicants to San Francisco's workforce system for Young Adult Subsidized Employment. Young Adult Subsidized Employment allows young adults to gain work experience and employer connections to bridge into a high demand and OEWD-targeted industry sector. The Young Adult 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 fields. 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.

The Young Adult Subsidized Employment program will target an industry sector(s) and occupation(s) which have accessible and technical career pathways. High demand career pathways feature practical connections to living wages positions with employee benefits and opportunities for advancement. Participants placed in entry-level and subsidized positions must be connected to subsequent opportunities for unsubsidized employment and advancement in the specified industry sectors. Targeted industry sectors are focused on science, technology, engineering, and mathematics (STEM) and include the following:

- Information & Communications Technology (ICT)

- Health Care and Social Assistance

- Professional, Scientific, and Technical

- Administrative and Support Service

- Other targeted industry sectors with high entry wages, career pathways and approved by OEWD

2. **Description of Services**

Young Adult Subsidized Employment programs will provide the services described below combined with subsidized employment placement. After completion of the subsidized employment in the target industry sector, the provider will deliver job placement services in unsubsidized employment in the same target industry sector. Services will be specific to and appropriate for young adult participants and facilitate their success in entering a career pathway in the designated field.

Service Description

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

- In conjunction with and with the approval of OEWD, design a program 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.

- Provide a detailed description of the occupations for which the program prepares participants based on current and future employer demand for the identified occupations.

- Conduct targeted outreach and recruitment through San Francisco City Departments (including Department for Children, Youth and their Families (DCYF), Human Rights Commission, and Department of Homelessness and Supportive Housing), other youth-serving organizations, and community-based networks to identify and enroll eligible young adults who will benefit from subsidized employment services.

- Deliver employment readiness activities that include the following:

  o Administer pre-assessments of participants to help identify appropriate subsidized employment opportunities.

  o Advise young adult participants of the documentation and paperwork necessary to secure subsidized employment, including right-to-work documents.

  o Orient young adult participants to sector-specific requirements, skills, and expectations to prepare them for subsidized employment.

  o Train young adult participants in basic financial literacy.

- Recruit and develop relationships with private sector employers to secure meaningful transitional jobs for young adults in the program's targeted industry sector(s) and occupation(s) with a minimum of 300 hours of subsidized employment.

- Orient transitional 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 sector.

- Provide ongoing support to young adults throughout participation in subsidized employment that include the following:

  o Conduct site visits to ensure the subsidized employment offers meaningful work-based learning experiences and career advancement potential, and to troubleshoot issues or grievances.

  o Support worksite supervisors with professional development, information, or coaching necessary to fully support young adults' work-based learning experience including professional mentorship and access to professional networks at worksite.

  o Ensure that subsidized employment leads to unsubsidized employment opportunities within the same worksite or within the identified industry sector, and transition to support the unsubsidized placements.

- Support participants' success for 12 months following their connection to unsubsidized employment and provide support services. Will engage with worksite supervisors to monitor employee progress (if needed).

- Conduct post-placement skills assessments to determine effectiveness of work-based support and training.

Applicants are invited to propose curriculum and/or partnerships for vocational training to coincide with subsidized employment. Vocational training as an extension of job readiness services can be implemented before or during subsidized employment placement. Vocational training is not a mandatory element of the Young Adult Subsidized Employment; however, OEWD seeks program models with established training programs or partnerships with training employer partners in the target industry sector. Vocational training should best prepare young adult participants for complimentary subsidized employment work experience and to be competitive for subsequent unsubsidized employment.

Applicants are invited to propose designated employers in targeted industry sector as a subsidized employment site and/or training partner.

If necessary, during the first six months of year one 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 through reimbursement to employers for employer paid wages to participants.

- Conduct targeted outreach and build a recruitment pool/client base.

- Research and develop employment opportunities in target industry sector and map career ladders within them.

- Work with employers to develop research-based, on-the-job training modules that will address young adult work-readiness and occupational skills relevant to the targeted sectors and occupations.

- Establish formal agreements with employers' partners to state specific skills and competencies employers will train participants in and anticipation to either hire, assist in placement in comparable occupation at another site, or level of skills attainment.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful Young Adult Subsidized Employment applicants will demonstrate the following Minimum Qualifications:

- Demonstrated capacity to customize program to meet real-time industry requirements and alignment to targeted sector occupation standards.

- Demonstrated understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

- Demonstrated success providing youth workforce development programming and/or serving young adults in employment and education/training services.

- Demonstrated expertise and experience implementing a dynamic Job Readiness Training program for young adults. Please include details on how barrier remediation services will be provided in a seamless manner either in-house, referred out to a partner organization(s), or hybrid.

- Demonstrated experience providing supported employment programs and educational attainment services for young adults.

- Demonstrated success in connecting young adults to paid or unpaid employment or work-based learning opportunities in proposed target industry sector(s).

- Demonstrated success in engaging private sector employers to provide unsubsidized job opportunities, work experience, or mentorship.

- 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.

- Demonstrated infrastructure to provide human resources support and process payroll and reimbursements to employer partners for participants in subsidized employment.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Demonstrated initiative to develop virtual service strategies that employ technology to serve customers. Examples might include:
  - Virtual orientations, intake, job readiness workshops, ongoing case management
  - Web conference interviews with employers, virtual hiring events, employer spotlights
  - Connection of customers to online job readiness tools and resources

Preferred Qualifications

Highly competitive Young Adult Subsidized Employment applicants will demonstrate the following preferred qualifications:

- Young Adult Subsidized Employment applicants – whether as a single agency, or a collaborative under a lead applicant agency – must submit a single proposal to deliver or otherwise provide access to all Young Adult Workforce services, as detailed in the Young Adult Workforce overview.

- Young Adult Subsidized Employment applicants describe a past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.

- Young Adult Subsidized Employment applicants with demonstrated delivery or employer partnership of vocational training in alignment with proposed career pathway will be given preference.

- Young Adult Subsidized Employment applicants with established partnerships with employers through letters or support or Memorandum of Understanding agreements will be given preference.

- Young Adult Subsidized Employment applicants with established relationships or network of partnerships with citywide service providers and resources (such as DCYF, SFUSD, etc.) for targeted population through letters or support or Memorandum of Understanding agreements will be given preference.

- Young Adult Subsidized Employment applicants with the ability to conduct Computer Skills Training (CST) and financial literacy courses will be given preference.

4. **Young Adult Workforce Program Performance Measures**

Performance Measure	OEWD Performance Goal
Placement and completion of minimum hours in subsidized employment in targeted industry sector	90% of participants enrolled
Placement in unsubsidized employment or postsecondary education/advanced training *Includes postsecondary degree pathway resulting in a regionally accredited degree or certification or an OEWD approved advanced training that leads to a certificate or license attainment preparing for employment.*	75% of participants enrolled
Measurable Skill Gains: * To qualify for a measurable skill gains, the participant needs to be enrolled in education or training at the time of participation.	70% of participants who qualify for one of the measurable skill gains
Credential Attainment:	60% of participants who qualify for one of the credential attainments

* To qualify for a credential attainment, the participant needs to be enrolled in education or training at the time of participation.	
Follow-Up Services 1st, 2nd, 3rd, and 4th QTR after exit	100% of participants enrolled
Retention in placement (during 2nd and 4th quarter after exiting the program)	60% of all participants placed in unsubsidized employment or approved training/postsecondary education

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-Year Per Grant)	Number Placed (1-Year Per Grant)
Young Adult Subsidized Employment	1-4	$200,000	$600,000	25-60	20-45

Funding for the Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) How will you incorporate providing high-quality virtual career services?

(b) What referral networks do you have to expand outreach efforts and assist job seekers with multiple barriers to employment? Be sure to detail formal referral processes to partner organization(s). Please include letters of support or MOUs for existing and new partnerships.

(c) What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Submit at least two (2) and up to four (4) letters of support from residents or community organizations that speak to your organization's ability to provide quality, culturally competent services. Minimum of two (2) from each category required.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area C: Sector Workforce Programs

Overview of Sector Workforce Program Services

OEWD seeks to fund Sector Workforce Programs in several priority industry sectors, which have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and 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. Technology (TechSF)

2. Health Care

3. Hospitality

4. Construction (CityBuild)

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 employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

> **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.

> **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.

> **Sector On-Ramp Programs (Technology)**: 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.

While each Sector Workforce Program component is solicited separately, OEWD strongly encourages applicants to partner with secondary, postsecondary 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. OEWD places a strong emphasis on equity and providing

trainings for San Francisco's most vulnerable communities and populations. Priority is given to participants who are among the priority populations as defined previously in this RFP.

OEWD seeks to enhance existing programs, policies, tools and services that exist within San Francisco's robust workforce community. 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 (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) in order to increase the successful outcomes of job seekers 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 and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency will be given priority. 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 postsecondary 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).

Sector Workforce Programs

Each Sector Workforce Program grantee will actively participate in OEWD's Workforce Provider Network to contribute to a comprehensive and aligned workforce system. This will involve attending regularly scheduled meetings, trainings, peer exchanges, sharing of best practices, networking and other activities to enhance overall service coordination and program implementation. In addition to aligning and collaborating with the workforce system, Sector Workforce Programs will provide the following services, in-person or virtually, to support a fully comprehensive Sector Workforce Services program model:

1. **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 sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. 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.

Outreach and recruitment services must enhance general awareness of the workforce services available at Sector Workforce Programs and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers.

OEWD's Principles of Employment Equity ensure that OEWD's programs and services do not disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

Standard marketing tools such as brochures, social media, ads, and flyers should be utilized to attract individuals eligible for services to the Sector Workforce Program and the broader workforce system. In addition, outreach and recruitment materials and strategies may be tailored to the Sector Workforce Program's target population if one is identified and collaborative partnerships for outreach are encouraged. (i.e., Veterans outreach should include coordination with Veterans Specialized Access Point, or neighborhood outreach with a Neighborhood Job Center).

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 proposed plans to establish formal partnerships and Memoranda of Understandings (MOUs) with these entities.

2. **Information, Orientation, Assessment, and Enrollment**

Information: Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. 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.

Orientation: Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. 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. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

Sector Workforce Coordinator Only

Assessment: Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant and any needed supportive services are identified during the assessment process. Sector-specific assessments are required to be implemented by Sector Workforce Program 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 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.

3. **Referral to Sector Occupational Skills Training Services – Sector Coordinator and Technology On-Ramp Only**

Through an orientation and assessment process, Coordinators will identify a job seeker's interest in specific occupational skills training and will establish mechanisms to formally refer the individual to the respective Sector Occupational Skills Training partner. The referrals will be conducted through a warm hand-off with accompanying assessment paperwork to streamline the processes for program participants.

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions or other technical training entities that help build the participants job readiness and technical skills pertinent to technology occupations. On-Ramp participants should complete On-Ramp programming with foundational skills that relate to OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

All Sector Workforce Programs are required to provide in-person or virtual 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 are designed to help individuals overcome barriers to training, education or employment success.

Individual Planning: The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will 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 job seeker's selected industry. The plan must include specific information on the training and skills development needed to succeed in the specific industry and services provider under Sector Workforce Program Model. IEPs should monitor the participant's progress, and continuously modify the IEP to reflect changes in the participant's needs and goals

Case Management: The Sector Workforce Program must provide case management services to prepare job seekers for a successful training and job search process that leads to employment and or postsecondary education/training. Case management services can be individualized or provided in group settings through motivational counseling. Follow-up services on referrals and connections to employment or further education/training to advocate on behalf of the participant, will be conducted as needed.

5. **Barrier Removal Services**

Grantee will provide holistic and culturally competent barrier removal services targeted to participants with barriers that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying the participant's employment goals and appropriate achievement objectives,

including any industry sector of interest and potential career pathways. Grantee will also identify the barriers to achieving these goals, 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 through warm and direct referrals as needed to help the participant achieve his/her employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: lack of right-to-work documentation; need for ESL or VESL services; criminal history; lack of basic computer skills; lack of High School Diploma/GED; and lack of valid driver's license.

6. **Supportive Services**

Participants in need of support to enter, participate and succeed in workforce services must be provided with or connected to supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs 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 Sector Workforce Program 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; childcare services; transportation assistance; driver's license acquisition or driving record remediation; drug testing; and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided needed to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. **Sector Specific Job Readiness Training (JRT)**

Sector-specific JRT services must be offered in-person and/or virtually and 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 (but not limited to):

- Career Awareness: Participants receive an overview of the industry including labor market information, sector occupations, career pathways, workplace introductions and tours, industry guest speakers and employment eligibility requirements.

- Career Exploration: Participants explore their field of interest to better understand what sector work would consist of and understand employer expectations, work culture and norms, and career pathways. Participants should engage in informal interviews, perform in-person or virtual exchanges with sector professionals and personalize their connection to the relevant sector.

- Career Preparation: Participants develop career and occupational skills. Experiences can include sector-specific projects, projects or partnerships with industry, paid internships connected to industry, and/or service-learning projects.

- 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.

- Life Skills: Participants attain life skills that address goal achievement, development of support systems, and balancing work and home.

- Job Search Skills: Participants develop a sector-specific portfolio that includes customized resume, cover letter, applications, interview skills, etc.

8. **Occupational Skills Training**

Sector-specific Occupational Skills Training must be delivered both in-person and virtually to deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications or degrees that lead to training-related employment or career advancement opportunities. 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

To validate the effectiveness of OST programming and enhance a participant's success to entering and upskilling in the sector-specific workforce, the following performance measures should be incorporated into the OST:

Measurable Skills Gain (MSG): Participants enrolled in education or occupational skills training program (including On-the-Job Training [OJT] or customized training) must attain an MSG during the program year and prior to exit. MSGs track a participant's *interim* progress; therefore, it is intended to capture important pathway progressions based upon "real time." The five types of measurable skill gains require documentation contingent upon the type of training or education in which the participant is enrolled. The following are the five types of measurable skill gains: Documented achievement of an increase of an educational functioning level (via pre- and post-test); Documented attainment of a secondary school diploma or equivalent; A secondary or postsecondary transcript or report card for sufficient credit hours demonstrating satisfactory academic progress; A satisfactory or better report of progress toward established milestones for training (such as OJT or apprenticeship); and passage of an exam required for an occupation or for demonstrating progress in achieving established benchmarks for attaining technical/occupational skills

Credential Attainment: Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of program exit. The following are

examples of credentials/certificates that are recognized credentials: Secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; Occupational licensure (i.e., Certified Nursing Assistant license); Occupational certification (i.e., Automotive Service Excellence certification); Registered Apprenticeship; Career and Technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

9. **Direct Job Search, Employment, and Retention Services (Optional for On-Ramp Programming)**

Each Sector Workforce Program must provide job-ready participants with in-person or virtual 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 and thrive in their new work environment. Job seekers who enter the Sector Workforce Program with limited or no barriers to employment may be prepared to advance directly to job search services upon enrollment of direct placement services (Coordinator) or completion of training (Occupational Skills Training). 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 job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads.

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 participants to local employers. The Sector Workforce Programs must maintain rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

Follow-up/Retention Services: Each Sector Workforce Program must track retention of a job seeker 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 Sector Workforce Program must document retention of all participants receiving staff-assisted placement services at the 2nd and 4th quarters following their exit from workforce services and/or programs to determine whether a program participant is still on the job and/or needs 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 ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

10. **Partner Development and Referrals, including WIOA Core Partners**

Partner development activities initiate, build and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. 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 preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, particularly those that leverage resources from other sources.

OEWD values its partnership with the following WIOA Core partners: The Employment Development Department (EDD), the Human Services Agency (HSA), City College of San Francisco (CCSF) and the Department of Rehabilitation (DOR). Grantees are required to broker and develop relationships with each of these partners to enhance co-enrollment in services and provide additional resources, support and services to enhance program participants' overall success.

11. **Coordination with OEWD Business Services Unit and Programs**

To enhance employment opportunities for sector program participants, coordination with OEWD's Business Services Team is pivotal. Under the leadership of the OEWD Business Services Unit (BSU), each Sector Workforce Program must make space available to accommodate the business community to conduct one-on-one interviews, group interviews, and association or business group meetings. In addition, Sector Workforce Programs will co-host career and hiring fairs, and schedule space at the Sector Workforce Program for one-on-one and/or group job interviews and employer and industry spotlights.

Sector Workforce Programs will coordinate with BSU staff/providers to leverage employer relationships, First Source Hiring Program and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize SF Jobs Portal/WorkforceLinkSF and other OEWD data systems, if any, to effectively track First Source referrals.

12. **On-the-Job Training**

Sector Workforce Programs may elect to 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: 1) Provides knowledge or skills essential to the full and adequate performance of the job; 2) 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 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

13. **Individual Training Accounts (Coordinator Only)**

Individual Training Accounts (ITAs) reimburse the cost of training an individual, who requires a specific training that will earn the individual a certificate/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 most jobs; programs that combine workplace training with related instruction; training programs operated by the private sector; skills upgrading and retraining; entrepreneurial and customized training; and adult education and literacy activities integrated with services described above.

The Sector Coordinator will administer an ITA fund designated to serve its respective sector portfolio. Following WIOA program guidance, each Sector Coordinator will inform eligible job seekers about ITAs and facilitate their access as appropriate. Job seekers, in consultation with a Sector Coordinator staff must select training services that are listed on the California Eligible Training Provider List (ETPL) for WIOA-funded participants and are related to career goals as determined through an assessment.

14. **Paid Internship (Technology Sector Young Adult Occupational Skills Training ONLY)**

Paid internships are allowable interim outcomes for young adult training providers for the Technology portfolio only. Paid internships, an earn-and-learn model, must offer more than minimum wage. Paid internships offer participants a way to gain relevant knowledge and the skills required to succeed in a specific career field while earning wages through an hourly wage, weekly salary, or stipend over the course of the internship. Paid internships must be industry relevant and potentially lead to longer term earn-and-learn opportunities or employment for a participant.

Program Area C1: TechSF

TechSF is San Francisco's citywide technology sector initiative and ensures job seekers in San Francisco have different avenues of sector awareness; one of those avenues being On-Ramp programming. TechSF at large provides education, training and employment assistance to both job seekers and employers, and in doing so, helps everyone involved benefit from the major job growth in technology occupations and opportunities. OEWD and TechSF place a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the technology sector.

The Technology Sector Workforce Programs prepare participants for occupations in the following high growth, high-demand occupational clusters:

Targeted Sector	Targeted Occupational Clusters
Technology	IT and Administration, Software Engineering and Programming, Networking and Cybersecurity, and Multimedia and Data Science

Program Area C1.1: TechSF Sector Coordinator

1. Overview

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 postsecondary educational institutions, labor 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 and/or subsidized employment. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the technology sector.

Each Sector Coordinator must collaborate with Sector OST Providers and Sector On-Ramp Programs to create a seamless delivery model for all employer and job seeker customers. Staff must serve as sector subject matter experts; with a dual-customer approach, staff must serve both job seekers and employers in order to effectively support the industry's workforce supply and demand needs.

The Sector Coordinator must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. For TechSF, the Sector Coordinator will be responsible for collaborating and syncing events, protocol, referrals, and programming for all three components of TechSF: Coordinator, On-Ramp Programming and Occupational Skills Training.

Each Sector Coordinator must facilitate connections to OEWD's workforce system, including the Job Centers (Comprehensive, Neighborhood and Specialized), Young Adult Workforce Programs, and Business Services. The Job Centers may be leveraged to provide space and logistical coordination for sector–specific outreach, orientations, vocational assessment, or employment and hiring fairs, as appropriate.

2. **Description of Services**

In addition to providing required services, Sector Coordinator grantees must also deliver the following:

- Collaborate with all 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.

- 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.

- 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. Support OEWD and Sector Workforce Programs in transitioning any relevant workforce programming to hybrid or virtual models. Ensure access to services is provided to persons with Limited English Proficiency (LEP).

- Deliver Sector Workforce Program Orientations both in person and virtually 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 Job Centers. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments.

- 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 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 Job Centers and other workforce system partners.

- Enhance alignment between Sector Workforce Program and strategic partners within the Job Centers (Comprehensive, Neighborhood, Specialized), Young Adult Workforce programs and other collaborative partners to support cross referrals, participation, and enrollment between programs. Coordinate with Job Centers on Individual Training Account (ITA) dollars and for additional training funds to support job seekers.

- Support OEWD in the development of a strong, sector-specific Business Services and industry partnership, including:

- o Assisting OEWD in convening a Citywide WISF Sector Committees and/or formal employer convenings to discuss labor market trends and creating mechanisms for collaboration and commitment.

- o Documenting articulated sector career pathways.

- o Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.

- o In collaboration with OEWD's Business Services grantees (particularly in relation to First Source employers), generating job leads for Sector Workforce Program participants, and developing a system for distributing them to Sector partners, referring appropriate candidates accordingly.

- o Providing direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.

- o Working closely with OEWD to leverage First Source hiring agreements, OJT opportunities, hiring tax credits, federal bonding program services, and other business service strategies.

- o Building, nurturing and advancing industry partnerships and relationships that lead to continual hiring commitments, industry exposure and other career support services.

- o Building and sharing employer relationships and connections with relevant sector workforce providers to help build continuity among programs and expand sector workforce program awareness.

- o Acting as a labor market sector expert and being knowledgeable of changes in the sector's respective hiring trends.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful TechSF Sector Coordinator applicants will demonstrate the following Minimum Qualifications:

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a workforce program in this industry.

- Demonstrate a history of successfully connecting trainees to training-related employment.

- Applicant must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.

- Demonstrate the ability to propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe service model from a job seeker perspective and how services and client outreach connect to the OEWD's broader Workforce Development system.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

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

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

Highly competitive TechSF Sector Coordinator applicants will demonstrate the following preferred qualifications:

- Sector Coordinator applicants should 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.

- Applicant should demonstrate they can develop employment opportunities through industry partnerships to provide direct placement options for participants.

- Strong proposals will include memoranda of understandings (MOUs) and/or letters of support (LOS) detailing how the Coordinator will:

    o Collaborate with community workforce training providers.

    o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

    o Partner with industry to create career pipelines, earn-and-learn models, advisory councils and curriculum development support.

    o Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

    o Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, industry associations and/or grassroots organizations.

- Applicants for Sector Coordinator should target preparation for one or more targeted high-growth occupations with direct connections to employment opportunities. Applicants must

reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.

- Applicants should demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Applicants should demonstrate hiring practices for their organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

4. **TechSF Sector Coordinator Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Placement	100% of enrolled clients	*Number of participants enrolled in direct placement services (including ITA participants)*
Individual Employment Plan (IEP)	100% of enrolled clients	*Number of participants with a complete Individual Employment Plan (IEP)*
Job Search	100% of enrolled clients	*Number of participants who complete a resume and/or cover letter; Number of participants who submit job application(s); Number of participants who complete mock job interview(s); Number of participants who complete job interview(s), Number of participants who complete an online employment portfolio; Other job search competencies*
Placement in unsubsidized employment or postsecondary education during program enrollment. *Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-*	80% of direct placement clients	*Number of direct placement services participants placed in employment at Exit (including ITA participants)*

year university) or advanced occupational training.		
Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 2nd and 4th Quarter after Exit.	75% of all participants placed in unsubsidized employment and postsecondary education	*Number of direct placement clients who are retained in unsubsidized employment both two and four quarters after exit*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	500-750	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

Other Major Deliverables	
Develop and maintain sector employer relationships for the purpose of gaging industry and employer needs to identify new trainings and services offered through Workforce Sector Programs. Refer employers to other sector workforce providers as relationships are built;	1-5 referrals per sector workforce training provider annually
Engage employers in informal and formal convenings (include other sector workforce programs as necessary), such as roundtables, employer panels, student showcases, partnership conversations, etc.	5-15 engagements annually
Spearhead and manage logistics of Sector Workforce Program events, including (but not limited to): program graduations, student showcases, hiring fairs, alumni meetings, job seekers events, etc.	4-10 times annually
Create and share with OEWD user-friendly sector-specific labor market information reports;	2-4 times annually
Deliver Sector Workforce Program Orientations (virtually, in person, or through a hybrid model) that provide an overview of the industry, occupational and career pathway information, and detailed information about services and trainings provided through Sector Workforce Programs.	1-2 times monthly
Create and implement small-scale marketing campaigns (including digital resources, materials and education resources) and in	1-2 times annually

coordination with OEWD to increase brand awareness and interest in sector training for both prospective employers and job seekers.	
Sector Coordinator will, in collaboration with OEWD, develop, deploy and collect customer satisfaction surveys in an effort to enhance the sector's customer experience.	1-2 times annually
Sector Coordinator will, in collaboration with OEWD, develop and co-lead Community of Learning convenings and/or meetings with Sector OST and On-Ramp Providers.	4 times annually
Sector Coordinator will provide reports to OEWD on Performance Measures, Milestones and/or Expected Deliverables as described in Section 4, "Performance Measures".	4 times annually

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-Year Per Grant)	Number Placed (1-Year Per Grant)
Technology (TechSF) Sector Coordinator	1	$300,000	$600,000	Outreach and Recruitment: 250-500 Direct Placement Services: 50- 75	Direct Placement: 40-60

Funding for the Provider will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Additionally, OEWD and TechSF may receive competitive funding streams, which may affect or change measurable deliverables.

The Provider's budget shall be determined based on the time needed to meet robust recruitment goals, direct placement goals into employment for enrolled direct service clients, and the completion of other deliverables identified in the Performance Measures and Other Major Deliverables tables above.

6. Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Describe how you will lead sector-specific industry engagement (including outreach and coordination) for any large sector-wide recruiting, events, hiring fairs or training-to-employment pipelines. Include how you will both engage the sector-specific industry and work with Sector Workforce Programs to align employers with participants.

(b) Describe your experience and/or how you plan to partner with postsecondary education and workforce training partners in order to expose job seekers to higher education, career pathways, additional vocational training and industry credentials. Be specific in your response about what partnership and pathways your organization has provided, as well as the job seeker experience in accessing these partnerships. 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.

(c) Describe how your organization will provide direct job placement services, using current labor market information, to a wide array of unique participants who are experiencing the effects of a COVID economy, changes in the job market and other barriers to employment. Be descriptive about your system, employer partnerships, and how your services and programming will support an individual's career journey.

Program Area C1.2: TechSF Occupational Skills Training

1. **Overview**

TechSF is San Francisco's citywide Technology sector initiative. TechSF provides education, training and employment assistance to both job seekers and employers, and in doing so, helps everyone involved benefit from the major job growth in technology occupations and opportunities. 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. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the technology sector.

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

Targeted Sector	Example Occupations
Technology	Computer and Information Systems Managers; Computer Support Specialists (i.e., 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; Multi-media Artists and Animators; Digital Marketers; Data Scientists and other.

TechSF has existing employer, education, training and community-based partners that provide collaborative services to job seekers and employers in tech occupations across industries in the pursuit of three goals: 1) Help address the local technology workforce talent supply and demand by connecting job seekers and employers; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in technology occupations; and 3) Partner with secondary, postsecondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers. Staff must serve as sector subject matter experts with a dual-customer approach. Staff must serve both job seekers and employers in order to effectively support the industry's workforce supply and demand needs.

2. **Description of Services**

Technology-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.

Technology-specific OST can be designed to support either young adult or adult populations. Within the parameters of TechSF, Young Adult Sector OST is solely focused on training participants ages 17-24.

Adult OST trains participants ages 18 and upward. 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

TechSF 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. All TechSF Occupational Skills Training Providers should design their services to last at minimum, one program year, and should be provided virtually, in-person or through a hybrid model. TechSF Workforce Programs must provide (but are not limited to) the following career trainings and supportive services:

- job preparation

- vocational training

- credentialing and certification

- increasing interpersonal, interviewing and overall soft skills relevant to sector needs

- job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within technical career paths

- barrier removal (interpersonal, social and economic)

- employment assistance

- referrals to other vocational training (as needed)

- job retention

- other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement

The TechSF Occupational Skills Training Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. For TechSF, OST Workforce Programs will be responsible for collaborating with the TechSF Sector Coordinator and On-Ramp Programs to ensure proper referrals, coordinated programming, and other essential requirements of OST Providers. OST Providers must coordinate program logistics and training delivery with OEWD and with the Sector Coordinator, to ensure that trainings are aligned with other OEWD sector OST programs and marketed accurately across the workforce ecosystem.

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

- Curriculum Development:

  o 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 validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree and clearly exhibits skill development.

  o Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.

  o 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.

  o 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.

  o For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.

  o 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.

  o Ensure access to services is provided to persons with Limited English Proficiency (LEP).

- Implementation:

  o Ensure all programming is offered through in-person, virtual or hybrid mechanisms.

  o Incorporate experiential learning, including paid internships, externships and credit-based learning into training.

  o Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.

  o 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.

  o Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.

  o 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 and opportunities with employment and/or Registered Apprenticeship for Sector Program participants.

- o Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful TechSF Occupational Skills Training applicants will demonstrate the following Minimum Qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

- Demonstrate a history of successful connection of trainees to training-related employment.

- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

Highly competitive TechSF Occupational Skills Training applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes;

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- Applicant should include at least two (2) memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how the OST Provider will:

  - o Collaborate with community workforce training providers;

- o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations;

- o Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support;

- o Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement;

- o Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- OEWD is particularly interested in proposals that leverage paid work experience opportunities using private funding, public employment subsidies such as the Humans Services Agency (HSA) JobsNOW! program, 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:

  - o Customized training in partnership with employers.

  - o Incumbent worker training to advance workers in the sector.

  - o Other contextualized work-based learning strategies, such as internships.

  - o Pre-apprenticeship training (training articulated to an Apprenticeship)

  - o 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).

  - o Wraparound services to support participants in training (i.e., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

4. **TechSF Occupational Skills Training Performance Measures**

TechSF Sector Performance Measures	OEWD Performance Goals
Number of participants assessed, complete Individual Employment Plan (IEP) and enroll in Occupational Skills Training.	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training

Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment.

Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training. | 80% of all OST participants enrolled |
| Attainment of a State/industry recognized credential (within 4th quarter after exit)

 Of participants enrolled, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification or an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment. | 75% of participants enrolled in occupational skills training |
| Measurable skills gain (within 4th quarter after exit) | 75% of participants enrolled in advanced training or postsecondary education |
| Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2nd and 4th Quarter after Exit | 75% of all participants placed in unsubsidized employment and postsecondary education |

| TechSF Sector- Young Adult Performance Measures

Young Adult Sector Workforce Programs serve participants ages 17-24.	OEWD Performance Goals
Number of participants assessed, complete Individual Employment Plan (IEP) and enroll in Occupational Skills Training.	100% of enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Total Placements: Combined Long-Term and Short-Term Placements

Long-term placement in advanced training, postsecondary education, unsubsidized employment or short-term placement in work-based learning paid internship or | 75% of participants enrolled |

specified subsidized employment during program enrollment. *Includes postsecondary degree pathway resulting in a regionally accredited degree or certification or an OEWD approved advanced training that leads to a certificate or license attainment preparing for employment.*	*15% of all placed individuals can be placed in specified subsidized employment or work-based learning paid internships*
Long-Term Placements Placement in advanced training, postsecondary education, unsubsidized employment *Includes postsecondary degree pathway resulting in a regionally accredited degree or certification or an OEWD approved advanced training that leads to a certificate or license attainment preparing for employment.*	60% of participants enrolled
Short-Term Placements Placement in work-based learning paid internship or specified subsidized employment during program enrollment. *Minimum of 12 weeks placement duration and provider must continue to work with participant to seek long-term placement after completing short-term placement.*	15% of participants enrolled
Measurable Skill Gains *To qualify for a measurable skill gains, the participant needs to be enrolled in education or training at the time of participation.*	70% of participants enrolled in-school
Credential Attainment *To qualify for a credential attainment, the participant needs to be enrolled in education or training at the time of participation.*	60% of participants enrolled in-school
Retention in placement (during 2nd and 4th quarter after exiting the program)	60% of all participants placed in employment or approved training/postsecondary education

TechSF and OEWD may negotiate measurable deliverables contingent on competitive and/or alternative funding. In addition to the performance measures noted above for all sector programs, Technology Sector Workforce providers should also be prepared to track and report on measures such as:

- Training attendance

- Interpersonal and communication skills attainment

- Occupational skills attainment

- Attainment of certification, credential or degree

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served Per Grant (1-year Per Grant)	Number Placed Per Grant (1-year Per Grant)
Technology (TechSF) Occupational Skills Training Providers.	4-8	$200,000	$600,000	50-80	40-65

Funding for the Providers will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Occupational Skills Training providers should provide training and/or educational services that train to specific occupations and provide living wages for participants. Please describe in detail how your program will provide the following:

- Targeted training for in demand occupations (if your specified occupations are not justified by growing labor market demand, please specify why you are choosing to train to these occupations).

- Job placement in growing and in demand occupations.

- An average salary or wages related within the targeted occupations that provide self-sufficiency for job seekers, to ensure participants are earning family sustaining wages.

- o Placement and retention services to enable an individual to advance in a career pathway.

(b) Beyond employment outcomes, OEWD may allow for placement outcomes in postsecondary education and advanced training that leads to further industry-recognized credentials. Provide a summary of how the proposed occupational skills training(s) result in the following outcomes upon completion of OST:

- o postsecondary education degrees/credentials

- o Industry-recognized credentials

- o licensed credentials and/or

- o vocational pathways

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse, and that access to your services are spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which can be customized and utilized depending on the target population.

(d) Describe your organization's experience conducting labor market analysis and employer engagement, and how you use this information to enhance your program design, curriculum and implementation of OST programs.

(e) TechSF measures success with explicit variables, such as enrollments and outcomes. In order to tell the full story of the job seeker experience, TechSF wants to know more about how your organization measures success within OST programming, after OST programming and within your participant's professional journey. What are ways your organization measures success, achievements and skills gains within training and programming for participants? Tell us about your current data tracking system and how you both capture and quantify success within your organizations programming. Additionally, how do you use your data systems and other measures of capturing participant outcomes to produce reports?

Program Area C1.3: TechSF On-Ramps

1. **Overview**

Sector On-Ramps, formerly known as Bridge programs, deliver sector-contextualized foundational learning and career exploration within the Technology Sector Workforce Programs. On-Ramp services equip participants with basic academic and technical skills so that they may participate fully and benefit from the other programs within the Sector. TechSF On-Ramps serve as feeders to the TechSF Sector Coordinator(s) and to Occupational Skills Training (OST); provide an articulated path to postsecondary education/degree, further industry-recognized sector training (resulting in stacked certifications or credentials), or sector-related employment. Successful models will incorporate postsecondary education enrollment, financial incentives, and work-based learning models and opportunities, so that participants can build education credentials while learning skills and earning money.

TechSF On-Ramp Programs may be designed to target young adults (ages 17-24) or adults of any age, in an effort to remove barriers and develop a pipeline of interested job seekers in a given sector. TechSF On-Ramp Programs are responsible for participants' program completion and outcomes; therefore, intensive support services through case management, barrier remediation, building job readiness, academic supports, etc. are essential to ensure program retention and overall participant program success. Upon completion of On-Ramp programming, transition services must be provided to ensure participants are successfully connected to sector-related additional training and enrolled in a Sector OST program, enrolled in postsecondary education or are job-ready.

The TechSF On-Ramp Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. On-Ramp Workforce Programs will be responsible for collaborating with the TechSF Sector Coordinator and Tech OST providers to ensure proper referrals, synced programming, and other essential requirements of OST Providers.

2. **Description of Services**
   In addition to meeting the general Sector Workforce Program requirements, the following requirements also apply specifically to Sector On-Ramp Programs:

   Planning and Design:

   - Develop research-based occupational programming that is employer-driven, meets local and industry labor market needs, builds foundational technical skills, removes barriers to employment and advances participants along career pathways targeted by OEWD's Sector Workforce Programs.

   - Ensure On-Ramp training provider can offer in-person, virtual and/or hybrid delivery service models to participants.

   - Develop formal transition linkages, or articulated agreements, to advanced job training leading to a certificate/degree, including the City's Sector Workforce Programs, outside workforce providers and/or higher education.

- Ensure program design incorporates strong Job Readiness Training models;

- Ensure that On-Ramp program participants increase their digital proficiency. Basic digital literacy gains can be captured through trainings using industry recognized applications, lessons in cloud computing, lessons on information security, etc.

Coordination and Implementation

- Develop an Individual Employment Plan (IEP) for each participant, including measurement of basic digital literacy (pre- and post-training).

- Deliver innovative, classroom-based On-Ramps Program instruction, including the following:

  o Innovative delivery methods such as accelerated learning, online learning and experiential learning.

  o Integrated instruction on soft skills, career exploration, career goals, pathways, and education planning.

  o Contextual work-based learning that integrates digital literacy, exposure to sector professional networks, exposure to career trajectory options and opportunities for skills-based practice through paid internships, apprenticeships, mentorships and/or on-the-job training.

  o Flexible programming to meet the needs of individual learning styles.

- Provide sector-specific, paid internship or mentorship opportunities during or upon completion of training

- Using the IEP as a guide, provide each participant with transition services to help them navigate and succeed through next steps following completion of the On-Ramp Program.

- Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful TechSF On-Ramp applicants will demonstrate the following Minimum Qualifications:

- Applicant must understand the professional and technical needs of local trainees, students and job seekers pursuant of and/or interested in a career in a technical occupation and should have access to recruiting these participants.

- Applicant should have a focus on supporting digital literacy and technical education for communities in San Francisco, specifically communities with limited access to technical education, digital skills, and professional training with an interest in pursuing a technical career.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model.

Preferred Qualifications

Highly competitive TechSF On-Ramps applicants will demonstrate the following preferred qualifications:

- Applicants should understand the OEWD Workforce System and how their programming will fit into the Sector Workforce Programming.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- Strong proposals will include at least two memoranda of understandings (MOUs) and/or letters of support (LOS) detailing how the OST Provider will:

  o Collaborate with community workforce training providers.

  o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations;

  o Partner with industry employers to create career pipelines, earn-and-learn models, commitment to hire graduates, advisory councils and curriculum development support.

  o Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

  o Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- Applicant should be agile in providing On-Ramp training and adjust training if necessary, to ensure that there is labor market demand matching the curriculum and skills taught, as well as referral pipelines for additional training and education.

- Applicant should aim to provide wraparound services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

4. **TechSF On-Ramp Performance Measures**

Performance Measures	OEWD Performance Goals
Number of participants assessed and complete an IEP	100% of participants enrolled
Enrollment in Job Readiness Training	100% of participants enrolled
Completion of a Digital Literacy Assessment (pre-training)	100% of participants enrolled
Completion of Job Readiness Training	80% of participants enrolled
Completion of Digital Literacy Assessment (post-training)	80% of participants enrolled
Placement in advanced training and postsecondary education	60% of participants enrolled
Placement in unsubsidized employment, work-based learning paid internship or specified subsidized employment during program enrollment.	15% of participants enrolled
Retention in placement (2nd and 4th quarter after exit)	60% of all participants placed in unsubsidized employment, advanced training and postsecondary education

Placement percentages per category may be negotiated upon receipt of OEWD Sector On-Ramp funding. Contingent on competitive and alternative funding, OEWD and TechSF may negotiate changes to select measurable outcomes.

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-Year Per Grant)	Number Placed (1-Year Per Grant)
TechSF On-Ramp	1-3	$100,000	$200,000	50-100	40-75

Funding for the Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

6. **Supplementary Questions and Attachments**

 In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) On-Ramp training programs act as the foundational training programs for any individual, regardless of skillset and knowledge of technology occupations, to learn and advance their technical skills. Explain how your organization will create referral pipelines to ensure completers of your program with interest in pursuing advanced training, careers, or additional education do have access to the OEWD Workforce System, postsecondary institutions, additional advanced training and/or employment opportunities. Be specific about your internal systems for referral, how you'll work with the OEWD Workforce System and how your team(s) will support all On-Ramp participants with their post-On-Ramp career or education.

(b) TechSF measures success with explicit variables such as enrollments and outcomes. In order to tell the full story of the job seeker experience, TechSF wants to know more about how your organization measures success within On-Ramp programming, after On-Ramp programming and within your participant's professional journey. What are ways your organization measures success, achievements and skills gains within training and programming for participants? Tell us about your current data tracking system and how you both capture and quantify success within your organizations programming. Additionally, how do you use your data systems and other measures of capturing participant outcomes to produce reports?

Program Area C2: Health Care

Health Care Overview

While the recent COVID-19 health pandemic has undoubtedly changed the local health care industry, the sector remains one of the City's most viable entry-points for job seekers seeking to enter the workforce, and support for essential health care workers is more incredibly important now more than ever. As the City moves forward, a qualified health care workforce will be critical in the overall recovery, reopening, and rebuilding of the economy, health and safety of San Francisco.

Through partnerships with local health care employers, industry associations, labor organizations, educational institutions, and training and service providers, OEWD coordinates workforce efforts in this industry though health care workforce programs. These Health Care Sector Workforce Programs enable San Francisco job seekers from diverse backgrounds to enter and succeed in both clinical and non-clinical positions, in a wide variety of settings and requiring various levels of education and skill. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the health care sector.

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

Targeted Industry	Example Occupations
Health care	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), Home Care Providers, Certified Health Workers, Specialized Medical Technicians, Phlebotomists, Dental Assistants, Licensed Vocational Nurses, Registered Nurses, Emergency Medical Technicians, Contact Tracers, Community Health Workers, and others.

The Health Care Academy has existing employer, education, training and community-based partners that provide collaborative services to job seekers and employers in clinical and non-clinical health care occupations across industries in the pursuit of three goals: 1) Help address the local health care workforce talent supply and demand by connecting job seekers and employers; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in health care occupations; and 3) Partner with secondary, postsecondary and other education partners to develop career pathways and opportunities for a future pipeline of health care workers. Staff must serve as sector subject matter experts with a dual-customer approach. Staff must serve both job seekers and employers in order to effectively support the industry's workforce supply and demand needs.

Program Area C2.1: Health Care Coordinator

1. **Overview**

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 postsecondary educational institutions, labor 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 and/or subsidized employment. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the health care sector.

Each Sector Coordinator must collaborate with Sector Occupational Skills Training (OST) Providers to create a seamless delivery model for all employer and job seeker customers. Staff must serve as sector subject matter experts; with a dual-customer approach, staff must serve both job seekers and employers in order to effectively support the industry's workforce supply and demand needs.

The Sector Coordinator must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. For the Health Care Academy, the Sector Coordinator will be responsible for collaborating and syncing events, protocol, referrals, and programming for Sector OST Providers.

Each Sector Coordinator must facilitate connections to OEWD's workforce system, including the Job Centers, Young Adult Workforce Programs, and Business Services. The Job Centers (Neighborhood, Specialized, Comprehensive and Youth) and other collaborative partners, 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.

2. **Description of Services**

In addition to providing required services, Sector Coordinator grantees must also deliver the following:

- 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.

- 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.

- 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. Support OEWD and Sector Workforce Programs in transitioning any relevant workforce programming to hybrid or virtual models. Ensure access to services is provided to persons with Limited English Proficiency (LEP).

- Deliver Sector Workforce Program Orientations both in person and virtually 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 Job Centers and virtually online. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments.

- 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 participants to appropriate trainings. The grantee will assess eligibility for Sector Workforce Programs and, if the workforce system participants 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 Job Centers and other workforce system partners.

- Enhance alignment between Sector Workforce Program and strategic partners within the Job Centers and other collaborative partners; to support cross referrals, participation, and enrollment between programs. Coordinate with America's Job Centers of California (AJCCs) on Individual Training Account (ITA) dollars and for additional training funds to support job seekers.

- Support OEWD in the development of a strong, sector-specific Business Services and industry partnership, including:

  o Assisting 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.

  o Documenting articulated sector career pathways.

  o Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.

  o In collaboration with OEWD's Business Services grantees (particularly in relation to First Source employers), generating job leads for Sector Workforce Program participants, and developing a system for distributing them to Sector partners, referring appropriate candidates accordingly.

  o Providing direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.

  o Working closely with OEWD to leverage First Source local hiring agreements, OJT opportunities, hiring tax credits, federal bonding program services, and other business service strategies.

- Building, nurturing and advancing industry partnerships and relationships that lead to continual hiring commitments, industry exposure and other career support services.

- Building and sharing employer relationships and connections with relevant sector workforce providers to help build continuity among programs and expand sector workforce program awareness.

- Acting as a labor market sector expert and being knowledgeable of changes in the sector's respective hiring trends.

3. **Minimum and Preferred Qualifications**

<u>Minimum Qualifications</u>

Successful Health Care Coordinator applicants will demonstrate the following Minimum Qualifications:

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a workforce program in this industry.

- Demonstrate a history of successfully connecting trainees to training-related employment.

- Applicant must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.

- Demonstrate the ability to propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe service model from a job seeker perspective and how services and client outreach connect to the OEWD's broader Workforce Development system.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

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

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities; as well as success with outreach and recruitment to the mentioned stakeholders.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

<u>Preferred Qualifications</u>

Highly competitive Health Care Sector Coordinator applicants will demonstrate the following preferred qualifications:

- Should 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.

- Applicant should demonstrate they can develop employment opportunities through industry partnerships to provide direct placement options for participants.

- Strong proposals will include memoranda of understandings (MOUs) and/or letters of support (LOS) detailing how the Coordinator will:

  o Collaborate with community workforce training provider.

  o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

  o Partner with industry to create career pipelines, earn-and-learn models, advisory councils and curriculum development support.

  o Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

  o Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, organized labor, and/or grassroots organizations.

- Applicants for Sector Coordinator should target preparation for one or more targeted high-growth occupations with direct connections to employment opportunities. Applicants must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.
- Applicants should demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.
- Applicants should demonstrate hiring practices for their organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

4. **Health Care Sector Coordinator Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description

Participants Enrolled in Direct Placement	**100% of enrolled clients**	*Number of participants enrolled in direct placement services (including ITA participants).*
Individual Employment Plan (IEP)	**100% of enrolled clients**	*Number of participants with a complete Individual Employment Plan (IEP).*
Job Search	**100% of enrolled clients**	*Number of participants who complete a resume and/or cover letter; Number of participants who submit job application(s); Number of participants who complete mock job interview(s); Number of participants who complete job interview(s), Number of participants who complete an online employment portfolio; Other job search competencies.*
Placement in unsubsidized employment or postsecondary education during program enrollment. *Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training.*	80% of direct placement clients	*Number of direct placement services participants placed in employment at Exit (including ITA participants).*
Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 2nd and 4th Quarter after Exit	75% of all participants placed in unsubsidized employment and postsecondary education	*Number of direct placement clients who are retained in unsubsidized employment both two and four quarters after exit.*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 1000 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

Other Major Deliverables	Service Goals
Develop and maintain sector employer relationships for the purpose of gaging industry and employer needs to identify new trainings and services offered through Workforce Sector Programs. Refer employers to other sector workforce providers as relationships are built.	1-5 referrals per sector workforce training provider annually
Engage employers in informal and formal convenings (include other sector workforce programs as necessary), such as roundtables, employer panels, student showcases, partnership conversations, etc.	5-15 engagements annually
Spearhead and manage logistics of Sector Workforce Program events, including (but not limited to): program graduations, student showcases, hiring fairs, alumni meetings, job seekers events, etc.	4-10 times annually
Create and share with OEWD user-friendly sector-specific labor market information reports.	2-4 times annually
Deliver Sector Workforce Program Orientations (virtually, in person, or through a hybrid model) that provide an overview of the industry, occupational and career pathway information, and detailed information about services and trainings provided through Sector Workforce Programs.	1-2 times monthly
Create and implement small-scale marketing campaigns (including digital resources, materials and education resources) and in coordination with OEWD to increase brand awareness and interest in sector training for both prospective employers and job seekers.	1-2 times annually
Sector Coordinator will, in collaboration with OEWD, develop, deploy and collect customer satisfaction surveys to enhance the sector 's customer experience.	1-2 times annually
Sector Coordinator will, in collaboration with OEWD, develop and co-lead Community of Learning convenings and/or meetings with Sector OST and On-Ramp Providers.	4 times annually
Sector Coordinator will provide reports to OEWD on Performance Measures, Milestones and/or Expected Deliverables as described in Section 4, "Performance Measures".	4 times annually

5. **Recommendations**

Program Area	Anticipated Number of Awards	MIN Funding Amount (Per Grant)	MAX Funding Amount (Per Grant)	Number Served (1 year Per Grant)	Numbers Placed (1 year Per Grant)
Health Care Sector Coordinator	1	$300,000	$600,000	Outreach and Recruitment: 250-500 Direct Placement Services: 50-75	Direct Placement: 40-60

Funding for the Provider will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

The Provider's budget shall be determined based on the necessary time needed to meet robust recruitment goals, direct placement goals into employment for enrolled direct service clients, and the completion of other deliverables identified within the Performance Measures table and Other Major Deliverables table, which may require fluctuating time across the Other Major Deliverables.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Describe how you will lead sector-specific industry engagement (including outreach and coordination) for any large sector-wide recruiting, events, hiring fairs or training-to-employment pipelines. Include how you will both engage sector-specific industry and how you will work with Sector Workforce Programs to align employers with participants.

(b) Describe your experience and/or how you plan to partner with postsecondary education and workforce training partners in order to expose job seekers to higher education, career pathways, additional vocational training and industry credentials. Be specific in your response about what partnership and pathways your organization has provided, as well as the job seeker experience in accessing these partnerships. 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.

(c) Describe how your organization will provide direct job placement services using current labor market information to a wide array of unique participants who are experiencing the effects of a COVID economy, changes in the job market and other barriers to employment. Be descriptive about your system, employer partnerships, and how your services and programming will support an individual's career journey.

Program Area C2.2: Health Care Occupational Skills Training

1. Overview

Health Care 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. 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

2. Description of Services

Health Care 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. All Health Care Occupational Skills Training Providers should design their services to last at minimum one program year, and should provide virtual, in-person or hybrid training models. Health Care Workforce Programs must provide (but are not limited to) the following career trainings and supportive services:

- job preparation;

- vocational training;

- credentialing and certification;

- increasing interpersonal, interviewing and overall soft skills relevant to sector needs;

- job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within health care career paths;

- barrier removal (interpersonal, social and economic);

- employment assistance;

- referrals to other vocational training (as needed);

- 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.

The Health Care Occupational Skills Training Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. For Health Care, OST Workforce Programs will be responsible for collaborating with the Health Care Sector Coordinator to ensure proper referrals, synced programming, and other essential requirements of OST Providers. OST Providers must coordinate program logistics and training delivery with OEWD and with the Sector Coordinator to ensure trainings are aligned with other OEWD sector OST programs and marketed accurately across the workforce ecosystem.

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

<u>Curriculum Development:</u>

- 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 health care sector occupations, based on current employer and/or labor organization demands, 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.

- Trainings should lead to health care industry-recognized credential(s), certification(s) or degrees, and clearly exhibits sector-specific skill development. Examples to certifications that would apply to the Health Care Sector Workforce Programs: Certified Medical Assistant, Certified Nursing Assistant, Registered Dental Assistant, National Registry of Emergency Medical Technicians, Licensed Vocational Nurses. Phlebotomy Technician Certification, and others. Proposals that include implementation of Industry Credentialed curricula, as well as partnerships or connections to employer partners for direct linkages to employment opportunities will be strongly considered.

- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.

- 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.

- 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.

- For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.

- 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.

- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation:

- Ensure all programming is offered through in-person, virtual or hybrid mechanisms.

- Incorporate experiential learning, including paid internships, externships and credit-based learning into training.

- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.

- 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.

- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.

- 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 and opportunities with employment and/or Registered Apprenticeship for Sector Program participants.

- Health Care Sector Workforce providers must be able to adapt training and curriculum to serve clients in a safe and effective manner. Implementation of training curriculum should be flexible and include options for virtual participation.

- Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful Health Care Occupational Skills Training applicants will demonstrate the following Minimum Qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

- Demonstrate a history of successful connection of trainees to training-related employment.

- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant

should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications:

Highly competitive Health Care Occupational Skills Training applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- Applicant should include at least two memoranda of understandings (MOUs) and/or letters of support (LOS) detailing how the OST Provider will:

  o Collaborate with community workforce training providers.

  o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

  o Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

  o Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

  o Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, industry associations and/or grassroots organizations.

- OEWD is particularly interested in proposals that leverage paid work experience opportunities using private funding, public employment subsidies such as the Humans Services Agency (HSA) JobsNOW! program, 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:

- o Customized training in partnership with employers.

- o Incumbent worker training to advance workers in the sector.

- o Other contextualized work-based learning strategies, such as internships.

- o Pre-apprenticeship training (training articulated to an Apprenticeship)

- o 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).

- o Wraparound services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

- Applicant can be a regionally- or nationally accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.

- Experience managing federal workforce funds including Workforce Investment Occupational Act (WIOA), Community Development Block Grant funds and/or other funding streams that may require complex eligibility documentation.

4. **Health Care Occupational Skills Training Performance Measures**

Performance Measures	OEWD Performance Goals
Number of participants assessed, complete IEP and enroll in Occupational Skills Training.	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment. *Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training.*	80% of all OST participants enrolled
Attainment of a State/industry recognized credential (within 4th quarter after exit). *Of participants enrolled, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or*	75% of participants enrolled in occupational skills training

certification or an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment.	
Measurable skills gain (within 4th quarter after exit).	75% of participants enrolled in advanced training or postsecondary education
Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2nd and 4th Quarter after Exit.	75% of all participants placed in unsubsidized employment and postsecondary education

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

- Training attendance

- Interpersonal and communication skills attainment

- Occupational skills attainment

- Attainment of certification, credential or degree

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

5. **Recommendations**

Program Area	Anticipated Number of Awards	MIN Funding Amount (Per Grant)	MAX Funding Amount (Per Grant)	Number Served (1-year Per Grant)	Numbers Placed (1-year Per Grant)
Health Care Occupational Skills Training Providers	5-8	$150,000	$450,000	50-150	40-120

Funding for the Providers will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Additionally, OEWD and may receive competitive funding streams, which may affect or change measurable deliverables.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Occupational Skills Training providers should provide training and/or educational services that train to specific occupations and provide living wages for participants. Please describe in detail how your program will provide the following:

   o Targeted training for in demand occupations (if your specified occupations are not justified by growing labor market demand, please specify why you are choosing to train to these occupations.).

   o Job placement in growing and in demand occupations.

   o An average salary or wages related within the targeted occupations that provide self-sufficiency for job seekers, to ensure participants are earning family sustaining wages.

   o Placement and retention services to enable an individual to advance in a career pathway.

(b) Beyond employment outcomes, OEWD may allow for placement outcomes in postsecondary education and advanced training that leads to further industry-recognized credentials. Provide a summary of how the proposed occupational skills training(s) result in the following outcomes upon completion of OST:

   o postsecondary education degrees/credentials;

   o Industry-recognized credentials;

   o licensed credentials and/or;

   o vocational pathways.

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse, and that access to your services are spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which can be customized and utilized depending on the target population.

(d) Describe your organizations experience conducting labor market analysis and employer engagement, and how you use this information to enhance your program design, curriculum and implementation of OST programs.

(e) The Health Care Academy measures success with explicit variables, such as enrollments and outcomes. In order to tell the full story of the job seeker experience, the Health Care Academy wants to know more about how your organization measures success within OST programming, after OST programming and within your participant's professional journey. What are ways your organization measures success, achievements and skills gains within training and programming for participants? Tell us about your current data tracking system and how you both capture and quantify success within your organizations programming.

Additionally, how do you use your data systems and other measures of capturing participant outcomes to produce reports?

Program Area C3: Hospitality

Through partnerships with local hospitality employers, industry associations, labor organizations, educational institutions, and service providers, OEWD coordinates workforce efforts in this industry though hospitality workforce programs. These Hospitality Sector Workforce Programs enable San Francisco job seekers from diverse backgrounds and with varying levels of work experience to succeed within the ever-evolving hospitality industry. OEWD places a strong emphasis on equity and providing services for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the hospitality sector.

The recent COVID-19 health pandemic has significantly changed the hospitality industry, impacting thousands of workers within the sector. Significant numbers of local hotel and restaurant workers have been furloughed or displaced and are in need of support and intervention to successfully reconnect to the workforce. As the City moves forward, supporting, retraining, and connecting (displaced) hospitality workers to other opportunities will be critical in the overall recovery, reopening, and rebuilding of the economy and culture of San Francisco.

In response to the evolving needs of this sector, the grant cycle for Hospitality related programs will have an up to 2-year contract term, with the possibility of a one (1) or two (2) year grant renewal. Factors that determine whether services will be renewed beyond the initial grant term include but are not limited to: Health climate due to the COVID-19 pandemic, industry recovery and needs, job seeker interests, and provider performance.

Program Area C3.1: Hospitality Worker Displacement Coordinator

1. **Overview**

The Hospitality Worker Displacement Coordinator(s) shall ensure that participants, many of whom have been displaced from the hotel and restaurant industries, are assessed and connected to Sector Workforce Programs and services both within and outside of the hospitality sector, in alignment with the individual's interests and aptitudes. The Coordinator(s) shall ensure that participants are supported during training and after employment and that Hospitality Sector Workforce Providers are connected to employers which offer career pathway opportunities for graduates.

The Hospitality Worker Displacement Coordinator(s) must identify and create employer partnerships to benefit all Hospitality Sector Workforce Programs and partnerships may be used 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.

A key component of the Hospitality Worker Displacement Coordinator(s) will be to engage and partner with Organized Labor and local Industry Associations. These partnerships will be used to support displaced hospitality workers, potentially from the Hotel and Restaurant Industries, with general employment services (including career coaching), direct placement opportunities, linkages to trainings

within or outside of the Hospitality Sector, educational services, and connections to wrap-around support services.

The Coordinator will also be expected to work with OEWD staff and key stakeholders to support the recovery of these two industries. The Coordinator shall participate in strategic conversations and planning related to the recovery of the hospitality industry and the successful re-engagement of displaced hospitality workers. The Coordinator shall provide advisement based on information gathered from independent research and partnerships with employers and sector stakeholders. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the hospitality sector.

The Hospitality Worker Displacement Coordinator(s) manages the coordination and internal alignment of all hospitality related training and employment activities conducted within the sector. The Coordinator ensures the seamless delivery of services within the entire provider portfolio and makes certain that clients interested in sector training are successfully connected to Workforce Sector Programming.

2. **Description of Services**

In addition to providing services for all required activities noted in the program overview, the Hospitality Worker Displacement Coordinator grantee(s) must also deliver the following:

- Conduct outreach and recruitment including initial outreach, recruitment, assessment and referral for Hospitality Sector Workforce Program services

- Collaborate with all Hospitality and other OEWD Sector Workforce Program partners, as well as other training entities/programs outside of OEWD's network, and act as the lead in service coordination and implementation of program activities.

- Coordinate with OEWD to promote and train Job Center and Young Adult Workforce programs staff on existing client referral and tracking process between the Job Centers and Sectors.

- 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.

- Provide ongoing support, promotion, and upkeep of OEWD's Hospitality Sector's Online Interest Form. Refer candidates who sign up through the interest form to orientations and appropriate training and/or services.

- Ensure access and services are provided to persons with Limited English Proficiency (LEP).

- Create and 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 Job Centers, as well as conducting virtual and in-person orientations for general and targeted audiences. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments.

- Conduct sector-specific assessments to determine a participant's skill level, interests, aptitude and abilities, 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, will provide referrals to other necessary employment resources. Sector-specific assessments must reference and complement assessments delivered by the Job Centers and other workforce system partners.

- Support OEWD in the development of a strong, sector-specific business services and industry partnership development, including:

  o Assisting 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.

  o Documenting articulated sector career pathways.

  o Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.

  o In collaboration with OEWD's Business Services grantees, generating job leads for Sector Workforce Program participants, and developing a system for distributing them to Sector partners, referring appropriate candidates accordingly.

  o Providing direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.

  o Working closely with OEWD to leverage First Source local hiring agreements, OJT opportunities, hiring tax credits, federal bonding program services, and other business service strategies.

  o Building, nurturing and advancing industry partnerships and relationships that lead to continual hiring commitments, industry exposure and other career support services.

  o Building and sharing employer relationships and connections with relevant sector workforce providers to help build continuity among programs and expand sector workforce program awareness.

  o Acting as a labor market sector expert and being knowledgeable of changes in the sector's respective hiring trends.

3. **Minimum and Preferred Qualifications**

<u>Minimum Qualifications</u>

All Hospitality Worker Displacement Coordinator applicants should include in their proposals information that demonstrates they possess the following minimum qualifications:

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a workforce program.

- Demonstrated history of successfully connecting trainees to training-related employment.

- Applicant must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.

- Ability to propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe service model from a job seeker perspective and how services and client outreach connect to the OEWD's broader Workforce Development system.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

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

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities; as well as success with outreach and recruitment to the mentioned stakeholders.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

<u>Preferred Qualifications</u>

Highly competitive applicants will demonstrate the following preferred qualifications:

- Coordinator applicants should 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.

- Applicant should demonstrate they can develop employment opportunities through industry partnerships for direct placement participants. Please include historical data of such partnerships and outcomes.

- Strong proposals will include memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how the Coordinator will:

  o Collaborate with community workforce training providers.

  o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

  o Partner with industry to create career pipelines, earn-and-learn models, advisory councils and curriculum development support.

  o Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

  o Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or Industry Associations.

- Applicants for Sector Coordinator must target preparation for one or more targeted high-growth occupations with direct connections to employment opportunities. Applicants must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.

- Applicants should demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Applicants should demonstrate hiring practices for their organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

4. **Hospitality Worker Displacement Coordinator Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Placement	100% of enrolled clients	*Number of participants enrolled in direct placement services (including ITA participants)*
Individual Employment Plan (IEP)	100% of enrolled clients	*Number of participants with a complete Individual Employment Plan (IEP)*
Job Search	100% of enrolled clients	*Number of participants who complete a resume and/or cover letter; Number of participants who submit job application(s); Number of participants*

		who complete mock job interview(s); Number of participants who complete job interview(s), Number of participants who complete an online employment portfolio; Other job search competencies
Placement in unsubsidized employment (2nd quarter after exit)	80% of direct placement clients	*Number of direct placement services participants placed in employment at Exit (including ITA participants)*
Follow-Up of Participants Placed in Unsubsidized Employment at **2nd and 4th Quarter after exit**	75% of all participants placed in unsubsidized employment	*Number of direct placement clients who are retained in unsubsidized employment both two and four quarters after exit*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	300-500 unduplicated clients	Number of unduplicated job seekers that are reached through outreach efforts in order to be enrolled in workforce services.

Other Major Deliverables	
Develop and maintain sector employer relationships for the purpose of gauging industry and employer needs to identify new trainings and services offered through Workforce Sector Programs. Refer employers to other sector workforce providers as relationships are built.	1-10 referrals per sector workforce training provider annually
Engage employers in informal and formal convenings (include other sector workforce programs as necessary), such as roundtables, employer panels, student showcases, partnership conversations, etc.	5-15 engagements annually
Spearhead and manage logistics of Sector Workforce Program events, including (but not limited to): program graduations, student showcases, hiring fairs, alumni meetings, job seekers events, etc.	4-10 times annually

Create and share with OEWD user-friendly sector-specific labor market information reports.	2-4 times annually
Deliver Sector Workforce Program Orientations (virtually, in person, or through a hybrid model) that provide an overview of the industry, occupational and career pathway information, and detailed information about services and trainings provided through Sector Workforce Programs.	1-2 times monthly
Create and implement small-scale marketing campaigns (including digital resources, materials and education resources) and in coordination with OEWD to increase brand awareness and interest in sector training for both prospective employers and job seekers.	1-2 times annually
Sector Coordinator will, in collaboration with OEWD, develop, deploy and collect customer satisfaction surveys in an effort to enhance the sector's customer experience.	1-2 times annually
Sector Coordinator will, in collaboration with OEWD, develop and co-lead Community of Learning convenings and/or meetings with Sector OST and On-Ramp Providers.	4 times annually
Sector Coordinator will provide reports to OEWD on Performance Measures, Milestones and/or Expected Deliverables as described in Section 4, "Performance Measures".	4 times annually
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers. Participated to be referred out to OEWD Sector Occupational Skills Trainings (OST) or enrolled in internal direct employment services.	350-500

5. **Recommendations**

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

Program Area	Anticipated Number of Awards	MIN Funding Amount (Per Grant)	MAX Funding Amount (Per Grant)	Number Served (1-Year Per Grant)	Number Placed (1-Year Per Grant)
Hospitality Worker Displacement Coordinator	1-2	$300,000	$625,000	250-320	200-260

Funding for the Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Additionally, OEWD may receive competitive funding streams, which may affect or change measurable deliverables.

The Provider(s) budget shall be determined based on the time needed to meet robust recruitment goals, direct placement goals into employment for enrolled direct service clients, and the completion of other deliverables identified in the Performance Measures and Other Major Deliverables tables above.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Describe how your organization will conduct outreach to underemployed, unemployed and otherwise vulnerable communities to ensure that laid-off Hospitality workers from various populations and backgrounds are connected to workforce services. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population.

(b) Please describe the industries and/or occupations you will assist hospitality workers affected by COVID to transition into. Please provide data to substantiate these occupations. If you do not yet have data on specific industries, please describe how you will compile such data, including any relevant industry stakeholders you will work with (i.e., labor unions, industry associations, and educational institutions).

(c) Describe how your organization will provide direct job placement services using current labor market information to a wide array of unique participants who are experiencing the effects of a COVID economy, changes in the job market and other barriers to employment. Be descriptive about your system, employer partnerships, and how your services and programming will support an individual's career journey. Please detail how you will leverage OEWD's existing Workforce System.

Program Area C4: CityBuild

CityBuild is San Francisco's citywide Construction sector initiative that prepares San Franciscans for career opportunities in the construction industry with the following objectives:

- Create training opportunities that assist with developing a qualified construction workforce
- Connect local residents with existing construction employment opportunities for career advancement
- Assist contractors with meeting their labor needs and contractual obligations as the centralized administrator of workforce policies

Based on these three objectives, CityBuild offers extensive training, education and employment assistance to job seekers through two distinct sets of training programs:

- CityBuild Academy (CBA) – Intensive 12–18-week full-time, hands-on pre-apprenticeship construction training academy that provides San Francisco residents with the foundational knowledge, skills, and support to enter careers in the construction trades and to succeed as new apprentices. The nationally-recognized CityBuild Academy is the flagship of the CityBuild pre-apprenticeship network, which also includes trainings based on the North America's Building Trade Unions' Multi-Craft Core Curriculum (MC3) tailored to the particular needs of job seekers, projects, specialized trade instruction from State certified apprenticeship programs, and the construction industry. In addition to the Academy, CityBuild Special Trainings are performed on an as needed basis to meet the demands of the industry.
- CityBuild Pro (previously the Construction Administration and Professional Services Academy) – 18-week training program that prepares San Francisco residents for a career in Professional Services and Administration in the back-offices of construction industry employers, such as construction, architectural and engineering firms.

These Construction Sector Workforce Programs enable San Francisco job seekers from diverse backgrounds to enter and succeed in construction trades and administrative positions, in a wide variety of settings requiring various levels of education and skill. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the construction sector.

CityBuild Academy and CityBuild Pro have established eligibility requirements and industry-specific service delivery models that successfully prepare participants for occupations in the following occupational areas:

Program Area	Entry-level Job Categories
Construction	Carpenters, Laborers, Ironworkers, Glaziers, Painters, Tapers, Drywallers, Operating Engineers, Cement Masons, Plumbers, Electricians, Bricklayers, Sheet Metal Workers, Sprinkler Fitters, Roofers, Insulators, Floor Coverers, and other skilled crafts
Professional Services	Administrative Assistant, Document Control, Junior Engineer, Junior Revit Designer/Intern, Junior Architect, Bookkeeper, Human Resources Assistant, Construction

	Office Assistant, Document Reviewer, Surveyors, Project Coordinators, Hiring Managers, Estimators, Permit and Safety Coordinators, Payroll Accounts, Carbon Accounting Professionals, and other administrative positions

CityBuild is seeking providers in the following program areas:

C4.1 Sector Coordinator

CityBuild is seeking a Sector Coordinator for CityBuild Academy, CityBuild Pro, and as-needed CityBuild Special Trainings to manage and coordinate all activities and services provided through a Construction Sector Workforce Program and to be responsible for the connection of participants to sector-related, unsubsidized employment.

C4.2 Occupational Skills Training (OST) Providers

CityBuild is seeking Occupational Skills Training Providers for CityBuild Academy, Multi-Craft Core-Curriculum (MC3), Specialized Trade instruction, and CityBuild Pro to deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities.

C4.3 Construction Career Development Services (CCDS)

CityBuild is seeking retention services providers to provide post-graduation supportive services, including career development workshops, supportive service referrals, case management services, and follow-up services to all CityBuild Academy participants. As graduates continue to advance their careers in construction, CCDS will help keep Academy graduates connected to CityBuild services.

C4.4 Sector On-Ramp Programs

CityBuild is seeking Sector On-Ramp Program providers for High School Program, Transitional Age Youth, Violence Prevention, and GED Support to 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.

Program Area C4.1: Construction Sector Coordinator

1. **Overview**

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 postsecondary educational institutions, labor 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 On-Ramp Programs to create a seamless delivery model for all employer and job seeker customers. Staff must serve as sector subject matter experts and must serve both job seekers and employers in order to effectively support the industry's workforce supply and demand needs.

CityBuild is OEWD's longest 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. The CityBuild Sector Coordinator will be responsible for the coordination of all activities, events, referrals and services provided through CityBuild Academy, CityBuild Pro, and as-needed Construction Special Training with emphasis on supporting job seekers in direct placement of industry-related employment.

2. **Description of Services**

In addition to providing required services, Sector Coordinator grantees must also deliver the following:

- Collaborate with all 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.

- 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.

- 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. Support OEWD and Sector Workforce Programs in transitioning any relevant workforce programming to hybrid or virtual models. Ensure access to services is provided to persons with Limited English Proficiency (LEP).

- Deliver Sector Workforce Program Orientations both in person and virtually 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

Job Centers. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments.

- 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 Job Centers and other workforce system partners.

- Enhance alignment between Sector Workforce Program and other collaborative partners to support cross referrals, participation, enrollment, and retention within programs.

- Support OEWD in the development of strong, sector-specific industry partnerships, including:

    o Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.

    o Generating job leads for Sector Workforce Program participants and developing a system for distributing them to Sector partners, referring appropriate candidates accordingly.

    o Providing direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.

    o Building, nurturing and advancing industry partnerships and relationships that lead to continual hiring commitments, industry exposure and other career support services.

    o Building and sharing employer relationships and connections with relevant sector workforce providers to help build continuity among programs and expand Sector Workforce Program awareness.

    o Acting as a labor market sector expert and being knowledgeable of the changes in the sector's respective hiring trends.

- Provide outreach, recruitment, intake, assessment, and enrollment of applicants interested in CityBuild trainings and conduct referral or placement services to applicants who are not enrolled or who will be more appropriately supported through other supportive services.

- Work with OEWD and other Sector Workforce Program partners to outreach and recruit from targeted populations including, but not limited to, justice involved, veterans, women in the trades, and persons with Limited English Proficiency (LEP) to enroll into CityBuild trainings. Establish special training initiatives and projects with targeted employers and projects.

- Assist OEWD with the management and coordination of CityBuild trainings, including development and implementation of a CBA curriculum that includes: Physical Education, Math, "Hands-On" Construction, Labor Studies, Life Skills, Welding, Vocational English as a Second

Language (VESL), and presentations by union members from various apprentice programs and other construction-related guest speakers.

- Coordinate any additional customized trainings that meet the needs and requirements specified by CityBuild and that support CityBuild trainees in obtaining industry certifications such as CPR and First Aid; OSHA 10; Fall Protection and Scaffolding, Forklift Training, and any other certificates that OEWD staff and partners consider appropriate.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Construction Sector Coordinator proposers must demonstrate the following minimum qualifications:

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a workforce program in this industry.

- Demonstrate a history of successfully connecting trainees to training-related employment in union apprenticeship.

- Applicant must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.

- Demonstrate the ability to propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe service model from a job seeker perspective and how services and client outreach connect to the OEWD's broader Workforce Development system.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

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

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities; as well as success with outreach and recruitment to the mentioned stakeholders.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications:

Highly competitive Construction Sector Coordinator applicants will demonstrate the following preferred qualifications:

- Strong proposals will include memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how the Coordinator will:

    o Collaborate with community workforce training providers.

    o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

    o Partner with industry stakeholders to create career pipelines and for ongoing curriculum development that addresses current industry needs.

    o Partner with labor organizations or local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, building trade unions, and/or grassroots organizations.

- Applicants should demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Applicants should demonstrate hiring practices for their organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

4. **CityBuild Construction Sector Coordinator Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	**100% of enrolled clients**	*Number of participants enrolled in job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	**100% of enrolled clients**	*Number of participants who complete an Individual Employment Plan (IEP).*
Job Search	**100% of enrolled clients**	*Number of participants who complete a resume and/or cover letter; Number of participants who*

		submit job application(s); Number of participants who complete mock job interview(s); Number of participants who complete job interview(s), Number of participants who complete an online employment portfolio; Other job search competencies.
Placement in unsubsidized employment upon completion of CBA or CityBuild Pro training modules	80% of direct placement clients	*Number of direct placement services participants placed in employment*
Retention services provided to participants placed in unsubsidized employment or who have completed sector-based training modules	75% of all participants placed in unsubsidized employment	*Number of direct placement clients who are retained in unsubsidized employment*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 1130 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

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 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.

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1 year)	Numbers Enrolled (1 year)
Construction Sector Coordinator	1	$800,000	$1,000,000	JRT Recruitment: 320-400	Enrollment: 180-360

6. Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Describe how you will work with OEWD in the engagement of industry partners, 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.

(b) Describe your experience and/or how you plan to partner with local community colleges in order to expose job seekers to higher education, career pathways and credentials. Be specific in your response and explain what this experience will entail for a job seeker.

(c) Provide a detailed explanation for how you will coordinate outreach, orientation and referral service provision with other educational, community-based or training partners providing workforce services in the construction sector. 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.

Program Area C4.2: CityBuild Occupational Skills Training

CityBuild is San Francisco's citywide Construction sector initiative that prepares San Franciscans for career opportunities in the construction industry through two distinct training programs— CityBuild Academy and CityBuild Pro -- to achieve three main objectives: (1) create training opportunities that assist with developing a qualified construction workforce; (2)connect local residents with existing construction employment opportunities for career advancement; (3) assist contractors with meeting their labor needs and contractual workforce obligations. In coordination with the CityBuild Sector Coordinator, Construction-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 that create advancement opportunities for incumbent workers. OEWD is soliciting through this RFP Occupational Skills Training in the following four (4) categories:

a. CityBuild Academy - Educational
b. CityBuild Academy - MC3 (Multi-Craft Core Curriculum)

c. CityBuild Academy - Specialized Trade Instruction
d. CityBuild Pro - Professional Services

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 the 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 providers may also connect to OEWD's CJC or NJCs to provide space for instruction and other job readiness 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.

Program Area C4.2a: CityBuild Academy OST Provider - Educational

1. Overview

Applicants for CityBuild Academy Educational OST Provider must maintain the currently developed models. The CBA Educational OST Provider must implement curriculum that covers the following subjects: Physical Education, Math, "Hands-On" Construction, Labor 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.

2. Description of Services

In coordination with the CityBuild Sector Coordinator, the CityBuild Academy Educational OST Provider shall:

- Assist OEWD with the management and coordination of CityBuild trainings. (Manage and coordinate CBA trainings through guidance and approval by OEWD)

- Work with OEWD and other industry partners to establish special training initiatives and projects with targeted employers (San Francisco Public Utilities Commission, San Francisco Municipal Transportation Agency, San Francisco Airport, Port of San Francisco, etc.)

- Must secure and provide dedicated classroom and outdoor space to conduct classes and hands-on training.

- Provide daily attendance reports for each class

- Provide one designated experienced staff, who is a part of the upper management team, to be responsible for the day-to-day activities and serve as the single point of contact at the OST site.

- Create individual transcripts for each program participant that captures attendance, midterm grade, final grade, job readiness status, and skills attained upon completion

- Communicate daily with CBA sector coordinator regarding trainee progress (attendance, behavior, barriers, etc.)

- Facilitate courses through a cohort model or through open enrollment, as appropriate for participants and coordinated with OEWD.

- 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.

- Coordinate and partner formally with community colleges and other post-secondary education providers, including potential transfer of higher education course credit (preferred).

- For training targeting incumbent workers, coordinate and partner formally with employers and/or unions to upskill existing entry-level sector employees to attain higher-paying employment, thus creating entry-level opportunities for Sector Program participants.

3. **Minimum and Preferred Qualifications**

<u>Minimum Qualifications</u>

Successful Construction Occupational Skills Training applicants will demonstrate the following minimum qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

- Demonstrate a history of successful connection of trainees to training-related employment.

- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

<u>Preferred Qualifications:</u>

Highly competitive CityBuild Occupational Skills Training for Education applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes;

- Collaborate or demonstrate partnership(s) with other citywide agencies, labor organizations, neighborhood community groups and/or grassroots organizations.

- Applicant should include at least two memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how the OST Provider will:

  o Collaborate with community workforce training providers.

  o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

- o Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

- o Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

- o Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, industry associations and/or grassroots organizations.

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

    - o Customized training in partnership with employers.

    - o Incumbent worker training to advance workers in the sector.

    - o Other contextualized work-based learning strategies, such as internships.

    - o Pre-apprenticeship training (training articulated to an Apprenticeship)

    - o 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).

    - o Wrap around services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

- Applicant can be a regionally- or nationally accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.

- Is part of or have collaboration with a State certified construction apprenticeship program.

4. **CityBuild Occupational Skills Training – Educational: Provider Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of enrolled clients	*Number of participants enrolled in job readiness and/or sector-focused training services*

Number of participants assessed, complete IEP and enroll in Occupational Skills Training.	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training	*Number of participants enrolled in OST who successfully complete training*
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment.	80% of all OST participants enrolled	*Number of direct placement services participants placed in employment*
Measurable skills gain	75% of OST participants enrolled in advanced training or postsecondary education	*Number of participants enrolled in OST with demonstrated increases in sector-focused skills*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific

200

*based on a two-year grant cycle | *Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.* |

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)	Number Completed (1-year)
Construction Occupational Skills Training Provider-Education	1	$ 417,000	$500,000	Enrolled: 90 to 100	81-90

6. **Supplementary Questions**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Occupational Skills Training providers should provide training and/or educational services that train to specific occupations and provide living wages for participants. Please describe in detail how your program will provide the following:

- o targeted training for in demand occupations (if your specified occupations are not justified by growing labor market demand, please specify why you are choosing to train to these occupations.)

(b) Beyond employment outcomes, OEWD may allow for placement outcomes in postsecondary education and advanced training that leads to further industry-recognized credentials. Provide a summary of how the proposed occupational skills training(s) result in the following outcomes upon completion of OST:

- o postsecondary education degrees/credentials;

- o Industry-recognized credentials;

- o licensed credentials and/or;

- o vocational pathways.

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse, and that access to your services are spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which can be customized and utilized depending on the target population.

(d) Describe your organizations experience conducting labor market analysis and employer engagement, and how you use this information to enhance your program design, curriculum and implementation of OST programs.

(e) CityBuild Academy measures success with explicit variables, such as enrollments and outcomes. In order to tell the full story of the job seeker experience, CityBuild Academy wants to know more about how your organization measures success within OST programming, after OST programming and within your participant's professional journey. What are ways your organization measures success, achievements and skills gains within training and programming for participants? Tell us about your current data tracking system and how you both capture and quantify success within your organizations programming. Additionally, how do you use your data systems and other measures of capturing participant outcomes to produce reports?

Program Area C4.2b: CityBuild OST Provider - MC3 (Multi-Craft Core Curriculum)

1. Overview

The North America's Building Trades Unions' Multi-Craft Core Curriculum (MC3) is a comprehensive pre-apprenticeship curriculum developed and approved by the Building Trades National Apprenticeship and Training Committee. The MC3 was created to provide high-quality, apprentice-level content to job seekers interested in construction, to prepare them for employment in the industry. Apprenticeship readiness programs implementing the MC3 provide a gateway for local residents, particularly those from underserved communities, to gain access to Building Trades' registered apprenticeship programs.

2. Description of Services

The CityBuild MC3 OST Provider will plan and implement the MC3 and infrastructure construction trainings for the CityBuild Academy. In addition, the Applicant must:

- Provide lead staff to assist with the develop of Memoranda of Understanding (MOUs) that provide CityBuild graduates with a pathway to direct entry into State certified Apprenticeship programs.

- Provide at least one staff member who is MC3-certified.

- Ensure MC3 training participants obtain their MC3 certifications and are being retained in union employment.

- Provide all associated materials, supplies and staffing in order to deliver the above occupational skilled training.

- Provide all successful job seekers who pass the above trainings with certificates, as well as annual 8-hour refresher trainings required on or before the expiration date.

- Provide OEWD with daily attendance and progress reports.

- Make available one or more staff members to support and provide direction in the classroom and in the field during hands-on-training sessions.

- Provide instructor and assistance to any CityBuild Special Trainings as needed.

- Offer follow-up and retention services that help participants find and secure employment, assess their progress, and help them adjust to their new work environment and retain employment.

- Provide OEWD with a retention report for all participants who have been indentured into the union for both CityBuild Academy and Gleneagles.

MC3 is to include but not limited to the following content:

- General orientation to apprenticeships

- Introduction to the construction industry

- CPR/First Aid

- OSHA 10

- Blueprint reading

- Applied construction math

- Identifying and preventing sexual harassment and discrimination

- History of construction industry

- Heritage of American worker

- How to interview effectively and green construction techniques and standards.

- Infrastructure topics are to include 40-hours of Hazardous Waste (HazWoper 40) training and 80-hours of the Fundamentals of Construction, including pouring cement, laying asphalt, grade checking and demolition.

3. **Minimum and Preferred Qualification**

Minimum Qualifications
Successful Construction Occupational Skills Training for MC3 applicants will demonstrate the following minimum qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

- Demonstrate a history of successful connection of trainees to training-related employment.

- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Instruction must be delivered by MC3 certified staff.

Preferred Qualifications

Highly competitive Construction Occupational Skills Training for MC3 applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes.
- Demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with labor organizations to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

4. **CityBuild Occupational Skills Training -- MC3: Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in OST who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of Occupational Skills Training	90% of all participants enrolled in OST	*Number of participants enrolled in OST who successfully complete training*
Measurable skills gain	75% of all participants enrolled in OST	*Number of participants enrolled in OST with demonstrated increases in sector-focused skills*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 200 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)	Number Completed (1-year)
Multi-Craft-Core-Curriculum (MC3) Occupational Skills Trainer Provider	1	$125,000	$150,000	Enrolled: 90 to 100	81-90

6. Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Occupational Skills Training providers should provide training and/or educational services that train to specific occupations and provide living wages for participants. Please describe in detail how your program will provide the following:
   o targeted training for in demand occupations (if your specified occupations are not justified by growing labor market demand, please specify why you are choosing to train to these occupations.)
(b) Beyond employment outcomes, OEWD may allow for placement outcomes in postsecondary education and advanced training that leads to further industry-recognized credentials. Provide a summary of how the proposed occupational skills training(s) result in the following outcomes upon completion of OST:
   o postsecondary education degrees/credentials;
   o Industry-recognized credentials;
   o licensed credentials and/or;
   o vocational pathways.

Program Area C4.2c: CityBuild Occupational Skills Training (OST) Provider - Specialized Trade Instruction

1. **Overview**

The CityBuild Specialized Trade Instruction OST Provider(s) will act as fiscal sponsor(s) to specialized trade instruction providers. Specialized trade instruction may include, but is not limited to: Carpenters, Laborers, Ironworkers, Glaziers, Painters, Tapers, Drywallers, Operating Engineers, Cement Masons, Plumbers, Electricians, Bricklayers, Sheetmetal Workers, Sprinkler Fitters, Roofers, Insulators, Floor Coverers, and others trades. Specialized trade instruction must create a pathway to State certified apprenticeship programs in partnership with Joint Apprenticeship Training Committees (JATCs)...

2. **Description of Services**

The CityBuild Specialized Trade Instruction OST Provider must provide sector-based trade instruction that creates pathways to State certified apprenticeship programs. In addition, the OST Provider must:

- Provide lead staff to assist with the develop of Memoranda of Understanding (MOU) that provides CityBuild graduates with a pathway to direct entry into State certified Apprenticeship programs.

- Provide all associated materials, supplies and staffing in order to deliver the above occupational skilled training.

- Provide OEWD with daily attendance and progress reports.

- Make available one or more staff members to support and provide direction in the classroom and in the field during hands-on-training sessions.

- Assist with outreaching to job seekers who aspire to become State certified construction apprentices.

- Offer follow-up and retention services that help participants find and secure employment and assess their progress to help them adjust to their new work environment and retain employment.

- Provide OEWD with a retention report for all participants who have been indentured into the apprenticeship programs.

3. **Minimum and Preferred Qualification**

Minimum Qualifications

Successful Construction Occupational Skills Training applicants will demonstrate the following minimum qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful apprenticeship or pre-apprenticeship program in this industry, in partnership with one or more JATCs.

- Demonstrate a history of successful connection of trainees to training-related employment.

- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

Highly competitive Construction Occupational Skills Training for Specialized Trade Instruction applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes.

- Demonstrate partnership(s) with other citywide agencies, building trade unions, State certified apprenticeship programs, JATCs, neighborhood community groups and/or grassroots organizations.

- Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

4. CityBuild Occupational Skills Training -- Specialized Trade Instruction: Performance Measures

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in OST who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of Occupational Skills Training	90% of all participants enrolled in OST	*Number of participants enrolled in OST who successfully complete training*
Measurable skills gain	75% of all participants enrolled in OST	*Number of participants enrolled in OST with demonstrated increases in sector-focused skills*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 200 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

Additional deliverables in line with this scope of work may be informed by the technical expertise of the selected grantee and determined in coordination with the CityBuild Sector Coordinator. Such deliverables may be addressed during the contract negotiation process.

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)	Number (1-year)
CityBuild Occupational Skills Training Provider-Specialty Trades	1 to 3	$100,000	$300,000	Enrolled: 90 to 100	Completion: 90%

6. **Supplementary Questions**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Occupational Skills Training providers should provide training and/or educational services that train to specific occupations and provide living wages for participants. Please describe in detail how your program will provide the following:

- o targeted training for in demand occupations (if your specified occupations are not justified by growing labor market demand, please specify why you are choosing to train to these occupations.)

(b) Beyond employment outcomes, OEWD may allow for placement outcomes in postsecondary education and advanced training that leads to further industry-recognized credentials. Provide a summary of how the proposed occupational skills training(s) result in the following outcomes upon completion of OST:

- o postsecondary education degrees/credentials;
- o Industry-recognized credentials;
- o licensed credentials and/or;
- o vocational pathways.

Program Area C4.2d: CityBuild Pro - Professional Services OST

1. Overview

CityBuild is San Francisco's citywide Construction sector initiative that prepares San Franciscans for career opportunities in the construction industry with the following three objectives: (1) create training opportunities that assist with developing a qualified construction workforce; (2) connect local residents with existing construction employment opportunities for career advancement; and (3) assist contractors with meeting their labor needs and contractual workforce obligations. Based on these objectives, CityBuild offers extensive training, education and employment assistance to job seekers through two distinct sets of training programs – CityBuild Academy and CityBuild Pro.

CityBuild Pro (previously the Construction Administration and Professional Services Academy) is an 18-week training program that prepares San Francisco residents with sector-specific administrative skills for a career in Professional Services and Administration in the back-offices of construction industry employers, such as construction, architectural and engineering firms. Through services provided through the CityBuild Pro OST for Professional Services Provider, San Francisco job seekers from diverse backgrounds to enter and succeed in administrative positions in the construction industry, in a wide variety of settings requiring various levels of education and skill. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the health care sector.

2. Description of Services

In close consultation with OEWD, the CityBuild Pro OST for Professional Services Provider coordinates all activities and services provided through the Sector Workforce Program, a partnership that includes employers, training providers, community-based training organizations, secondary and postsecondary educational institutions, labor unions, sector associations, workforce system partners, and other stakeholders. The CityBuild Pro OST for Professional Services Provide is also responsible for the connection of both training and direct placement of program participants to sector-related, unsubsidized employment and must collaborate with Sector OST Providers and Sector On-Ramp Programs to create a seamless delivery model for all employer and job seeker customers. Staff must serve as sector subject matter experts and must serve both job seekers and employers in order to effectively support the industry's workforce supply and demand needs.

In addition to providing required services, the CityBuild Pro OST Provider must also deliver the following:

- Collaborate with all Sector Workforce Program partners, and act as the lead in service coordination and implementation of CityBuild Pro program activities, including initial outreach, recruitment, assessment and referral for Sector Workforce Program services.

- In coordination with OEWD and CityBuild Sector Coordinator 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. Support OEWD and the CityBuild Sector Coordinator in transitioning any relevant workforce programming to hybrid or

virtual models. Ensure access to services is provided to persons with Limited English Proficiency (LEP).

- Deliver Sector Workforce Program Orientations both in person and virtually 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 Job Centers. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments.

- 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 Job Centers and other workforce system partners.

- Enhance alignment between Sector Workforce Program and other collaborative partners to support cross referrals, participation, enrollment, and retention within programs.

- Support OEWD in the development of strong, sector-specific industry partnerships, including:

  - Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.

  - Generating job leads for Sector Workforce Program participants and developing a system for distributing them to Sector partners, referring appropriate candidates accordingly.

  - Providing direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.

  - Building, nurturing and advancing industry partnerships and relationships that lead to continual hiring commitments, industry exposure and other career support services.

  - Building and sharing employer relationships and connections with relevant sector workforce providers to help build continuity among programs and expand Sector Workforce Program awareness.

  - Acting as a labor market sector expert and being knowledgeable of the changes in the sector's respective hiring trends.

  - Implementing new and innovative professional services training modules such as those proposed by the San Francisco Department of Environment's Green Building Program.

- Provide outreach, recruitment, intake, assessment, and enrollment of applicants interested in CityBuild Pro trainings and conduct referral or placement services to applicants who are not enrolled or who will be more appropriately supported through other supportive services.

- Work with OEWD and other Sector Workforce Program partners to outreach and recruit from targeted populations including, but not limited to, justice involved, veterans, women, and persons with Limited English Proficiency (LEP) to enroll into CityBuild Pro trainings. Establish special training initiatives and projects with targeted employers and projects.

- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other training institutions.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

CityBuild Pro OST for Professional Services applicants must demonstrate the following minimum qualifications:
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a workforce program in this industry.

- Demonstrate a history of successfully connecting trainees to training-related employment.

- Applicant must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.

- Demonstrate the ability to propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe a service model from a job seeker perspective and how services and client outreach connect to the OEWD's broader Workforce Development system.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

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

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities; as well as success with outreach and recruitment to the mentioned stakeholders.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications:

Highly competitive CityBuild Pro OST for Professional Services applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate they can develop employment opportunities through industry partnerships to provide direct placement options for participants.

- Strong proposals will include memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how the OST Provider will:

  - Collaborate with community workforce training providers.

  - Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

  - Partner with industry stakeholders to create career pipelines and for ongoing curriculum development that addresses current industry needs.

  - Partner with labor organizations or local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, organized labor, and/or grassroots organizations.

- Applicants should target preparation for one or more targeted high-growth occupations with direct connections to employment opportunities. Applicants must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.

- Applicants should demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Applicants should demonstrate hiring practices for their organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

4. **CityBuild Occupational Skills Training Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in OST who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*

Job Search	100% of enrolled clients	*Number of participants who complete a resume and/or cover letter; Number of participants who submit job application(s); Number of participants who complete mock job interview(s); Number of participants who complete job interview(s), Number of participants who complete an online employment portfolio; Other job search competencies.*
Completion of Occupational Skills Training	80% of all participants enrolled in OST	*Number of participants enrolled in OST who successfully complete training*
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment.	80% of all participants enrolled in OST	*Number of direct placement services participants placed in advanced training, postsecondary education or unsubsidized employment*
Measurable skills gain	75% of all participants enrolled in OST	*Number of participants enrolled in OST with demonstrated increases in sector-focused skills*
Retention services provided to participants placed in unsubsidized employment or postsecondary education	75% of all participants enrolled in OST	*Number of direct placement clients who are retained in unsubsidized employment*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 160 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)	Number Completion (1-year)
CityBuild Pro Occupational Skills Training	1 to 2	$150,000	$250,000	Enrolled: 40 to 60	40

6. Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Describe how you will work with OEWD in the engagement of industry partners, 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.

(b) Describe your experience and/or how you plan to partner with local colleges or other educational institutions in order to expose job seekers to higher education, career pathways and credentials. Be specific in your response and explain what this experience will entail for a job seeker.

(c) Provide a detailed explanation for how you will coordinate outreach, orientation and referral service provision with other educational, community-based or training partners providing workforce services in the construction sector. 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.

Program Area C4.3: Construction Career Development Services - Retention

1. **Overview**

Construction Career Development Services (CCDS) are offered pre- and post- training completion to all CityBuild Academy graduates. The purpose of the retention program is to provide on-going support services to keep CityBuild graduates gainfully employed. In anticipation of the many upcoming projects, we provide support services and special trainings to make sure CityBuild graduates receive priority for employment networking services.

The goals of Construction Career Development Services are to:

- Maintain regular contact with training graduates and continue their engagement in employment networking services.

- Address barriers to employment after training completion.

- Provide information and services to further graduates' professional development and growth.

- Develop, implement, and maintain a CityBuild Alumni Association.

2. **Description of Services**

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:

- Pre-Retention Services include providing virtual life skills and professional development workshops

- Implement Advanced Skills trainings for graduates

- Implement Individual Employment Plans for all unduplicated graduates and assist graduates with barriers to employment prior to submission of mitigation assistance

- Provide case management services

- Provide access to additional tutoring services, VESL classes, career counseling, and other support services as designated by CityBuild.
- Implement an employment retention service delivery model for CBA graduates.

- Customize Career Development Services to meet requirements identified by employers and CityBuild partners.

- Provide direct pre- and post-training services for CBA graduates, including:

  o On-going case management, career counseling, and referral services.

  o Information on employment and community resources.

  o Facilitated access to barrier removal services.

- o Facilitated access to on-going advanced skill development opportunities.
- o Notification of the dates and times of union examinations.
- o Tutorials and other trade examination preparation strategies.
- o Post-training mentoring.
- o Professional and life skills workshops and other group services.
- Track CBA graduates and their employment status.
- Collaborate with OEWD on the establishment, and provide ongoing support, of a CityBuild Graduate Alumni Board composed of past graduates, community-based organization partners, labor unions and contractors.
- Collect graduate pay-stubs upon completion of 250-500-hours and develop a system to provide graduates with their original certifications.
- Submit monthly reports
- Develop, implement, and maintain a CityBuild Alumni Association
- Develop and implement Alumni events as a way to engage graduates
- Lead Coordinator to sub-contract with up to two community-based-organizations
- Incorporate COVID-19 and virtual programming as needed

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful Construction Career Development Services applicants will demonstrate the following minimum qualifications:

- o Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- o Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- o Demonstrate a history of successful connection of trainees to training-related employment.
- o Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- o Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications,

emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- o   Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- o   Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

Highly competitive Construction Career Development Services applicants will demonstrate the following preferred qualifications:

- Collaborate or demonstrate partnership(s) with other citywide agencies, labor organizations, neighborhood community groups and/or grassroots organizations.

- Have experience working with graduates of a workforce training program to promote advancement in their career pathway.

- Provide or have access to the provision of financial aid, ABE, VESL, tutoring, career counseling, employment assistance, and support services.

4.   **Development Services Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in CCDS who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of Occupational Skills Training	90% of all participants enrolled in CCDS	*Number of participants enrolled in CCDS who successfully complete training*
Measurable skills gain	75% of all participants enrolled in CCDS	*Number of participants enrolled in CCDS with demonstrated increases in sector-focused skills*
Identify and outreach to appropriate/eligible participants including low-income,	Sector specific

400 | *Number of individuals who are outreached to through outreach services such as: sector orientations,* |

unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	*based on a two-year grant cycle	*referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*			

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)	Number Completed (1-year)
CityBuild Career Development Services-Retention	1 to 2	$150,000	$250,000	IEP: 150 to 200	IEP Completion: 80%

6. Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes".

(a) Please describe in detail your experience with, or your plan for, coordinating both small- and large-scale engagement events that connect job seekers to new employment opportunities or that create pathways for upward mobility. Be specific about outreach strategies, coordination with other workforce partners, and activities or services provided at the event. Include how your organization utilizes various outreach tools such as print media, social media, phone or text communications, webinars or other appropriate mechanisms, to target vulnerable populations with varying accessibility to technology or centralized information.

(b) Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data into various systems and produce monthly reports.

Program Area C4.4: Construction On-Ramps

While the recent COVID-19 health pandemic has undoubtedly changed the way OEWD recruits vulnerable populations, transitional age youth is a key component for CityBuild's efforts to support the construction sector with a qualified and diverse workforce. As the City moves forward, the transitional age youth population have unique needs and are critical in the overall recovery, reopening, and rebuilding of the economy of San Francisco.

Sector On-Ramps, formerly known as Bridge programs, deliver sector-contextualized foundational learning and career exploration within the Construction Sector Workforce Programs. On-Ramp 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. Construction On-Ramps serve as feeders to the Construction Sector Coordinator(s) and to Occupational Skills Training (OST); provide an articulated path to postsecondary education/degree, further industry-recognized sector training (resulting in stacked certifications or credentials), or sector-related employment. Successful models will incorporate postsecondary education enrollment, financial incentives, and work-based learning models and opportunities, so that participants can build education credentials while learning skills and earning money.

CityBuild Construction On-Ramp programs also serve to remove barriers and develop a pipeline of interested job seekers in the construction industry. Construction On-Ramp providers are responsible for participants' program completion and outcomes; therefore, intensive support services through case management, barrier remediation, building job readiness, academic supports, etc. are essential to ensure program retention and overall participant program success. Upon completion of On-Ramp programming, transition services must be provided to ensure participants are successfully connected to sector-related additional training and enrolled in a Sector OST program, enrolled in postsecondary education or are job-ready.

Construction On-Ramp providers must address how services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. On-Ramps will be responsible for collaborating with the Construction Sector Coordinator and Construction OST Providers to ensure proper referrals, synced programming, and other essential requirements of OST Providers.

CityBuild's CityBuild Construction On-Ramps will operate after-school/evenings and weekends and will focus on individuals between 17 and 24 years old. Program trainees can be both in-school and out-of-school youth (high school seniors or individuals working towards completion of their General Educational Development tests) as well as justice-involved job seekers referred from re-entry and violence prevention programs such as Interrupt, Predict & Organize (IPO).

Emphasis will be on recruiting individuals from the San Francisco Unified School District high schools and charter schools. Program trainees are expected to go through a comprehensive assessment and training to meet minimum qualifications to be considered acceptance into the CityBuild Academy; and then transition into the CityBuild Academy or directly into a trade apprenticeship program.

Construction On-Ramp providers must create, vet and implement contextualized curricula that will effectively prepare transitional age youth between 17 and 24 years old to attain minimum qualifications to enter into CityBuild Academy as a priority or other workforce programs that lead to training–related employment or create advancement opportunities. OEWD is soliciting through this RFP Construction On-Ramp providers in three categories:

a. Construction On-Ramp - High School Program
b. Construction On-Ramp - GED Attainment Support
c. Construction On-Ramp - Violence Prevention

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 OEWD's CJC or NJCs 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.

Program Area C4.4a: Construction On-Ramp - High School Program

1. **Overview**

CityBuild's Construction On-Ramp High School Program, previously known as Construction Sector Bridge, deliver sector-contextualized foundational learning and career exploration within the Construction Sector Workforce Programs. On-Ramp services equip participants with basic academic and technical skills so that they may participate fully and benefit from the other programs within the Sector. The Construction On-Ramp High School Program serves as a feeder to the Construction Sector Coordinator and to Occupational Skills Training (OST); provide an articulated path to postsecondary education/degree, or sector-related employment.

2. **Description of Services**

The Construction On-Ramp High School Program will operate after-school/evenings and weekends and will focus on individuals between 17 and 24 years old. Program trainees can be both in-school and out-of-school youth (high school seniors or individuals working towards completion of their General Educational Development tests). Construction On-Ramp High School Program provider must provide the following services:

- Develop research-based occupational programming that is employer-driven, meets local industry labor market needs, builds foundational technical skills, removes barriers to employment and advances participants along career pathways targeted by OEWD's Sector Workforce Programs.

- Develop formal transition linkages, or articulated agreements, to advanced job training leading to a certificate/degree, including the City's Sector Workforce Programs, outside workforce providers and/or higher education.

- Deliver innovative, classroom-based On-Ramp Program instruction that includes innovative delivery methods; integrated instruction on soft skills, hard skills, industry and career exploration, career goals, pathways and education; and flexible programming to meet the needs of individual learning styles.

- Develop and implement a citywide outreach and recruitment plan with special attention paid to developing relationships with community-based organizations, schools, and public housing workforce services providers to be approved by OEWD, and that encourages women and under-represented candidates to consider careers in construction.

- Administer comprehensive assessments of participant functional and occupational competencies, and provide case management and barrier remediation services including, but not limited to driver license obtainment and restoration, housing instability, possible criminal history expungement, referral to short-term behavioral health services, referral to Sector Workforce Program partners, and other support services.

- Develop and modify as necessary Individual Employment Plans (IEP) that support participants through a seamless transition into CityBuild Academy or other advanced training programs.

- Ensure On-Ramp training provider can offer in-person, virtual and/or hybrid delivery service models to participants.

- Construction On-Ramp High School Program staff is expected to be located at a program site to be determined.

3. Minimum and Preferred Qualifications

<u>Minimum Qualifications</u>

Successful Construction On-Ramp High School Program applicants will demonstrate the following minimum qualifications:

- Demonstrate a history of successful connection of trainees to advanced training programs or training-related employment, particularly with respect to recruiting students and graduates of San Francisco Unified School District public schools.

- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

<u>Preferred Qualifications</u>

Highly competitive Construction On-Ramp High School Program applicants will demonstrate the following preferred qualifications:

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

- Prior success providing workforce development services, employment barrier remediation services, and/or referrals to the public workforce system.

- Experience in developing culturally and linguistically appropriate outreach materials and serving a diverse clientele, representative of the range of job seekers and employers targeted in this RFP.

- Demonstrated history of connecting low-income San Francisco residents and dislocated workers to viable employment opportunities.

- Established referral networks with citywide service providers and resources.

- Key program staff with proven experience in delivering the proposed services.

- Physical space and staff capacity to deliver a wide range of on-site workforce services, including access to appropriate classroom and meeting space, technology and other sector-specific equipment needed to conduct proposed services. (COVID-19 overlay).

4. **Construction On-Ramp – High School Program: Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in On-Ramp Services who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of On-Ramp Services	90% of all participants enrolled in On-Ramp Services	*Number of participants enrolled in On-Ramp Services who successfully complete training*
Measurable skills gain	75% of all participants enrolled in On-Ramp Services	*Number of participants enrolled in On-Ramp Services with demonstrated increases in sector-focused skills*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 100 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1 year)	Numbers Completed (1 year)
Construction On-Ramp – High School Program	1	$150,000	$200,000	Enrollment: 40-50	Enrollment into CityBuild Academy: 15-20

6. Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) How will you incorporate providing high-quality virtual career services?

(b) What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.

(c) What referral networks do you have to assist those with multiple barriers to employment? Be sure to detail referral process. Please include letters of support or MOU's for existing partnerships.

(d) What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?

(e) How does your organization build staff capacity and professional development to ensure the unique needs of local residents are met in a sufficient manner?

(f) What services will be provided to participants who are not accepted into CityBuild Academy and provide a detailed plan for a referral process to workforce and educational support partners.

Program Area C4.4b Construction On-Ramp – GED Attainment Support

1. **Overview**

OEWD seeks the services of a qualified proposer to assist with GED Attainment Support for economically disadvantaged residents, as defined by the City and County of San Francisco that seek to enter the construction industry through CityBuild Academy or Special Training, or by direct enrollment in a union apprenticeship. The proposer shall assist with identifying and screening for qualifications and appropriateness of residents who live in San Francisco's Southeast neighborhoods.

2. **Description of Services**

OEWD will administer the grant on behalf of, and in partnership with, the San Francisco Public Utilities Commission, which funds this grant through its OEWD work order. OEWD seeks to fund providers to provide GED Attainment Support including:

- Identifying between 25 to 40 District 10 participants who do not have a High School Diploma or GED.

- Encouraging women and under-represented participants to receive On-Ramp services.

- Ensuring information is disseminated is culturally competent and relevant to diverse populations.

- Tracking individuals who express and demonstrate an interest in obtaining their GED.

- Providing monthly qualitative and quantitative participant and service status reports.

Barrier Mitigation Services
Provide light case management for 25 to 40 unduplicated individuals who do not have a GED including:
- Academic Assessments (e.g., TABE test)
- GED Practice tests
- Assist individuals with GED testing appointment scheduling and
- GED Testing fees

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful Construction On-Ramp GED Attainment applicants will demonstrate the following minimum qualifications:
- Applicant must understand the professional, technical and educational needs of local trainees, students and job seekers.

- Applicant should have a focus on supporting functional, occupational and educational skills development for communities in San Francisco, specifically San Francisco's most vulnerable communities and populations, as well as unemployed, underemployed and underrepresented individuals.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model.

<u>Preferred Qualifications</u>

Highly competitive Construction On-Ramp GED Attainment applicants will demonstrate the following preferred qualifications:
- Demonstrated success providing youth workforce development programming and/or young adults in employment and education/training services in underserved communities.

- Demonstrated experience providing supported employment and educational attainment services including GED, high school equivalency credential, and high school diploma services.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

- Experience in developing culturally and linguistically appropriate outreach materials.

- Applicants should understand the OEWD Workforce System and how their programming will fit into the Sector Workforce Programming.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- Applicant should be agile in providing On-Ramp training and adjust training if necessary, to ensure that there is labor market demand matching the curriculum and skills taught, as well as referral pipelines for additional training and education.

- Applicant should aim to provide wraparound services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

4. Construction On-Ramp – GED Attainment: Performance Measures

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in On-Ramp Services who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of On-Ramp Services	90% of all participants enrolled in On-Ramp Services	*Number of participants enrolled in On-Ramp Services who successfully complete training*
Measurable skills gain	75% of all participants enrolled in On-Ramp Services	*Number of participants enrolled in On-Ramp Services with demonstrated increases in sector-focused skills*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 80 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1 year)	Numbers Completed (1 year)
Construction On-Ramp - GED Attainment Support	1	$120,000	$200,000	Enrolled: 25-40	Completion: 85%

6. Supplementary Questions

In addition to completing the general application questions, please address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Provide a detailed outreach, recruitment, enrollment and retention plan that ensures successful implementation of the scope of services described above to the number of participants identified in the performance measures.

(b) What services will be provided to participants who are not accepted into CityBuild Academy or who do not obtain a GED and provide a detailed plan for a referral process to workforce and educational support partners.

Program Area C4.4c: Construction On-Ramp – Violence Prevention

1. Overview

The Mayor's Office of Violence Prevention oversees the Interrupt, Predict, Organize (IPO) program in partnership with city agencies such as the Adult Probation Department (APD), Human Services Agency (HSA), and Street Violence Intervention Program (SVIP), working with the Department of Public Works (DPW) and Recreation & Parks Department (RPD) as transitional employment host sites.

Through this strategy, OEWD is seeking to fund services, including educational assistance, that support VP participants in education/vocational goal setting and in building academic and occupational skills. Case management is provided by local community-based organizations.

2. Description of Services

The City seeks to fund basic skills development services that enhance Violence Prevention (VP) program by:

- Implementing basic skills development programming designed to increase the skill levels of participants while also preparing them to build occupational skills and support their transitional employment placement

- Offering a wide range of intensive interventions that are designed to support learning difficulties, and strengthen participants' ability to learn, process information, focus, and build memory skills.

- Implementing an educational services planning/progress monitoring process that fully integrates with the behavioral health and vocational services goal setting and planning provided by Violence Prevention program partners.

- Identifying assessments that will be administered to participants during the course of the program to measure skill growth and attainment.

- Administering pre- and post- performance-based assessments to measure functional/occupational performance, and proficiency and skills gains in most competencies, as a standardized process. Performance-based assessments must be objective, unbiased, clear, and preferably field-tested for utility, consistency and accuracy. Participants must be fully informed of their assessment results/findings.

- Developing an educational services plan for each participant in collaboration with program partners and ensuring that participants are involved in the development of their own educational plans, goals and strategies that develop their strengths and help them overcome barriers to learning.

- Monitoring participant progress and adjusting their educational services plans as necessary.

- Advising participants on employment and training opportunities that are consistent with their assessed abilities, skills, and interests.

- Working with worksite supervisors to more thoroughly understand the abilities, skills and interests of participants.

- Tailoring individual and group instruction that accelerates the acquisition of basic skills.

- Implementing an early alert tracking system to identify participants who are struggling in class and providing them with appropriate and relevant interventions and linkages.

- Coordinating with case managers to ensure participants receive supports to address barriers to participation.

- Participating in scheduled case conferences with City staff and CBO partners, and working in partnership with educational institutions, workforce partners or other organizations as determined by OEWD to ensure participants receive appropriate wraparound services.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Successful Construction On-Ramp Violence Prevention applicants will demonstrate the following minimum qualifications:

- Applicant must understand the professional and technical needs of local trainees, students and job seekers pursuant of and/or interested in a career in construction.

- Applicant should have a focus on supporting functional and occupational skills development for communities in San Francisco, specifically San Francisco's most vulnerable communities and populations, as well as unemployed, underemployed and underrepresented individuals.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model.

Preferred Qualifications

Highly competitive Construction On-Ramp Violence Prevention applicants will demonstrate the following preferred qualifications:

- Applicants should understand the OEWD Workforce System and how their programming will fit into the Sector Workforce Programming.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- Applicant should be agile in providing On-Ramp training and adjust training if necessary, to ensure that there is labor market demand matching the curriculum and skills taught, as well as referral pipelines for additional training and education.

- Applicant should aim to provide wraparound services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

4. **Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in On-Ramp Services who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of On-Ramp Services	90% of all participants enrolled in On-Ramp Services	*Number of participants enrolled in On-Ramp Services who successfully complete training*
Measurable skills gain	75% of all participants enrolled in On-Ramp Services	*Number of participants enrolled in On-Ramp Services with demonstrated increases in sector-focused skills*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 200 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)	Number Placed (1-year)
Violence Prevention	1-2	$75,000	$150,000	Enrollment: 60 to 100	Enrollment in OST or Registered Apprenticeship: 60

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) How will you incorporate providing high-quality virtual career services?

(b) What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals? Please include detailed plans and strategies.

(c) What referral networks do you have to assist those with multiple barriers to employment? Provide a detailed referral process and include letters of support or MOU's for existing partnerships.

(d) What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?

(e) How does your organization build staff capacity and professional development to ensure the unique needs of local residents are met in a sufficient manner?

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Submit any letters of support or Memoranda of Understanding (MOUs) for existing and new partnerships, as described in Supplementary Question (c)

Program Area C5: Emerging Industries

Over the past decade, OEWD has developed and supported sector workforce training in four priority industries – Technology, Health Care, Hospitality, and Construction. These industries have historically employed a significant number of workers and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility. These 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.

In addition to these industries, OEWD is interested in seeding and supporting workforce development activities in other emerging industries – sectors that face staffing shortages and have the capacity to provide significant career pathway opportunities. OEWD has begun work in two such industries - Transportation, through an initiative known as CityDrive, and Advanced Manufacturing. OEWD is also interested in pilot proposals targeting other industry sectors that are in-demand and provide multiple entry points and opportunity for advancement through career pathways towards self-sufficiency. Pilot programs propose new strategies or approaches that on a small scale will help test the feasibility of a new approach or set of services.

Program Area C5.1 CityDrive

1. **Overview**

While the recent COVID-19 health pandemic has undoubtedly changed the local transportation industry, the sector remains one of the City's most diverse entry-points for job seekers seeking to enter the workforce, and support for transportation workers is more pivotal now than ever. As the City moves forward, a qualified transportation workforce will be critical in the overall recovery, reopening, and rebuilding of the economy of San Francisco.

Through partnerships with San Francisco Municipal Transportation Authority (SFMTA), industry associations, labor unions, educational institutions, and training and service providers, OEWD coordinates workforce efforts in this industry through transportation-related workforce programs. These programs enable San Francisco job seekers from diverse backgrounds to enter and succeed in driving and transportation logistics within a wide variety of settings and requiring various levels of education and skill. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within CityDrive.

CityDrive will prepare participants for occupations such as the following:

Program Area	Entry-level Job Categories
Transportation	Muni Transit Operators and Transportation Specialists, Private Sector Shuttle Drivers and Transportation Specialists

2. **Description of Services**

OEWD is soliciting through this RFP CityDrive Occupational Skills Training (OST) in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST

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

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

Proposed programs must provide multiple entry points to jobs that offer upward mobility and lead to self-sufficiency. Examples of potential Occupational Skill Trainings may include, but not limited to Professional and Technical Services, Passenger Driving Credentials including Class B Permit certification and Class B Driver License attainment, Commercial Drivers, Sanitation/Safety Drivers, and other Bay Area Transportation Systems and Transportation Specialists.

In addition to meeting the general Sector Workforce Program requirements above, CityDrive Occupational Skills Training must also address the following specific requirements:

Curriculum Development:

- In conjunction with and with the approval of OEWD, design a training 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.

- Partner with employers and labor organizations to vet training curriculum and ensure curriculum is supported by labor market information and/or employer commitments to hire training graduates. Trainings should be validated by research and data collected by the CityDrive OST provider.

- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.

- Provide a detailed description of the specific occupations/job titles 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.

- 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.

- For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.

- 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.

- Trainings should utilize digital tools and platforms to whatever extent possible to enable classroom participation either in-person or virtually.

- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation:

- Ensure all programming is offered through in-person, virtual or hybrid mechanisms.

- Incorporate experiential learning, including paid or unpaid internships, on-the-job training, earn-and learn models, externships and credit-based learning into training (preferred).

- Facilitate courses through a cohort model or through open enrollment, as appropriate for participants.

- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, unemployment benefits, CalWorks, emergency aid, VESL training, GED assistance, and other wrap-around support services.

- 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.

- Applicants must be able to adapt training and curriculum to serve clients in a safe and effective manner. Implementation of training curriculum should be flexible and include options for virtual participation. Respondents should detail their ability to offer both in-person and remote training services, as well as the digital tools they will leverage to better serve clients.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

All CityDrive OST applicants should include in their proposals information that demonstrates they possess the following minimum qualifications, as related to the proposed scope of work. 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.

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

- Demonstrate a history of successful connection of trainees to training-related employment.

- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Applicants must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.

Preferred Qualifications

Highly competitive applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes;

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- Applicant should include at least two memoranda of understandings (MOUs) and/or letters of support (LOS) detailing how the OST Provider will:

  o Collaborate with community workforce training providers.

  o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

- Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

- Partner with local community college(s) and other post-secondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations. Establish referral networks with citywide service providers and resources, as well as with Organized Labor and Industry Associations.

4. **Sector Workforce Program Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in OST who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of Occupational Skills Training	80% of all participants enrolled in OST	*Number of participants enrolled in OST who successfully complete training*
Attainment of a State or industry recognized credential	90% of all participants enrolled in OST	*Number of participants enrolled in OST who attain a sector-specific industry-recognized license or credential*
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment.	75% of all participants enrolled in OST	*Number of direct placement services participants placed in advanced training, postsecondary education or unsubsidized employment*
Retention services provided to participants placed in unsubsidized employment or postsecondary education	75% of all participants enrolled in OST	*Number of direct placement clients who are retained in unsubsidized employment*
Identify and outreach to appropriate/eligible participants including low-income,	Sector specific

300 | *Number of individuals who are outreached to through outreach services such as: sector orientations,* |

unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	*based on a two-year grant cycle	*referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

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

- Training attendance

- Interpersonal and communication skills attainment

- Occupational skills attainment

- Attainment of certification, credential or degree

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

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-2 Year)	Number Placed (1-2 Year)
CityDrive	1	$200,000	$300,000	125-150	75%

Funding for the CityDrive Occupational Skills Training Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs.

The OST Provider's budget shall be determined based on the necessary time needed to meet robust recruitment goals, direct placement goals into employment for enrolled direct service clients, and the completion of other deliverables identified within the Performance Measures table and Other Major Deliverables table, which may require fluctuating time across the Other Major Deliverables.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Provide a summary of how the proposed occupational skills training(s) is connected to the local workforce economy. Analysis of the selected sector must demonstrate how the training will prepare clients for high-demand and/or high-growth or relief/recovery occupations and should detail the specific job-titles/occupations that the training targets. Provide an overview of the required skills and/or certificates necessary to be competitive in this industry, and how the proposed occupational skills training addresses these needs. Description should include specific employers/hiring opportunities associated with the training. If occupations targeted do not provide a living wage, 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.

(b) Describe how your organization will provide, upon completion of training, job placement services to a wide array of unique participants who are experiencing the effects of a COVID economy, changes in the job market and other barriers to employment. Please also detail how the participant will be supported to ensure retention with new employer.

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout the City. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population.

(d) Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data in various systems and produce monthly reports.

Program Area C5.2: Advanced Manufacturing

1. **Overview**

As the City moves forward from the recent impacts that the COVID-19 health pandemic has had on the local manufacturing industry, the sector remains one of the City's important industries to serve a diverse population. In efforts towards economic recovery, a qualified manufacturing workforce will be critical in the overall reopening and rebuilding of San Francisco's local economy.

Through partnerships with manufacturing industry, OEWD coordinates workforce efforts to enable San Francisco job seekers from diverse backgrounds to enter and succeed in manufacturing and logistics within a wide variety of settings and requiring various levels of education and skill. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the Advanced Manufacturing program.

Advanced Manufacturing will prepare participants for occupations such as the following:

Program Area	Entry-level Job Categories
Advanced Manufacturing	CNC Operator, Junior Machinist, Shipping and Receiving Clerk, Fabrication Technician, Customer Service Representative

2. **Description of Services**

OEWD is soliciting through this RFP Advanced Manufacturing Occupational Skills Training (OST) in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST

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

 Advanced Manufacturing 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.

Proposed programs must provide multiple entry points to jobs that offer upward mobility and lead to self-sufficiency. Examples of potential Occupational Skill Trainings may include, but are not limited to: Computer Numerical Control (CNC) Operator, fabrication technician, and others.

In addition to meeting the general Sector Workforce Program requirements above, Advanced Manufacturing Occupational Skills Training must also address the following specific requirements:

Curriculum Development:

- In conjunction with and with the approval of OEWD, design a training 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.

- Partner with employers and labor organizations to vet training curriculum and ensure curriculum is supported by labor market information and/or employer commitments to hire training graduates. Trainings should be validated by research and data collected by the Advanced Manufacturing OST provider.

- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.

- Provide a detailed description of the specific occupations/job titles 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.

- 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.

- For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.

- 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.

- Trainings should utilize digital tools and platforms to whatever extent possible to enable classroom participation either in-person or virtually.

- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

- Curriculum should be implemented with innovative delivery methods such as accelerated learning, online learning, and experiential learning. Flexible programming may be required to meet the needs of individual learning styles.

Implementation:

- Ensure all programming is offered through in-person, virtual or hybrid mechanisms.

- Incorporate experiential learning, including paid or unpaid internships, on-the-job training, earn-and learn models, externships and credit-based learning into training (preferred).

- Facilitate courses through a cohort model or through open enrollment, as appropriate for participants.

- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, unemployment benefits, CalWorks, emergency aid, VESL training, GED assistance, and other wrap-around support services.

- 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.

- Applicants must be able to adapt training and curriculum to serve clients in a safe and effective manner. Implementation of training curriculum should be flexible and include options for virtual participation. Respondents should detail their ability to offer both in-person and remote training services, as well as the digital tools they will leverage to better serve clients.

Post-Completion Services

To ensure successful outcomes for participants not yet job-ready, the grantee must 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.

For participants who are considered job-ready, job search, and employment 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. The grantee 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 On-Ramp Program to viable employment opportunities.

On-the-Job Training (OJTs)

In addition to delivering the services indicated as required above, the grantee must develop On-the-Job Training (OJT) opportunities with sector specific employers. The OJTs will be between three and four months and should be made available to 75% of the participants enrolled in the On-Ramp Program

3. **Minimum and Preferred Qualifications**

Minimum Qualifications:

- Demonstrated understanding of and experience working with Advanced Manufacturing and training programs.

- Ability to propose and implement a service model with strong training job readiness and direct employment services for the new and existing workforce.

- Demonstrated history of successful connection of trainees to training-related employment.

- Strong and existing relationships with employers, and capacity to conduct employer engagement.

- Strong and existing relationships with post-secondary education and training providers.

- Capacity to administer On the Job Training funds specific to Advanced Manufacturing Sector.

- Ability to transition participants into 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.

- Key personnel assigned to the project with 5 years of experience in delivering the proposed services.

- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

- Applicant's budget must include leveraged resources (e.g., financial commitments, in-kind donations, program space, staff or volunteer time).

- Project team includes staff with proficiency in Mandarin, Cantonese and Vietnamese.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Experience in developing culturally and linguistically appropriate outreach materials.

Preferred Qualifications:

- Applicants with a history of partnering with Advanced Manufacturing companies will be strongly considered.

- Applicants with existing connections to other OEWD sector or workforce system providers.

- Past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.

- Organizations or collaborations with established, successful referral networks are strongly preferred.

- Applicants that demonstrate a commitment to hiring and/or partnering with residents and organizations serving the City's disadvantaged and disproportionately unemployed neighborhoods.

4. **Performance Measures**

Performance Measures, Milestones or Expected Deliverables	Service Goals	Description
Participants Enrolled in Direct Services	100% of all enrolled participants	*Number of participants enrolled in OST who receive job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of all enrolled participants	*Number of participants who complete an Individual Employment Plan (IEP).*
Completion of Occupational Skills Training	80% of all participants enrolled in OST	*Number of participants enrolled in OST who successfully complete training*
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment.	85% of all participants enrolled in OST	*Number of direct placement services participants placed in advanced training, postsecondary education or unsubsidized employment*
Retention services provided to participants placed in unsubsidized employment or postsecondary education	75% of all participants enrolled in OST	*Number of direct placement clients who are retained in unsubsidized employment*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 90 *based on a two-year grant cycle	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-2 Year)	Number Placed (1-2 Year)

| Advanced Manufacturing | 1 | $150,000 | $250,000 | 40-45 | 25-30 |

6. Supplementary Questions

This program area does not require any Supplementary Questions.

Program Area C5.3: Pilot Occupational Skills Training

1. **Overview**

While the sectors outlined above remain workforce system priorities, OEWD will also accept pilot proposals targeting other industry sectors that are in-demand and provide multiple entry points and opportunity for advancement through career pathways towards self-sufficiency, such as Financial Services, Cannabis, and other fields. Pilot programs propose new strategies or approaches that on a small scale will help to test the feasibility of a new approach or set of services. If successful, this may lead to larger scale implementation based on need, demonstrated impact, and available resources.

Proposed trainings should be validated by research, Labor Market Information (LMI) data, and should prove prospective employer partnerships. Trainings also should lead to industry-recognized credential(s), certification(s) or degrees, and clearly exhibit skill development.

2. **Description of Services**

OEWD is soliciting through this RFP Pilot Occupational Skills Training (OST) in the following categories:

- Entry-Level OST

- Mid-Skilled OST

- On-the-Job OST

- Employer-Customized OST

- Incumbent Worker/Skills Advancement OST

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

Pilot 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.

Proposed programs must provide multiple entry points to jobs that offer upward mobility and lead to self-sufficiency. Examples of potential Occupational Skill Trainings may include, but not limited to, Professional and Technical Services, Non-Profit and Public Sector, Janitorial/Maintenance workers;

Sanitation/Safety Specialists, Facilities Management, Logistics, Social Enterprise Programs, Entrepreneurial trainings, Security/Protection Services, Financial Services, Cannabis Industry Apprentice, or Administrative and Support Services.

Service Description

In addition to meeting the general Sector Workforce Program requirements above, Pilot Occupational Skills Training must also address the following specific requirements:

Curriculum Development:

- In conjunction with and with the approval of OEWD, design a training 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.

- Partner with employers and labor organizations to vet training curriculum and ensure curriculum is supported by labor market information and/or employer commitments to hire training graduates. Trainings should be validated by research and data collected by the Sector Workforce Provider. Trainings should lead to industry-recognized credential(s), certification(s) or degrees, and clearly exhibits skill development.

- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.

- Provide a detailed description of the specific occupations/job titles 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.

- 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.

- For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.

- 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.

- Trainings should utilize digital tools and platforms to whatever extent possible to enable classroom participation either in-person or virtually.

- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation:

- Incorporate experiential learning, including paid or unpaid internships, on-the-job training, earn-and learn models, externships and credit-based learning into training (preferred).

- Facilitate courses through a cohort model or through open enrollment, as appropriate for participants.

- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, unemployment benefits, CalWorks, emergency aid, VESL training, GED assistance, and other wrap-around support services.

- Coordinate and partner formally with community colleges and other post-secondary education providers, including potential transfer of higher education course credit (preferred).

- 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.

- Applicants must be able to adapt training and curriculum to serve clients in a safe and effective manner. Implementation of training curriculum should be flexible and include options for virtual participation. Respondents should detail their ability to offer both in-person and remote training services, as well as the digital tools they will leverage to better serve clients.

3. **Qualifications**

Minimum Qualifications

Successful Pilot OST applicants will demonstrate the following Minimum Qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

- Demonstrate a history of successful connection of trainees to training-related employment.

- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Applicants must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.

Preferred Qualifications

All Pilot OST applicants should include in their proposals information that demonstrates they possess the following preferred qualifications, as related to the proposed scope of work. 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.

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes;

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- For apprenticeable occupations in industries such as cannabis, applicants should consider proposing a pre-apprenticeship pathway to state-approved apprenticeship.

- Applicant should include at least two memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how the OST Provider will:

  o Collaborate with community workforce training providers.

  o Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

  o Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

  o Partner with local community college(s) and other post-secondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

  o Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations. Establish referral networks with citywide service providers and resources, as well as with Organized Labor and Industry Associations.

- OEWD is particularly interested in proposals that leverage paid work experience opportunities using private funding, public employment subsidies such as the Humans Services Agency

(HSA) JobsNOW! program, 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:

- o Customized training in partnership with employers.

- o Incumbent worker training to advance workers in the sector.

- o Other contextualized work-based learning strategies, such as internships.

- o Pre-apprenticeship training (training articulated to an Apprenticeship)

- o 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).

- Wraparound services to support participants in training (e.g., stipends, GED, transportation, child care, financial aid, and/or other supportive services).

- Applicant can be a regionally- or nationally-accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.

- Experience managing federal workforce funds including Workforce Innovations and Opportunities Act (WIOA), Community Development Block Grant funds and/or other funding streams that may require complex eligibility documentation.

4. **Sector Workforce Program Performance Measures**

Performance Measure	OEWD Performance Goal
Number of participants assessed, complete IEP and enroll in Occupational Skills Training.	100% of all enrolled clients
Occupational Skills Training Completion	90% of OST enrolled clients
Placement in unsubsidized employment (2nd quarter after exit) *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*	80% of direct placement and occupational skills training participants
Attainment of a State/industry recognized credential (within 4th quarter after exit)	75% of participants enrolled in occupational skills training.

Measurable skills gain (within 4th quarter after exit)	75% of participants enrolled in advanced training or post-secondary education
Follow-Up of Participants Placed in Unsubsidized Employment at **2nd and 4th Quarter after exit.**	75% of all participants placed in unsubsidized employment.

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

- Training attendance

- Interpersonal and communication skills attainment

- Occupational skills attainment

- Attainment of certification, credential or degree

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

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)	Number (1-year)
Occupational Skills Training Providers	2-5	$125,000	$300,000	25-60	20-50

Funding for the Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs.

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Provide a summary of how the proposed occupational skills training(s) is connected to the local workforce economy. Analysis of the selected sector must demonstrate how the training will prepare clients for high-demand and/or high-growth or relief/recovery occupations and should detail the specific job-titles/occupations that the training targets. Provide an overview of the

required skills and/or certificates necessary to be competitive in this industry, and how the proposed occupational skills training addresses these needs. Description should include specific employers/hiring opportunities associated with the training. If occupations targeted do not provide a living wage, 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.

(b) Describe how your organization will provide, upon completion of training, job placement services to a wide array of unique participants who are experiencing the effects of a COVID economy, changes in the job market and other barriers to employment. Please also detail how the participant will be supported to ensure retention with new employer.

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout the City. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population.

(d) Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data in various systems and produce monthly reports.

Program Area D: 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 to address current economic and workplace inequities. Pilot programs propose new strategies or approaches that on a small scale will help to test the feasibility of a new approach or set of services. Pilot programs will be funded for up to a maximum of 2 years. If successful, this may lead to a new procurement for larger scale implementation based on need, demonstrated impact, and available resources.

Proposed strategies should be validated by research, Labor Market Information (LMI) data, or other evidence of effectiveness. Strategies should lead to defined system change or clearly evident skill development, industry-recognized credential(s), certification(s) or other outcomes of success for job seekers or workers.

Please note: If your program prioritizes and primarily serves the African American community, please review Section G: Funds to Support the Black Community to see if your proposed program fits with one of the existing RFP strategies.

Program Area D1: Equity Pilots

1. Overview

OEWD seeks to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans. Every resident of San Francisco deserves the opportunity to achieve employment and economic success.

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. OEWD is particularly interested in projects that will address existing employment inequities and help those who have not had employment or economic success achieve their rightful place in the labor market.

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

Proposed strategies should be validated by research and substantiated with relevant data.

EXAMPLES OF PILOT PROGRAMS

- Strategies to enhance the financial empowerment of low-wage workers through increasing banking access, capability, and savings.
- Initiatives that support workforce providers in improving service delivery for vulnerable populations through communities of practice.
- New outreach and marketing strategies to enhance awareness of existing services and engage those not connected to the workforce system.

- Innovative training and employment models to meet the needs of job seekers and workers who have not been successfully connected to the labor market such as entrepreneurship or worker cooperatives.
- Strategies to address the digital divide and/or language access of many communities in San Francisco.
- Effective strategies to engage employers in the training and hiring of disconnected job seekers.
- Programs and services to support educational reengagement and degree attainment.

2. Description of Services

Allowable services offered through an Equity Pilot will vary based on the need of the proposed program design. All strategies should form a cohesive approach and address local workforce needs. Examples of allowable services may include:

- Development of partnerships with employers.
- Marketing, outreach, and recruitment activities designed to reach and engage target clientele.
- Assessments to address interest, skills, abilities, and barriers.
- Tailored Job Readiness Training.
- Partnership development with employers, Organized Labor or industry associations, public agencies, or community providers.
- Technology skills training.
- Financial coaching
- Life skills training
- Barrier remediation

3. Minimum and Preferred Qualifications

Minimum Qualifications

Successful Equity Pilot applicants will demonstrate the following Minimum Qualifications:

- Define the local system need they are intending to address, provide evidence of need with supporting data, provide a clearly articulated strategy for addressing the need, and demonstration of their expertise and capacity to provide the proposed service.

- Demonstrate a clear understanding of the needs and identify coordinated services and supports to address those needs.

- Demonstrate a history of successful outreach, recruitment and engagement with the target population.

- Demonstrate that the proposed services and strategies are evidenced-based and will lead to improving the employment and economic success of clients.

- Develop strategies that include virtual service delivery that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Experience working with proposed neighborhoods, nonprofit organizations, and historically disinvested communities.

- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

All Equity Pilot applicants should include in their proposals information that demonstrates to what degree they possess the following preferred qualifications, as related to the proposed scope of work. To ensure a proposal's competitiveness, applicants should address all applicable general qualifications as well as all specific qualifications within their proposed service area.

- Collaboration or demonstrated partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

- Signed memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how partners will support this pilot.

- Collaboration or demonstrated partnership(s) with workforce training providers, other citywide agencies, neighborhood community groups, labor unions and/or grassroots organizations.

- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

- Partner with industry to: advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

- Leveraging of private funding, public employment subsidies such as the Humans Services Agency (HSA) JobsNOW! program, joint labor management funds, employer training panel (ETP), or other sources.

- Experience managing federal workforce funds including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds and/or other funding streams that may require complex eligibility documentation.

4. **Equity Pilot Performance Measures**

Performance Measure	OEWD Performance Goal
To be proposed by the applicant	To be proposed by the applicant

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

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)
Equity Pilot Service Programs	2-6	$75,000	$250,000	15-50

Equity Pilot programs will be funded for up to 2 years, at which time OEWD will determine whether to procure for continued or expanded implementation.

Funding for the Equity Pilot Service Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs.

The Equity Pilot Provider's budget shall be determined based on the necessary time needed to meet agreed-upon goals, scope of services, and deliverables.

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

- Define and provide data to support the local workforce system need that this proposal is designed to address.

- Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout the City. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population.

- Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data in various systems and produce monthly reports.

- Identify potential challenges that this pilot program may face and how these will be addressed.

Program Area D2: Economic Recovery Pilots

1. **Overview**

To address the City's needs created by the COVID-19 pandemic, Mayor London N. Breed and former Board of Supervisors President Norman Yee created the [COVID-19 Economic Recovery Task Force](#). The Task Force was charged with guiding the City's efforts through the COVID-19 recovery to sustain and revive local businesses and employment, mitigate the economic hardships already affecting the most vulnerable San Franciscans, and build a resilient and equitable future. Through this process, the Task Force developed 41 policy recommendations that represent the best thinking of this diverse group, informed by the experience of Task Force members, research from city staff, as well as input from communities across San Francisco through surveys and focus groups.

OEWD seeks Pilot proposals to support the City's economic recovery that enhance the recommendations of the Task Force or the recovery strategies outlined through this RFP or to address additional service needs not identified by the proposed recommendations.

Pilot programs propose new strategies or approaches that on a small scale will help to test the feasibility of a new approach or set of services. Pilot programs will be funded for up to a maximum of 2 years. If successful, this may lead to a new procurement for larger scale implementation based on need, demonstrated impact, and available resources.

Pilot proposals for services and/or programs that contribute significantly to supporting San Franciscans' ability to maximize their full economic potential will be considered. OEWD is particularly interested in projects that will address existing employment inequities and help those who have not had employment or economic success in the labor market.

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

Proposed strategies should be validated by research and substantiated with relevant data.

EXAMPLES OF ECONOMIC RECOVERY PILOT PROGRAMS

- Strategies to assist San Franciscans in accessing available local, state, and federal benefits.
- Innovative training and employment models or approaches such as entrepreneurship to meet the needs of job seekers or workers who have been laid off or displaced due to the effects of the pandemic on the labor market.
- Effective strategies to engage employers in the training and hiring of disconnected workers.
- Programs and services to support retraining or skills upgrades for workers impacted by the pandemic.

2. **Description of Services**

Allowable services offered through an Economic Recovery Pilot will vary based on the need of the proposed program design. All strategies should form a cohesive approach and address local workforce needs. Examples of allowable services may include:

- Development of partnerships with employers.
- Marketing, outreach, and recruitment activities designed to reach and engage target clientele.
- Assessments to address interest, skills, abilities, and barriers.
- Tailored Job Readiness Training.
- Partnership development with employers, Organized Labor or industry associations, public agencies, or community providers.
- Technology skills training.
- Financial and benefits coaching
- Barrier remediation

3. Minimum and Preferred Qualifications

Minimum Qualifications

Successful Economic Recovery Pilot applicants will demonstrate the following Minimum Qualifications:

- Define the local system need the proposed program is intending to address, provide evidence of need with supporting data, provide a clearly articulated strategy for addressing the need, and demonstration of their expertise and capacity to provide the proposed service.

- Demonstrate a clear understanding of the needs and identify coordinated services and supports to address those needs.

- Demonstrate a history of successful outreach, recruitment and engagement with the target population.

- Demonstrate that the proposed services and strategies are evidenced-based and will lead to improving the employment and economic success of clients.

- Develop strategies that include virtual service delivery that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model.

- Support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.

- Experience working with proposed neighborhoods, nonprofit organizations, and historically disinvested communities.

- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

<u>Preferred Qualifications</u>

All Economic Recovery Pilot applicants should include in their proposals information that demonstrates to what degree they possess the following preferred qualifications, as related to the proposed scope of work. 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.

    a. Collaboration or demonstrated partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.

    b. Signed memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how they will:

        i. Collaborate or demonstrate partnership(s) with workforce training providers, labor unions, other citywide agencies, and neighborhood community groups and/or grassroots organizations.

        ii. Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

        iii. Partner with industry to: advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

    c. Leverage private funding, public employment subsidies such as the Humans Services Agency (HSA) JobsNOW! program, joint labor management funds, employer training panel (ETP), or other sources.

    d. Experience managing federal workforce funds including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds and/or other funding streams that may require complex eligibility documentation.

4.   Economic Recovery Pilot Performance Measures

Performance Measure	OEWD Performance Goal
To be proposed by the applicant	To be proposed by the applicant

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

5. Recommendations

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-2 Year)
Economic Recovery Pilot Service Programs	2-5	$125,000	$300,000	15-50

Economic Recovery Pilot programs will be funded for up to 2 years, at which time OEWD will determine whether to procure for continued or expanded implementation.

Funding for the Economic Recovery Pilot Service Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs.

The Economic Recovery Pilot Provider's budget shall be determined based on the necessary time needed to meet agreed-upon goals, scope of services, and deliverables.

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Define and provide data to support the local workforce system need that this proposal is designed to address.

(b) Explain how your proposed services enhance existing economic recovery strategies or those proposed in this RFP or fill an unmet need?

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout the City. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population.

(d) Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data in various systems and produce monthly reports.

(e) Identify potential challenges that this pilot program may face and how these will be addressed.

Program Area E: Business Services

Program Area E1: First Source Job Seeker Coordinator

1. **Overview**

OEWD seeks one or more First Source Job Seeker Coordinators to support OEWD's implementation of the First Source Hiring Program to connect qualified local job seekers with entry level positions with covered employers. Services may include job seeker outreach, candidate recruitment including pre-screening for minimum qualifications, and assistance with hiring events.

2. **Description of Services**

Job Development and Connecting Job Seekers with Employment Opportunities

- Work with OEWD to define specific tasks, skills, abilities, education, and responsibilities associated with a new position, to facilitate appropriate referrals.

- Coordinate with the San Francisco Workforce System provider network using new technologies, regular communication, and collaborative strategies to maximize job seekers' participation in First Source recruitments and hiring events.

- Partner with OEWD's Business Services Team, Workforce Connections Team, Workforce System provider network, and educational institutions as appropriate to coordinate, assist, and support with recruitments, hiring events, and one-on-one or group interviews in person and/or virtually, and ensure applicants are applying and securing employment.

- Encourage Workforce system providers' awareness, collaboration, and participation in the implementation and promoting of these events.

- Identify, screen, refer and match applicants to appropriate employment opportunities by utilizing available tools i.e., Jobs Portal/WorkforceLinkSF, Jobs Boards, Constant Contact, etc.

- Evaluate and connect job seekers with appropriate resources to provide barrier remediation, job readiness, drug testing, language access, background check assistance including past employment and/or criminal record verification, transportation, child care, and other support services.

- Provide direct job application assistance to job seekers.

- Assist Workforce System providers and job developers with continuous education on accessing First Source Hiring Program job opportunities and SF Jobs Portal/WorkforceLinkSF training.

<u>On-The-Job Training</u>

- Adhere to OJT outreach strategies developed by OEWD and the Comprehensive Job Center to engage employers in the targeted industry sectors, market, and promote OJTs.

- Assist Comprehensive Job Center 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.

- Refer interested job seekers to the Comprehensive Job Center to establish OJT contract.

<u>Job Retention Services</u>

- Place a high emphasis on and deliver retention support services, including coaching for participants and referrals to Job Centers for barrier remediation and re-employment services as appropriate.
- Through Job Centers, provide transportation, child care, and other supportive services assistance.
- In collaboration with OEWD and its contracted service providers, assist job seekers to access services that allow them to address new or on-going barriers that may interfere with employment.

<u>Administration and Data Management</u>

- Track program performance and development by using SF Jobs Portal/WorkforceLinkSF and other OEWD's data systems, if any.

- Assist providers in providing feedback in meeting performance expectations.

- Administer a performance tracking system and generate weekly reports on open entry level positions, applicants referred, approved, and matched with the jobs, hire outcomes, and any other necessary indicators of meeting performance expectations.

3. **Minimum and Preferred Qualifications**

<u>Minimum Qualifications</u>

- Strong evidence of previous success in connecting low-income San Francisco residents and dislocated workers to viable employment opportunities.

- High degree of familiarity with local subsidized training programs and ability to communicate services available to job seekers.

- 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.

- Proven ability to work under pressure.

- Deep knowledge of labor market

- Familiarity with the First Source Hiring Program

- Technical skills: Microsoft Office (Excel, Word, Outlook), experience in using the SF Jobs Portal/WorkforceLinkSF

- Experience in administering a performance tracking system and preparing reports.

4. **First Source Job Seeker Coordinator Performance Measures**

General Target Service Numbers: 380 -450 served

Performance Measures	Service Description
Placement in unsubsidized employment	190-225
Retention in unsubsidized employment (6 - 12 months after exit)	80% of candidates placed in unsubsidized employment
Average number of candidate submittals per job opening	3 candidates per job opening
Percentage of submitted candidates interviewed	80% of job candidates interviewed

5. **Recommendations**

Program Area	Anticipated Number of Awards	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant)	Number Served (1-year)	Number (1-year)
First Source Job Seeker Coordinator	1-3	$150,000	$350,000	150-450	120-360

6. **Supplementary Questions**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Please describe your previous experience in collaborating with community-based organizations to secure employment for low-income individuals? What were the challenges and outcomes?

(b) Please describe your experience in working directly with job seekers. What were main challenges you faced?

(c) Please describe your experience in assisting job seekers with job readiness preparation and barrier remediation. What kind of resources did you use?

Program Area F: Workforce System Enhancements

Program Area F1: IT Database Maintenance

1. **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 Opportunity 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.

2. **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:

- 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.

- Provide daily error report logs for OEWD staff to review and manage.

- Manage user accounts – create new accounts, passwords, custom groups, assigns access levels, roles and rights. Ensure security protocols are in place to protect Personally Identifiable Information (PII).

- Manage assignment of Grant Code System, Agency Codes, Agency Rules, programs and activities.

- Manage VOS Greeter entries into CalJOBS.

- Manage and maintain Client Portal where participants can securely upload documents using multiple devices. Participants are notified via email or text.

- Maintenance of nightly reload of errors to ensure data synchronization and compliance.

- Manage and maintain data transfer and reporting to 3rd party systems.

- Regular SFTP updates and file transfer of required tables into WFC.

- Manage and track and resolve technical support issues.

It is expected that the successful bidder(s) will provide training of OEWD and grantee users at various levels of skill and experience as needed. 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.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

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

- Experience as an application service provider for a fully-hosted, web-based application with similar functionality to the above requirements.

- Experience training workforce staff and developing technical assistance documentation/user manuals.

- Flexible system-compatibility requirements for client workstations, including operating system requirements, Internet/server connection speeds, and firewall constraints, etc.

- Strong references from clients utilizing services/products similar in scope to this RFP and summarized deliverables.

- Experience maintaining customer service and technical support.

- Experience maintaining confidential client information.

- Able to integrate swipe card technology as a means to recording client activity (in conjunction with traditional grantee staff data entry).

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: https://sfgov.org/cmd/14b-local-business-enterprise-ordinance

4. **Performance Measures**

Performance Measure	OEWD Minimum Performance Goals
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%

5. **Recommendations**

Program Area	Anticipated Number of Awards	Anticipated Minimum Contract Amount	MAX Not to Exceed (NTE) value of contract
Database Maintenance	1	$200,000	$300,000

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) In your Approach, Activities and Outcomes, please provide a short summary of your understanding of the scope, process, assumptions, and timeline for a project of this scale.

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Provide a statement of past contracts outlining sufficient experience requested in the minimum and preferred qualifications.

Program Area F2: Independent Evaluator

1. **Overview**

OEWD seeks applicants to provide independent evaluator services for multi-agency customer matching across non-standardized data sets using probabilistic record linkage or other appropriate methods. OEWD seeks an understanding of the participation and outcomes of citywide workforce development programs.

The Citywide workforce development system is overseen by OEWD and comprises over 262 programs across 22 City agencies. As a best practice in community-based and place-based intervention, many City agencies contract with community-based organizations to administer workforce development services. City agencies hold over 150 contracts with over 130 community-based organizations. Each community-based organization reports client information and client outcomes to its respective City agency, with City agencies holding significantly large, decentralized data sets across multiple data systems. Because of the decentralized nature of service provision, there is significant overlap in the clients being served and no mechanism in place to de-duplicate client counts.

OEWD seeks applicants with the technical capacity to match customer records across multiple data systems to determine system-wide unique client counts and to conduct system-wide evaluation and outcomes analysis using predetermined elements and metrics. This project will require probabilistic record linkage of a minimum of 40,000 customer records within one fiscal year.

2. **Description of Services**

The scope of work consists of a core scope and optional add-ons that Applicants should describe separately.

Core Scope - customer matching:

- Applicant will review historical context, previous relevant work products, and relevant literature for this project;
- assist with preparing and securing data use agreements among City departments; receive client information for one fiscal year (approximately 40,000 client records) and match those client records by using probabilistic record linkage methods;
- ensure safe and secure storage of data which may include personally identifiable information;
- compute client record overlap across data sets from individual departments and programs and determine unique client count; support OEWD with interpretation of data matching outcomes;
- document steps required to conduct client matching and prepare a plan on how to best transition this work to City staff for future fiscal year data matching.

Add-on scope – unique identifier:

- Applicant will support the department with developing a system for assigning and maintaining a unique identifier for all of the City's workforce system clients;

- review agency intakes and applications, program materials, and data system maps to identify commonalities across unstructured or semi-structured data from a number of stakeholders;
- conduct research on best practices for creating a unique identifier and the systems needed for generating, storing, and maintaining unique identifiers;
- develop a recommendation for an appropriate systems and associated protocols.

Additional deliverables in line with this scope of work may be informed by the technical expertise of the selected contractor. Such deliverables may be addressed during the contract negotiation process.

3. **Qualifications**

Minimum Qualifications include:

- Experience with a minimum of one comparable project, to be summarized in the application and further detailed in a project list addendum.

- Experience with multi-agency data collection, to be summarized in the application and further detailed in a project list addendum.

- Experience with data governance of PII, to be summarized in the application and further detailed in a project list addendum.

- Experience with probabilistic record linkage, to be summarized in the application and further detailed in a project list addendum.

- Experience with big data analysis, to be summarized in the application and further detailed in a project list addendum.

- Experience with system evaluation, to be summarized in the application and further detailed in a project list addendum.

Preferred Qualifications include:

- Experience with workforce development customer relationship management systems.

- Experience with health care, youth, or justice system multi-agency coordination systems.

- Experience with Power Bi.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: https://sfgov.org/cmd/14b-local-business-enterprise-ordinance

4. **Performance Measures**

Successful completion of this project includes a summary of unique clients, a summary of de-duplicated workforce system outcomes, and recommendations for an integrated customer relationship management system.

5. **Recommendations**

Program Area	Anticipated Number of Awards	Anticipated Minimum Contract Amount	MAX Not to Exceed (NTE) value of contract
Pilot Programs Independent Evaluator	1	$100,000	$300,000

6. **Supplementary Questions and Attachments**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) In your Approach, Activities and Outcomes, please provide a short summary of your understanding of the scope, process, assumptions, and timeline for a project of this scale.

Please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Provide a statement of past contracts outlining sufficient experience requested in the minimum and preferred qualifications.
- Applicants must provide three letters of recommendation from clients within the past five years, with contact information for follow up.

Program Area F3: One Stop Operator

1. **Overview**

The One Stop Operator (OSO) plays a critical role to ensure that Job Centers are serving as all-inclusive access points to education and training programs for a full range of customers. The OSO is responsible for coordinating service delivery among all WIOA Core Partners and service providers within San Francisco's workforce system. The OSO will provide training and technical assistance, particularly to OEWD WIOA-funded service providers, to enhance successful implementation of services. In addition, the OSO will work with OEWD to help enhance the overall workforce system to ensure that job seekers have streamlined access to training and employment services. A primary role of the OSO is convening the WIOA Core partners to facilitate ongoing dialogue on system and delivery improvements and report to the local board (Workforce Investment San Francisco) on operations, performance, and continuous improvement recommendations.

2. **Description of Services**

The responsibilities of the OSO include the following:

- Lead formal Core Partner meetings on a quarterly basis (at minimum) to support strategic collaborative efforts to best support San Franciscans. In addition, establishing individual rapport with Core Partners to enhance their participation and commitments to overall system improvements.

- Lead any meetings and dialogue with Title II (adult education) partners as defined by EDD.

- Support OEWD on the development and facilitation of MOU processes to be in compliance with the State and enhance formalized partnerships with Core and Title II partners.

- Monitor and ensure implementation of Core Partner onsite and/or virtual services at the Comprehensive Job Center, as outlined in MOUs negotiated by OEWD.

- With OEWD, manage a comprehensive workforce system calendar (Job Center 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 trainings, events and workshops where OEWD-funded and other workforce service providers may network and share best practices and resources to best implement workforce programming.

- Provide assistance to the Local Board and OEWD staff in the development process of the WIOA MOU and the AJCC certification of the Comprehensive and Affiliate/Specialized Job Centers.

- Facilitate ongoing meetings among OEWD-funded service providers to share best practices and foster collaboration.

- Advise OEWD on opportunities to improve San Francisco's workforce system and remain in compliance with WIOA directives.

- Plan and design of system infrastructure that encourages stakeholder collaboration, experimentation, user-feedback, and user/customer-centered design.

- 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.

- Track and provide guidance on state and federal policies, guidance and directives to effectively implement into the public workforce system.

- In partnership with OEWD, lead the Hallmarks of Excellence certification process (and other implemented State directives) for the AJCC and affiliates as required.

- As needed, share successful service delivery models and best practices of other Workforce Investment Boards to enhance and workforce services offered to the San Francisco community at large (including effective models for virtual training and services).

- Tracking, reporting and recording WIOA directives to OEWD, and assisting the department with implementation and messaging of such directives.

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.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications
Three years verifiable experience in providing similar services as those noted above is required. In addition, specific experience in the following areas is required: direct work experience related to the Workforce Innovation and Opportunity Act (WIOA) and with Title I and Title II Partners; planning and

design of system infrastructure that encourages stakeholder collaboration, experimentation, and customer-centered design.

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 (CTE) and Adult Education programs

- San Francisco Human Services Agency (HSA)/Temporary Assistance for Needy Families 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. The above core partners are ineligible to apply for funds under this program area.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: https://sfgov.org/cmd/14b-local-business-enterprise-ordinance

4. **Performance Measures**

Performance Measures	OEWD Performance Minimum Goals
Number of formal meetings facilitated with WIOA core partners	4 (minimum)
Number of technical assistance/training modules created for OEWD to improve workforce programming	2-4
Number of technical assistance workshops provided to workforce system providers (as identified by OEWD)	4-6
Number of additional trainings and or events facilitated for workforce system service providers (as identified by OEWD)	2
Number of WISF and Committee Meetings attended (on an as-needed basis)	4

Job seeker and employer satisfaction surveys sent bi-annually to Workforce System Service Providers and Employer Partners	2

5. Recommendations

Program Area	Anticipated Number of Awards	MIN	MAX Not to Exceed (NTE) value of contract
One-Stop/AJCC Operator	1	$100,000	$200,000

Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) In your Approach, Activities and Outcomes, please provide a short summary of your understanding of the scope, process, assumptions, and timeline for a project of this scale.

In addition, please upload the following Supplementary Attachments under Section 2, "Approach, Activities and Outcomes":

- Provide a statement of past contracts outlining sufficient experience requested in the minimum and preferred qualifications.

Program Area G: Funds to Support the Black Community

1. Overview

On May 25, 2020, the country witnessed the killing of George Floyd, leaving the searing image of police brutality, resulting in a fatality of a Black man. This incident was the latest reminder of a long history of tensions, police brutality and mistrust between law enforcement and the African American community. Following the killings of George Floyd, Breonna Taylor and others in 2020, there was an increased demand to reexamine the policies and roles of police and law enforcement in Black community policing. This examination resulted in many cities reallocating funding and resources from police departments to address the disparities in the African American community that may reduce police law enforcement interaction and mistrust.

To address these issues on a local level, on June 4, 2020, Mayor London Breed and Board of Supervisors President Shamann Walton announced $120 million in funding would be redirected from the San Francisco Police Department to be spent on addressing disparities in the Black community. This decision was endorsed and supported by City leaders and the San Francisco Police Department (SFPD).

> *"With this budget, we are listening to the community and prioritizing investments in the African American community around housing, mental health and wellness, workforce development, economic justice, education, advocacy and accountability,"*
> *Mayor London Breed*

The administration of the re-allocated police dollars was assigned to the San Francisco Human Rights Commission (HRC). The Office of Economic and Workforce Development's (OEWD) Workforce Division has partnered with the HRC to invest funding in the African American community addressing economic justice through workforce development programming.

The HRC held multiple community roundtables from July thru December 2020 in which community participants identified areas of investment for OEWD under the economic justice umbrella. Through this Request for Proposals, the Workforce Division of OEWD is announcing $6 million of funding to support the community's recommendations.

OEWD's Workforce Division, in collaboration with HRC, is investing in:

- educational pathways;
- health services career pathways;
- workforce programming for the arts;
- community-identified industries of opportunity;
- community research institute on systemic racism

Services under this RFP will be funded for up to 2-years, beginning in July 2021 or later. Grant agreements will be on a one-year basis, with the intent of funding for an additional year. The dollar amounts listed in this RFP are for year 1 of funding. Pending the number and quality of proposals received, OEWD may adjust funding amounts and numbers served accordingly.

Please be sure to read **Applicant Eligibility** information, as well as all rules and regulations regarding contracting with the City and County of San Francisco in Section I of the RFP.

In addition, OEWD is encouraging collaborative proposal responses; be sure to review the RFP language on **Collaborations**, which includes information on establishing a lead applicant and/or identifying a fiscal agent.

If you need **technical assistance** to submit your proposal, please contact OEWD in advance of the application deadline.

Please note that the program areas in this RFP section are issued in conjunction with the OEWD Workforce Division's 4-year procurement (RFP #122). Note that the dollars supporting the OEWD Workforce 4-year procurement are not police re-allocation dollars. OEWD will release a separate RFP that includes Economic Development funding opportunities. All areas described in this RFP are for Workforce-related services.

Program Area G1: Educational Pathways Funding - Financial Incentives for African American Students

1. Overview

The African American postsecondary completion success rates are the lowest in the state of California. Within San Francisco, this is no exception. Providing additional financial information and incentives for students to persist and complete their postsecondary education goals is of the utmost importance, and financial stability acts as an incredible determinant of larger academic success.

The Human Rights Commission (HRC) and the Office of Economic and Workforce Development (OEWD) aim to create higher persistence and completion rates for African American postsecondary students within San Francisco. This opportunity targets students who completed high school within San Francisco and are seeking postsecondary education within or outside San Francisco. The Educational Pathways Funding is a unique initiative that blends workforce and postsecondary programming to build a comprehensive retention-centered initiative for African American students.

2. Description of Services

These funds aim to support African American student retention and completion by ensuring organizations provide the following:

Comprehensive Wrap-Around Financial and Educational Services

- Workshops, trainings, educational seminars and one-on-one sessions with African American students enrolled in postsecondary education to ensure financial literacy, financial aid supports, educational and career counseling and overall successful retention of student participants within postsecondary education.

- Develop methods of communicating with participants to ensure they receive resources and information about this incentive program and build trusted communication mechanisms with program staff.

- Provide financial aid literacy education (including FAFSA, Cal Grant, Pell Grant, loan options and other scholarship information) and ensure participants complete all necessary financial aid applications annually.

- Provide educational preparation programming for individuals to plan their course schedules.

- Assist participants with navigating retention and success services, such as academic tutoring, counseling, additional financial aid supports, academic advising, etc.

- Where relevant, incorporate job readiness training for postsecondary completers which may include resume support, interview skills, and other job ready supports as deemed necessary.

- Provide paid stipends during duration of programming ($2,500 per semester; $5,000 maximum per year) and supportive services to cover potential costs of educational tools or equipment (i.e., Books, laptops, lab equipment, etc.) to enhance program commitment, retention and success.

Additionally, the selected grantee will be responsible for the following grant management activities:

- Communication with OEWD, HRC and other necessary stakeholders on the progress and outcomes of student success and persistence, completion of monetary distribution to scholarship recipients and the overall participation rates of participants in any relevant programming.

- Report and track participant demographic information, programmatic outcomes and other programmatic qualitative and quantitative data as required by OEWD.

- Provide financial incentive funds during duration of programming to financially support program participants and to enhance postsecondary retention and success.

3. Minimum and Preferred Qualifications

Minimum Qualifications

Educational Pathway applicants are required to demonstrate the following:

- Existing connections to the African American community to successfully conduct outreach and information sessions to inform potential participants of intended programming.

- An understanding of the challenges African American students face within the higher education system and challenges with postsecondary retention.

- The ability to distribute checks to students and/or the academic institution(s) or other relevant entities connected to student needs, including equipment and tools related to student success.

- Virtual service strategies that employ technology to serve participants and have a plan to serve participants in-person, virtually and through a hybrid model.

Preferred Qualifications

Educational Pathway applicants will be deemed highly competitive if they demonstrate the following:

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations that are connected to the African American community.

- Have experience with and knowledge of postsecondary-relevant financial aid, educational support practices and how to administer programs that lead to postsecondary retention and success for students.

- Can demonstrate experience working with postsecondary institutions.

4. Financial Incentives for African American Students Performance Measures

Performance Measures	OEWD Performance Goals
Number of African American participants who enroll in Educational Pathways Programming	100% of participants
Number of African American participants who finalize and submit a FAFSA (Free Application for Federal Student Aid) for their relevant academic years	75% of participants
Number of African American participants who complete their first semester within Educational Pathways programming	75% of participants
Number of African American participants who complete their first year within Educational Pathways programming	65% of participants

5. Recommendations

Program Area	Anticipated Number of Grantees	Maximum Budget Request (1 year)	Total Number Served (1 year)
Educational Pathways Funding - Financial Incentives for African American Students	1	$1,000,000	100

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) The Educational Pathways provider should effectively facilitate financial aid literacy and college success curriculum to ensure the African American participants not only receive financial incentives for their retention, but also are more successful students. Please describe your overarching strategies to successfully deliver this curriculum and how your organization will ensure retention in postsecondary education for African American students.

(b) Describe your organization's outreach and communications strategy that will enhance African American retention in your programming and postsecondary education.

(c) Please describe your desired impact on the African American community and how your programming will support this desired impact.

Program Area G2: Health Services

1. **Overview**

Beyond traditional health care training pathways offered by the Office of Economic and Workforce Development (OEWD) and the Department of Public Health (DPH), other health careers exist that provide long term financial stability, a visible career trajectory and require training that can be provided by the community. Human Rights Commission (HRC) and OEWD aim to provide additional health services training programs targeted at training the African American community.

While the recent COVID-19 health pandemic has undoubtedly changed the local health services industry, the sector remains one of the City's most diverse industries for job seekers seeking to enter the workforce, and support for essential health care workers is needed now more than ever. As the City moves forward, a qualified health care workforce will be critical in the overall recovery, reopening, and rebuilding of the economy, health and safety of San Francisco. With multiple entry-points into the industry complimented by state certifications, this sector can provide lucrative employment opportunities for the African American community via short-term, industry-recognized training.

2. **Description of Services**

Health Services grantees will be responsible for creating, vetting and implementing health services curricula to effectively equip unemployed or underemployed African American job seekers with the knowledge, skills and certifications required to attain employment in the Health Care Industry. To support programming that will enhance success rates for the African American community to enter the health services workforce, the following components should be integrated into programming:

- Develop a targeted outreach, information and orientation strategy to effectively engage with local African American community members to enroll in health services programming. This work should be in collaboration with local African American community organizations that have strong ties to the African American community in San Francisco.

- Provide short-term training programming that provides state certifications, competitive wages and transferrable skills in occupations such as Emergency Medical Technician (EMT), Community Health Worker (CHW); Certified Nursing Assistants (CNA), Medical Assistants (MA) and Home Care Providers (HCP). Other sector occupations may be accepted with corresponding validated labor market information (justifying tangible opportunities for employment).

- Incorporate job readiness training for soft skills development, basic computer skills and industry awareness to fully prepare participants to be competitive candidates in the health services industry. Training should incorporate curriculum and/or workshops in developing an employment portfolio and career skills necessary for employment (application, resume, interview skills, developing online professional profiles if deemed industry necessary).

- Establish employer partnerships, networks and commitments to effectively refer and place graduates into health services employment.

- Provide paid monthly stipends during duration of programming ($1,500-$2,500) to financially support program participants and to enhance program commitment, retention and success. Distribution date(s) of participant stipends will be negotiated with Grantee.

- Communicate with OEWD, HRC and other necessary stakeholders on the progress and outcomes of participant success and persistence, completion of monetary distribution to recipients and the overall participation rates.

- Report and track participant demographic information, programmatic outcomes and other data as required by OEWD.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Health Services applicants are required to demonstrate the following:

- Existing connections to the African American community to successfully conduct outreach, information and orientation sessions to inform job seekers about the health services industry and employment opportunities.

- Capacity to create and implement vocational and job readiness training to prepare African Americans for the Health Services industry.

- Develop an effective employer engagement plan to enhance participant successful transition into the health services workforce.

- Virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model.

Preferred Qualifications

Health Services applicants will be deemed highly competitive if they demonstrate the following:

- Previous experience in implementing health services coursework with successful employment outcomes for graduates.

- Established employer partnerships with employers such as UCSF, Sutter Health, and Kaiser, including commitments to partner on one or more of the following: Curriculum development/input; acting as a class guest speaker or partaking in an employment panel; offering clinical hours (if required for state certification), internship or mentorship hours; hiring qualified graduates.

- Success in effectively facilitating health services training and successfully placing participants into industry employment.

4. **Health Services Performance Measures**

Performance Measures	OEWD Performance Goals
Number of African American participants enrolled in Health Services Training	100% of all enrolled participants
Number of African American participants completed Health Services Training	70-80% of participants in Occupational Skills Training
Number of African American participants placed in Health Services Employment	60-70% of participants placed in unsubsidized employment

5. **Recommendations**

Program Area	Anticipated Number of Grantees	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant, 1-year)	Number Served (1 year)	Numbers Placed (1 year)
Health Services	1-2	$500,000	$1,000,000	40-80	28-56

6. **Supplementary Questions**

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Health services providers should effectively facilitate job readiness and occupational training to prepare the African American community for career opportunities in this industry. Please describe your overarching fundamental strategies to successfully delivering industry-recognized curriculum (please provide a minimum of 3 bullet points to address your strategy).

(b) Describe your organizations strategy around employer engagement efforts that will enhance African American transition into employment.

(c) Please describe your desired impact on the African American community and how your programming will support this desired impact.

Program Area G3: Workforce Programming for the Arts

1. **Overview**

Based on community feedback and data, investments in African American artists and art as a community tool is severely lacking, with limited opportunities for African American artists to ensure occupational sustainability. Therefore, the Office of Economic and Workforce Development (OEWD) and the Human Rights Commission (HRC) feel it is imperative to properly invest in arts career programming supporting the African American community. Specifically, OEWD is seeking to fund programming in:

- Area G3.1 - Community Arts
- Area G3.2 - Business Practices to Support Artists

While applicants may propose programming for one or both funding areas mentioned above, applicants will need to submit a separate proposal for each area. OEWD encourages collaborative and/or partnership proposals that leverage the expertise of community-based and cultural organizations with a history serving the African American Community. The term "arts" is all-encompassing of art sectors and occupations, including but not limited to photographers, painters, dancers, actors, sculptors, media arts, and others.

2. **Descriptions of Services**

Area G3.1: Community Arts

In partnership with African American artists, the selected grantee(s) will be responsible for identifying and coordinating community arts projects. Examples may include mural paintings, culturally influenced art work, community learning projects and courses, and art therapy for healing. Applicant should demonstrate the following:

- Develop a targeted outreach, information and orientation strategy to effectively engage members of the local African American arts community.

- Show ability and knowledge to engage property owners for permission, permits and meet legal requirements if needed for project approval and completion.

- Engage community for input on project(s), where applicable.

- Show ability to provide financial support services (I.e., artist tools, permits) to artists during project period.

- Report and track artist demographic information, programmatic outcomes and other programmatic data as requested by OEWD.

Area G3.2: Business Practices to Support Artists

Grantee(s) will be responsible for providing best business practices to primarily African American artists that will educate/teach them on ways to generate and sustain income. Examples of business practices include identify, gain and keep working through gig experiences; writing grants and contracts that support employment; developing entrepreneurial practices; working with the film industry; sustaining a business as an artist; and navigating the artist and non-artist employment market. Applicants should demonstrate the following:

- Show workforce-approved basic best practices in searching for and maintaining employment in the arts.

- Demonstrate the ability to connect and educate participants on grant writing/contracts for employment opportunities (or ability to refer to such services); portfolio development; marketing strategies for self-promotion; entrepreneurial skills to sustain employment as an artist (or ability to refer to such services); and sources for jobs, gigs, and other artist employment opportunities.

- Develop a targeted outreach, information, and orientation strategy to effectively engage with local African American artists. Applicants are encouraged to collaborate with local African American community organizations and schools focused on the arts.

- Provide or refer to job readiness training for soft skills development, basic computer skills and assistance with job search/employment (applications, resume, interview skills, and/or developing an online professional profile). Identify internships or on-the job training opportunities as relevant.

- Provide financial support services (i.e., textbooks) as needed.

- Report and track participant demographic information, programmatic outcomes and other data as requested by OEWD.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Applicants for Community Arts and Business Practices to Support Artists are required to demonstrate the following:

- Existing relationships or connections to the African American community.

- Must be based in San Francisco and/or aim to support the artist infrastructure of San Francisco communities.

- Virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model.

Preferred Qualifications

Applicants for Community Arts and/or Business Practices to Support Artists will be deemed highly competitive if they demonstrate the following:

- Previous experience providing community-based arts services to communities or institutions.

- Experience in developing contract and/or subcontract agreements with independent artists.

- Previous experience providing workforce training services to the community and/or experience educating artists on career success techniques.

4. **Workforce Programming for the Arts Performance Measures**

Performance Measures: Area G3.1 - Community Arts

Performance Measures	OEWD Performance Goals
Number of art projects developed	To be negotiated, dependent on proposal. Applicants may propose anticipated number of projects based on funding requested.

Performance Measures: Area G3.2 - Business Practices to Support Artists

Performance Measures	OEWD Performance Goals
Number of participants enrolled	25-75 participants
Number of participants completed (if applicable)	60% of all participants complete identified services
Number of participants placed in employment	40% of all participants enrolled

5. Recommendations

Program Area	Anticipated Number of Grantees	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant, 1 year)	Number Served Per Grantee (1 year)	Numbers Placed Per Grantee (1 year)
Community Arts	3-4	$100,000	$225,000	TBD	N/A
Business Practices to Support Artists	1-2	$100,000	$300,000	25-75	10-30

6. Supplementary Question

In addition to completing the general application questions, please make sure that you address the following question in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Please describe your desired impact on the African American community and how your programming will support this desired impact.

Program Area G4: Industries of Opportunity

1. **Overview**

While the Office of Economic and Workforce Development (OEWD) has focused on providing nationally recognized, sector-specific training within construction, health care, hospitality and tech, the African American community has identified the need for other sector-specific trainings leading to tangible career opportunities. OEWD and the Human Rights Commission (HRC) are seeking proposals that provide pipelines to employment through Industries of Opportunity training programs.

San Francisco has many industries which provide sustainable, livable wages with opportunities for growth. OEWD seeks proposals that aim to meet the demand for employment in other industries through short-term training opportunities that lead to employment. OEWD is open to all industries of opportunity, as long as the industry is matched with labor market demand and does encourage short-term training leading to sustainable employment opportunities.

2. **Description**

Industries of Opportunity providers will be responsible for creating, vetting and implementing curricula that effectively equips unemployed and underemployed African American job seekers with the knowledge, skills and certifications required to attain employment in a designated industry. Examples of industries or occupation's include tech, cannabis, early childhood education, and others (as validated by Labor Market Information). To support programming that will enhance success rates for the African American community to enter the workforce, the following components should be integrated into programming:

- Develop a targeted outreach, information and orientation strategy to effectively engage with local African American community members to enroll in health services programming. This work should be in collaboration with local African American community organizations that have strong ties to the African American community in San Francisco.

- Provide short-term training that provides industry-recognized credentials or certifications, competitive wages and transferrable skills in occupations validated by labor market information.

- Incorporate job readiness training for soft skills development, basic computer skills and industry awareness to fully prepare participants to be competitive candidates within the selected industry. Training should incorporate curriculum and/or workshops in developing an employment portfolio and career skills necessary for employment (application, resume, interview skills, developing an online professional profile – LinkedIn, etc.).

- Establish employer partnerships, networks and commitments to effectively refer and place graduates into industry-relevant employment.

- Provide paid monthly stipends during duration of programming (ranging from $1500-$2500) to financially support program participants and to enhance program commitment, retention and success. Distribution date(s) of participant stipends will be negotiated with Grantee.

- Report and track participant demographic information, programmatic outcomes and other programmatic data as required by OEWD.

3. Minimum and Preferred Qualifications

<u>Minimum Qualifications</u>

Industries of Opportunity applicants are required to demonstrate the following:

- Existing connections to the African American community to successfully conduct outreach, information and orientation sessions to inform participants about this programming.

- Capacity to create and implement vocational and job readiness training to prepare African Americans for identified industry.

- Develop an effective employer engagement plan to enhance successful participant transition into industry-relevant workforce.

- Virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model.

- Provider (or sub-grantee) must have organizational capacity to provide paid monthly stipends during duration of programming (ranging from $1500-$2500).

<u>Preferred Qualifications</u>

Industries of Opportunity applicants that can demonstrate the following will be deemed highly competitive:

- Previous experience implementing industry-relevant coursework with successful employment outcomes for participants,

- Established employer partnerships with commitments to partner on one or more of the following: Curriculum development/input; acting as a class guest speaker or partake in an employment panel; offering internship or mentorship hours; hiring qualified graduates.

- Success in effectively facilitating workforce training and successfully placing participants into industry employment.

4. Industries of Opportunity Performance Measures

Performance Measures	OEWD Performance Goals
Number of African American participants enrolled in an Industry of Opportunity vocational training	20-65 participants

Number of African American participants completing an Industry of Opportunity vocational training	70-80% of participants in who complete vocational training
Number of African American participants placed in Employment	60-70% of participants placed in unsubsidized employment

5. **Recommendations**

Program Area	Anticipated Number of Grantees	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant, 1 year)	Number Served (1 year)	Numbers Placed in Employment 1 year)
Industries of Opportunity	2-4	$250,000	$1,000,000	20-65	12-45

6. Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Industries of Opportunity providers should effectively facilitate job readiness and occupational training to prepare the African American community for career opportunities in this industry. Please describe your overarching fundamental strategies to successfully delivering industry-recognized curriculum (please provide a minimum of 3 bullet points to address your strategy).

(b) Describe your organizations strategy around employer engagement efforts that will enhance African American transition into employment.

(c) Please describe your desired impact on the African American community and how your programming will support this desired impact.

Program Area G5: Community Research Institute

1. **Overview**

Historically, the African American community has been adversely impacted by policies and practices implemented within institutions. To address this concern, the Office of Economic and Workforce Development (OEWD), in partnership with the Human Rights Commission (HRC), is seeking proposals to facilitate a Community Research Institute.

The goal of the Community Research Institute is to promote high-quality Afrocentric education and training for students through the lens of community participatory action and research that focuses on African American Culture and the Black Experience within the San Francisco Bay Area. Through multi-semester coursework, the Community Research Institute aims to make Afrocentric education widely available to community members with interest in pursuing education on systemic racism.

2. **Description of Services**

The Community Research Institute opportunity aims to elevate our community's awareness on systemic racism integrated into all levels of society. This opportunity will focus on serving community members interested in examining and understanding how systemic racism is integrated into society. Grantee will perform the following:

- Design coursework and offerings that are provided through a series of educational classes, to include facilitation on weekends and weekday evenings to enhance accessibility to students.

- Provide coursework that will focus on the matter of racism within communities, schools and policies affecting institutional racism.

- Design coursework with a pathway to transfer to 4-year college/university

- Ensure coursework will use a social justice, anti-racist and African-centered pedagogy, with learning outcome goals.

- Implement phased and/or cohort-style coursework that can lead to a certificate and/or degree.

- Ensure all participants complete an evaluation on the instruction, coursework and accompanied services received.

- Qualified students will be provided with a stipend ($1,500-$2,500) to help financially support program participants and to enhance program commitment, retention and success. Distribution date(s) of participant stipends will be negotiated with Grantee.

- Communicate with OEWD, HRC and other necessary stakeholders on the progress and outcomes of participant success and persistence, completion of monetary distribution to recipients and the overall participation rates.

- Report and track participant demographic information, programmatic outcomes and other data as required by OEWD.

3. **Minimum and Preferred Qualifications**

Minimum Qualifications

Community Research Institute applicants are required to demonstrate the following:

- Will be required to partner with a post-secondary institution's African American Studies Department and/or a community engaged learning center of a San Francisco based community college and/or private university.

- Provide coursework facilitated by professors, instructors and teachers that have appropriate teaching credentials (degrees, certificates, licenses) relevant to the coursework.

- Have ongoing access to a facility that can provide a classroom environment and capacity to facilitate coursework, meeting on weekends and weekday evenings.

- Virtual service strategies that employ technology to serve participants and have a plan to serve participants in-person, virtually and through a hybrid model.

- Provide OEWD with syllabi detailing class subject matter and curriculum descriptions (this can be ongoing).

- Develop a targeted outreach, information and orientation strategy to effectively engage the community in general to enroll into classes. This work should be in collaboration with community organizations that have strong ties to the African American community in San Francisco.

- Report and track participant demographic information, programmatic outcomes and other data as required by HRC and OEWD.

- Coursework will be vetted and approved by an educational entity, educational professors with expertise on systemic racism and relevant educational board(s).

- Organization must demonstrate the ability to cut and distribute financial stipend checks to participants.

- Experience in facilitating coursework on systemic racism (or related subject matter).

- Demonstrated and proven knowledge about systemic racism in institutions and the impacts it has on African American students.

4. **Community Research Institute Performance Measures**

Performance Measures	OEWD Performance Goals
Number of participants enrolled into articulated coursework	100% of enrollment goal
Number of participants who complete coursework receive certificate and/or degree	75% of those enrolled

5. Recommendations

Program Area	Anticipated Number of Grantees	Minimum Funding Expected (Per Grant)	Maximum Budget Request (Per Grant, 1 year)	Number Served (1 year Per Grantee)	Number Completed (1 year Per Grantee)
Community Research Institute	1	$1,000,000	$1,000,000	75-100	*TBD

Number completed will be negotiated with OEWD upon explanation of programming and receipt of grant funds.

6. Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":

(a) Please identify your experience in facilitating coursework around systemic racism (with a particular focus on educational and public institutions if possible) or how you plan to partner with educational staff that have experience in facilitating such coursework.

(b) How will your organization's facilitation and implementation of the Community Research Institute influence positive student outcomes and affect the larger societal discourse on systemic racism?

III. Application Process

Section III, Application Process, contains detailed information on the application process...

Authorized Signatories

Proposals must be submitted with the permission of an authorized representative of the Lead Applicant organization with appropriate authority to enter into legal agreements on behalf of the Lead Applicant. Each proposal submission 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). By submitting a proposal, applicant confirms they are not debarred or suspended from participation in local, State or Federal programs.

It is the responsibility of the Lead Applicant to ensure that all partners named in the proposal are in agreement with the content of the proposal prior to submission. The proposal shall be binding for no less than one hundred twenty (120) days. The applicant must comply with City and County ordinances and contracting requirements. Applicant agrees that all costs incurred in developing the proposal are the Applicant's responsibility and at the Applicant's cost.

Grant Terms

Grant and contract requirements include general liability and auto insurances, compliance with the City's equal benefits ordinance (Chapter 12B), and current San Francisco business tax certificate, if applicable. For more detailed information, see Appendix C and Appendix D.

Staffing Levels

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.

Conditions for Rejection

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.

Sunshine Ordinance

In accordance with San Francisco Administrative Code Section 67.24(e), applicants' bids, responses to RFPs and all other records of communications between the City and persons or firms seeking a grant or contract award shall be open to inspection immediately after a grant or 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.

How to Apply

Complete applications must include all of the items listed in the Proposal Package Checklist, below. Instructions and tips on completing all Proposal Package documents are included following the Checklist and all templates noted can be downloaded from http://oewd.org/bid-opportunities/RFP-122

 Applicant may apply for more than one program 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 may not submit a single proposal for services under multiple program areas. As well, Applicant should ensure that each proposal is complete and stand-alone.

Proposal Package Checklist - The following items must be completed and included in the application package.

Templates provided as Appendices to RFP 122:

☐ **Appendix A, Application** template – This template includes the question set that all applicants must respond to, for each application. The same questions are in the online application form, which can be accessed on the RFP website at http://oewd.org/bid-opportunities/RFP-122. Appendix A can be used to draft your narrative response, which can be copied and pasted into the online application. Appendix A provides information on character limits for each question, as well as the weight that each response will have on the overall score for your proposal. **Please do not upload Appendix A with your application.**

☐ **Appendix B, Proposed Budget** template – Appendix B is a standard Excel budget template, providing all eligible line items that you may request budget for. In addition to Appendix B, you will need to provide a brief budget narrative within your application, detailing specific staff you are allocating to support the program, any leveraged resources, and your cost allocation plan. Please list your proposed project budget on the Appendix B template and upload it where prompted before you submit your application.

Additional required attachments:

☐ **Organizational Budget** (no template provided) – Overall organizational budget for the Primary Applicant and Program Lead, if applicable (no template provided)**.** Please upload organizational budget(s) where prompted before you submit your application.

☐ **Organizational Chart** (no template provided) – Organizational chart for the Primary Applicant and Program Lead, if applicable (no template provided)**.** Please upload organizational chart(s) where prompted before you submit your application.

☐ **Supplementary Questions and Attachments**– Reference whether **Supplementary Questions and Attachments** are requested for the particular Program Area(s) to which your organization is responding and upload those items where prompted before you submit your application. Examples of Supplementary Attachments include letters of support or work samples.

Only Proposal Packages submitted using the approved templates with all required attachments will be considered for funding. Alternative formats of templates may also be provided to individuals with disabilities by contacting oewd.procurement@sfgov.org before the submission deadline.

Best Practice Tips

- Though you may save progress on your online proposal, the best practice is to retain a copy of the proposal content in the event that you encounter technical errors in the online submission process. Draft the narrative proposal content using word processing software (e.g., Microsoft Word document) on **Appendix A,** prior to entering it into the online form. When satisfied with the content, copy and paste responses into the online submission form. Ensure you check the character count limits stipulated in each section and be aware of the maximum point values for each question.

- Use the Proposal Package Checklist, found on page 261 of the RFP and in Appendix A, to ensure your proposal is complete and ensure that all items are submitted by the application deadline. If a Program Area requests work samples (e.g., letters of support or sample curriculum), remember to upload all requested files as attachments with your proposal prior to submission; these attachments will not be accepted after the deadline.
- In addition to the general eligibility requirements found on page 9, carefully review the minimum qualifications in the program area(s) you are interested in. Note that you may be eligible for some programs and not others (for example, only certain program areas are open to for-profit entities).
- Write as clearly and succinctly as possible and respond directly to the questions as asked. Do not submit extra materials not requested.
- If you are submitting multiple proposals, please do not cross-reference content between proposals. For example, do not respond to questions with statements such as "Please see this answer in my proposal to Program Area B2". The proposals will be assigned to multiple Review Committees, and there is no guarantee that reviewers will have access to your additional submissions.
- No links to outside materials should be included in proposals, as the Review Committee will not be obligated to review any outside websites, articles, videos, or documents during the review process.

Additional Reference Materials, Requirements and Guidelines

The following documents are for reference only.

Appendix C, City Grant Terms (Form G-100), contains the standard requirements that apply to all nonprofit organizations doing business with the City.

Appendix D, Applicant Requirements and Guidelines

Appendix D provides additional information on the terms of City grants, including the following topics:

- Eligible Applicants
- Organizational Capacity
- Board of Directors/Leadership/Stability
- General City Grant Requirements
- Additional Local Requirement
- Collaborations
- Conditions of Proposal

Appendix E, Principles of Employment Equity, provides definitions and descriptions of the populations OEWD seeks to prioritize through this RFP, toward achieving a more equitable workforce system.

Appendix F. Socioeconomic Neighborhood Profiles, provides demographic and neighborhood data that may be used to inform proposal submissions.

Appendix G, Supplier Registration Instructions, provides registration instructions to Applicants who are not current City Suppliers (vendors). If you need assistance with the Supplier process, please contact the City's User Support team at:

Phone: 415-944-2442
Email: sfcitypartnersupport@sfgov.org

Team members are available to assist: Monday through Friday between 8:30 A.M. – 5:00 P.M., except Federal holidays.

B. Proposal Package Submission

When all items are complete and uploaded, submit the entire Proposal Package by **5:00 p.m. on Wednesday, March 31, 2021** in the online application. You may link to the online application on the RFP

122 website at http://oewd.org/bid-opportunities/RFP-122

Upon successful submission, your screen will display an automated response with an auto-generated receipt number to confirm your submission was received by the deadline. Save this information for future reference. You are also welcome to reach out to oewd.procurement@sfgov.org if you have any questions about your submission.

If you discover an error in your submission and need to submit a revised proposal, compile all items on the Proposal Package Checklist, follow the same steps as outline above, and ensure that the revised submission is submitted by the deadline. Please also contact oewd.procurement@sfgov.org and provide the most recent submission's receipt number so that OEWD is able to identify the correct proposal that the Review Committee receives.

Again, all submissions, including supplementary materials, must be received by 5:00 p.m. on Wednesday, March 31, 2021 to be considered as part of the Proposal Review Process. The online form will close at the deadline, and any proposals in progress that have not been submitted will not be considered. **Early submission is highly encouraged.**

If you have any challenges accessing or using the online form, please contact the Contracts and Grants Division at oewd.procurement@sfgov.org in advance of the deadline. The team will assist with technical issues until the submission deadline.

Section IV. Proposal Review Process

Section IV, Proposal Review Process, provides details on how proposals will be evaluated by the scoring panel and selected for funding.

First, OEWD will review all proposals to determine if they are complete and eligible. Incomplete, late or otherwise ineligible proposals will not be considered, and applicants will be notified by email if their proposals have been disqualified.

Next, a Review Committee will read and score all complete and eligible proposals. The Review Committee may consist of City and non-City staff and other individuals who have experience in the Program Areas in this RFP. If applicants are current OEWD grantees or contractors, OEWD may consider prior performance in our review.

For program areas that are open to **for-profit entities**, contract awards may be subject to Chapter 14B requirements. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. See Appendix D for more details. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: https://sfgov.org/cmd/14b-local-business-enterprise-ordinance

At the discretion of the City, the review process may require applicants to make an oral presentation before the panel and/or require the panel to conduct a site visit of the applicant's facility or proposed project area.

Selection Criteria

Applications 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 awarded based on the extent to which the application addresses the criteria listed. Applicants should prepare their proposals with these criteria in mind.

Depending on the number and quality of proposals, applicants may be invited to be interviewed by the review committee to make a final selection. 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.

<u>Applicant Qualifications and Staff Assignments (30 points)</u>

- The applicant's professional qualifications and the experience of proposed partners, subcontractors and staff
- Experience and track record implementing similar projects or proposed activities
- Clarity and feasibility of proposed staffing assignments, taking into consideration accessibility, availability and workload
- The application demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution.
- Demonstration of community support

<u>Approach, Activities, and Outcomes (40 points)</u>

- The proposed project will contribute to achieving the goals and objectives stated in the RFP.
- The application presents a clear description of the proposed project, including a clear statement of goals and objectives
- The application presents a plan of action with details on the specific scope of services applicant(s) propose and how the proposed work will be accomplished.
- 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.
- The design of the project reflects current knowledge on effective practices supported by applicants' experience and/or research and literature.
- The proposed project would involve the collaboration of partner organizations, entities, consultants or key individuals who would maximize the effectiveness and efficiency of service delivery. If a collaborative application is proposed, specific activities and the role, capacity, and contributions each partner will make to the proposed project is detailed.
- The proposed project reflects performance targets appropriate for the program.
- The proposal demonstrates the organization's capacity to carry out the proposed project by connecting current or previous experience with the proposed programming.

<u>Performance Measurement and Reporting (15 Points)</u>

- Applicant addresses how data on project activities, outputs and outcomes will be collected and reported.
- Applicant demonstrates they have or will develop the capacity to collect and manage data.

- 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.

Financial Management and Budget (15 Points)

- Applicant provides a detailed budget narrative presenting reasonable costs that relate to activities proposed.
- The proposed budget is submitted on the required template and applicant's overall budget is of a size to reasonably expect successful delivery of the program.
- Applicant maintains strong fiscal controls and would ensure the prudent use, proper and timely disbursement and accurate accounting of funds awarded under this RFP.
- Additional resources are available to ensure implementation and sustainability of programming.

Following the Review Committee process, proposals with the highest scores will be considered for grant awards. Applicants will be notified of final award decisions. Applicants who do not receive an award may appeal the decision. Applicants who receive a grant will be contacted to begin the grant negotiation process.

Section V. Protest Process

Section V, Protest Process, describes the process to appeal funding decisions. If you have any questions regarding this section, please contact oewd.procurement@sfgov.org.

Protest of Non-Responsiveness Determination

If your proposal is deemed non-responsive, you will receive notice from the City explaining the reason for removing it from consideration. 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 protest must be received by the City on or before the fifth business day following the City's issuance of the notice of non-responsiveness.

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 applicant, 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 Award

Within five business days of the City's issuance of a notice of intent to award the grant, any applicant that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. The notice of protest must be received by the City on or before the fifth business day after the City's issuance of the notice of intent to award.

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 applicant, 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.

Delivery of Protests

All protests must be received by 5:00 p.m. on the due date (See RFP schedule). OEWD highly recommends submitting the protest via email. If a protest is mailed in hard copy, 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 protest letters may be submitted via email to oewd.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 protesting organization.

Protests must be addressed to:

Contracts and Grants Division
Office of Economic and Workforce Development
One South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

To ensure timely receipt of the protest, OEWD recommends submitting protests via email at:
oewd.procurement@sfgov.org

Following the City's receipt of a timely protest, the City may decide to schedule a meeting to review and attempt to resolve the protest. The meeting will be scheduled within ten (10) calendar days of the receipt of the protest, in a format that follows public health and accessibility guidelines.   If the City determines a meeting is not necessary to address the protest, the agency can anticipate a written response from the City within 10 calendar days of submission of the letter of appeal. **All protest determinations made by the Director of OEWD are final.**