

# City and County of San Francisco



## Office of Economic and Workforce Development

### Request for Proposals (RFP) #123

#### *Workforce Development System Design Consulting for Jobseekers Experiencing Homelessness*

<b>Issued by:</b>	Office of Economic and Workforce Development (OEWD)
<b>Date issued:</b>	Friday, December 3, 2021
<b>Proposals due:</b>	Friday, December 17, 2021 by 5:00 P.M. Only E-mailed Submissions will be accepted in accordance with public health and accessibility guidelines. Complete submissions must be e-mailed to: <a href="mailto:owd.procurement@sfgov.org">owd.procurement@sfgov.org</a>
<b>Questions about this RFP?</b>	Submit questions via email to: <a href="mailto:owd.procurement@sfgov.org">owd.procurement@sfgov.org</a> For all email inquiries, please include "RFP 123" in the subject line.
Need the RFP or application materials in alternative formats for persons with disabilities? Please email <a href="mailto:owd.procurement@sfgov.org">owd.procurement@sfgov.org</a>	

# Request for Proposals (RFP) #123

## TABLE OF CONTENTS

(Hover mouse over Section Name, press “Ctrl”, then click on Section Name to navigate to that Section)

Section	Section Name	Page #
I.	<b>Introduction, Overview and Schedule .....</b>	<b>3</b>
II.	<b>Program Areas and Scope of Work .....</b>	<b>7</b>
III.	<b>Application Process .....</b>	<b>9</b>
IV.	<b>Proposal Review Process .....</b>	<b>12</b>
V.	<b>Protest Process .....</b>	<b>15</b>

### Appendices:

- A. Application – Request for Proposals 123
- B. Proposal Budget Template
- C. City Grant Terms (Form G-100)
- D. Applicant Requirements and Guidelines
- E. Supplier Registration Instructions

## **I. Introduction, Overview and Schedule**

---

Housing, Health, Social Services and Employment are deeply interconnected; the status of each can have a significant impact on the others. This is especially true in the context of homelessness and the agencies and organizations who serve the broad spectrum of those experiencing homelessness, at risk of homelessness, or formerly homeless.

While the issue area is complex and interconnected, the surrounding support systems are not always coordinated. There are some natural intersections among City agencies and service providers, but while most providers maintain a commitment to whole person care, not all agencies and providers have the capacity to provide culturally appropriate, whole person care to people experiencing homelessness. As a result, people experiencing homelessness may receive fragmented care across many different service providers.

The funding in this Request for Proposals (RFP) responds to needs for jobseekers experiencing homelessness uncovered during an extensive stakeholder engagement process and participatory research project from March 2020 – September 2021 (Workforce Accelerator Fund 8.0, “WAF”). The RFP focuses on implementation of findings and recommendations established in the WAF project ([Click here to review the WAF 8.0 Final Report](#)). The project requires partnership building, facilitation, and service delivery integration across the Department of Homelessness and Supportive Housing and the Office of Economic and Workforce Development, with special consideration for employment and training programs administered by San Francisco Human Services Agency and San Francisco Department of Public Health.

The total amount of funding anticipated for the initial contract award is **\$129,500**. These funds are pending approval in the City’s Fiscal Year 21-22 budget and the resulting contract award may be adjusted commensurate with the outcome of the budget process. Should additional funding be identified to extend or expand this program, OEWD may negotiate a higher funding award with the successful applicant.

Through this RFP, we ask our partners to consider and submit proposals that appropriately adapt their activities to a current and future reality defined by COVID-19. We look forward to receiving your proposals, as our partnership with you and your organizations will strengthen our collective efforts in realizing an equitable recovery for San Francisco’s diverse communities.

### **About Workforce Division (Workforce)**

This funding will be awarded through OEWD’s **Workforce Development Division**. The Workforce Development Division coordinates the San Francisco Workforce Development System, which is a network of public, private, and nonprofit service providers that serve San Francisco job seekers and employers. We offer San Francisco employers services and assistance to attract, grow and retain a diverse workforce.

Workforce Development connects job seekers in San Francisco with employment opportunities in growing industries such as Technology, Health Care, Hospitality and Construction. We provide industry aligned job training and access to job search assistance at community-based neighborhood access points throughout the City, to help provide employers with skilled workers.

## A. Eligible Applicants

You are eligible to apply if you:

- Are a registered corporation (non-profit or for-profit), limited liability company, or individual sole proprietor that meets all minimum qualifications within the specific program area you are interested in, as described in Section II below;
- Are not debarred or suspended from participation in local, State or Federal programs;
- Can comply with all local, state or federal laws and regulations if funded. Please see **Appendix C** and **Appendix D** for more information about general terms and conditions of City funding opportunities.

## B. Available Funding

The initial round of funding is expected to come from the local City funds (“General Fund”) and may also include Department of Labor funds. OEWD may also award a variety of federal, state or local funding including, but not limited to:

- Department of Labor - Workforce Innovation and Opportunity Act (WIOA), American Apprenticeship Grant, Emergency Funds, etc.
- US Small Business Association (SBA)
- Housing and Urban Development - Community Development Block Grant (CDBG)
- Other city, state, federal and non-government sources, such as contributions from private foundations

**The funding amount listed in this RFP is an anticipated initial funding award, based on current budget availability.** Actual awards will be determined by the number of responsive proposals that meet OEWD strategies and objectives, and funding may be less or more. Please submit budget requests according to the limits in this RFP, however, OEWD may negotiate different funding allocations and project goals before finalizing awards. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount.

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 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.

### **C. 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/by phone. If you have any questions about this RFP, or need assistance with the application, please get in touch with our office at the following email address: [oewd.procurement@sfgov.org](mailto:oewd.procurement@sfgov.org)

### **D. Service Period**

Unless otherwise noted in the program descriptions, successful proposals will be funded for a term of **one (1) year**, beginning in fiscal year 2021-2022. In some cases, the City may renew or extend programming through fiscal year 2025-2026. 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 contractor during the initial award period, as well as other policy considerations as determined by OEWD. Contractors 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.

## E. Schedule

The anticipated schedule for awarding initial funding is as follows:

Proposal Phase	Date
RFP is issued by the City	<b>Friday, December 3, 2021</b>
Deadline for submission of written questions*	<b>Friday, December 10, 2021</b>
Answers to questions posted online	<b>Monday, December 13, 2021 by end of day</b>
<b>Proposals due</b>	<b>Friday, December 17, 2021 by 5:00 P.M.</b>
Committee Review	<b>December 20-December 22, 2021</b>
Contractor Selection and award notification	Anticipated December 23, 2021
Protest period ends	5 business days after award notification
Projects begin	Projects anticipated to start in January 2022 or later

Each date is subject to change. For the latest schedule, check: <http://oewd.org/bid-opportunities/RFP-123>

\*Note: General administrative and specific program area questions must be submitted by December 10, 2021. Purely technical questions regarding how to find or navigate the RFP, appendices or application will be answered until the proposal submission deadline. Send an email to [oewd.procurement@sfgov.org](mailto:oewd.procurement@sfgov.org) if you have technical assistance needs.

## II. Program Area and Scope of Work

---

### Workforce Development System Design for Job Seekers Experiencing Homelessness

#### Anticipated Number of Awards: 1

**Amount:** Total amount of funding available under this program area is projected to be \$129,500 over one year, pending approval of the City's FY21-22 and FY22-23 budget. Applicants may propose budgets up to **\$129,500** for a 12-month term. Final funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives, and actual funding may be less or more.

**Target Population:** Job seekers experiencing homelessness and community-based organizations serving people experiencing homelessness

#### Scope of Work:

OEWD is seeking proposals from **consultants** to partner with government agencies and community stakeholders to develop and support implementation of workforce services to job seekers experiencing homelessness based on findings from the Workforce Accelerator Fund 8.0 project ("WAF"). The WAF Final Report is linked in this procurement as background on the project.

The consultant will facilitate a partnership of City agencies and community-based organizations to develop system interconnectedness, cross-referral business processes, cross-system trainings, and an evaluation framework for program efficacy.

Specific tasks may include:

- Convening and facilitating community-based and City stakeholders.
- Establish cross-referral business process for clients in San Francisco Homelessness Response System and San Francisco Workforce Development System, with special consideration for employment and training programs administered by OEWD, San Francisco Human Services Agency, and San Francisco Department of Public Health.
- Provide ongoing technical assistance to community-based and City providers on program design, program implementation, and evaluation of an integrated service delivery system.
- Establish evaluation framework and collect data on job seeker attachment to the public workforce system through an integrated service delivery system.
- Using existing materials and toolkits, develop and implement training and technical assistance on an integrated service delivery system.
- Using existing materials, develop and implement training to build knowledge of San Francisco Workforce System, San Francisco Homelessness Response System, San Francisco Public Benefits System, and San Francisco Public Health System across community-based and City providers.
- Using existing materials, develop and implement training to build knowledge of national and local best practices in service delivery to job seekers experiencing homelessness in San Francisco Workforce Development System.

- Maintain and update provider inventory and asset map through annual survey of community-based and City providers serving people experiencing homelessness.
- Communicating about the program to the general public and City stakeholders, as needed.
- Managing City contract requirements, including programmatic and financial reporting.

**Performance Measures:**

Applicant will be expected to report weekly on progress, including:

- Inputs, outputs, and outcomes, such as client enrollment, client referral, and client placement in workforce services or employment.
- The number of consulting hours with key stakeholders.
- Meetings, presentations, and trainings facilitated or attended.

**Minimum Qualifications:**

Applicant must:

- Be a fully established nonprofit or business entity eligible to do business with the City and County of San Francisco

Applicant and/or its application partners must:

- Have experience with multi-agency stakeholder engagement process in San Francisco.
- Have expertise in participatory and community-based research, with a focus on San Francisco where available.
- Have experience with the San Francisco Workforce Development System.
- Have experience with the San Francisco Homelessness Response System.

Proposals submitted under this area must:

- Demonstrate brevity and plain language communication skills.
- Demonstrate cultural humility and self-awareness in working with economically vulnerable workers, individuals, and families.
- Demonstrate cultural humility and self-awareness in working with people experiencing homelessness.
- Demonstrate commitment to adhere to WAF 8.0 project findings and foundational stakeholder engagement work throughout implementation.
- Include commitment to start project work in January 2022
- Include commitment to deliverable-based, fixed-cost funding, instead of billable hours.

**Supplementary Attachments:**

- Please submit the names, titles and emails and phone numbers for 2-3 individuals that can speak to your professional capabilities



### III. Application Process

---

#### A. How to Apply

Complete applications shall 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-123>.

**Proposal Package Checklist** - The following items must be completed and included in the application package.

**Templates provided as Appendices to RFP 123:**

- Appendix A, Application** template – This template includes the question set that all applicants must respond to.
- Appendix B, Proposed Budget** template – Please list your proposed project budget on this template and submit it with your application.

**Additional required attachments:**

- Organizational Budget** (no template) – Organizational Budget for the current or last completed Fiscal Year for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
- Organizational Chart** (no template) – Organizational Chart for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).

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](mailto:oewd.procurement@sfgov.org) before the submission deadline.

**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 is a reference document which outlines additional details related to the following topics:

- Eligible Applicants
- Organizational Capacity
- Board of Directors/Leadership/Stability
- General City Grant Requirements
- Additional Local Requirements
- Collaborations
- Conditions of Proposal

**Appendix E, Supplier Registration Instructions**, provides registration instructions to Applicants who are not current City Suppliers (vendors).

### **B. Proposal Package Submission**

When all items are complete, submit the entire Proposal Package by **5:00 p.m. on Friday, December 17, 2021**. Complete proposal packages must be e-mailed to [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org) and received by the City server by 5:00 p.m.

Upon successful submission, you will receive an e-mail response to confirm your submission was received by the deadline. Save this information for future reference.

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 outlined above, and ensure that the revised submission is submitted before the deadline. Please also contact [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org) and confirm when that you are replacing your prior submission 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 Friday, December 17, 2021 to be considered as part of the Proposal Review Process. **Early submission is highly encouraged.**

If you have any challenges with the application templates, please contact the Contracts and Grants Division at [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org). The team will assist with technical issues until the submission deadline.

### **C. Best Practice Tips**

- Use the Proposal Package Checklist to ensure your proposal is complete.
- 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.
- 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 submitted earlier today”.
- No links to outside materials should be included in proposals, as the Review Committee will not review any websites, articles, videos, or documents during the review process.
- If a Program Area requests work samples (e.g. letters of support, photos of past projects or sample curriculum), include all requested files as attachments with your proposal prior to submission; these attachments will not be accepted after the deadline. **Note that the City server file size limit for attachments is 34MB.**

## **IV. Proposal Review Process**

---

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 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 Area in this RFP. If applicants are current OEWD grantees or contractors, OEWD may consider prior performance in our review.

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.

### **Scoring Criteria**

#### Timelines, Availability, and Experience (40 points)

- The applicant's availability to start project work during January 2022.
- The applicant has experience with multi-agency stakeholder engagement work in San Francisco.
- The applicant has experience with participatory and community-based research, with a focus on San Francisco where available.
- The applicant has experience with the San Francisco Workforce Development System.
- The applicant has experience with the San Francisco Homelessness Response System.
- The applicant adequately demonstrates cultural humility and self-awareness in working with priority populations.
- The applicant adequately demonstrates brevity and plain language communication skills.

### Approach, Activities, and Outcomes (30 points)

- The proposed project will contribute to achieving the goals and objectives stated in the RFP.
- The proposed project will adhere to the foundational research completed in WAF 8.0.
- 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.

### Performance Measurement and Reporting (15 Points)

- 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.
- Applicant provides a deliverable-based, fixed cost budget.
- 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.

## **Clarifications**

The City may contact applicants to clarify any portion of the proposal. All questions to the applicants will be submitted in writing and the answers, in writing, will be submitted, along with the proposals, to the Review Committee for scoring. Any attempt by an applicant to contact a member of the Review Committee during the proposal review process (other than submitting clarification questions or responding to any City-initiated contact) may result in the elimination of that proposal from consideration.

## **Selection**

After the Review Committees have concluded the evaluation and scoring of the proposals, the results will be submitted to the Director of OEWD, and the appropriate oversight bodies, if necessary, for review and determination of the award. The tentative awardees whose proposal(s) are determined to meet the needs of the City will be recommended to negotiate a grant. If an applicant submits multiple proposals, the organization's overall capacity in relation to the number of projects proposed will also be considered when proposals are recommended for funding. All applicants will be notified of the results of the evaluation.

The tentative award may be conditioned on inclusion of changes/additional terms. Negotiations over the specific terms and language may be required before submission to the Civil Service Commission for approval, if applicable. If the City is unable to negotiate a satisfactory agreement with the winning applicant(s), the City may terminate negotiations with that applicant and proceed to negotiate with other qualified applicants in the order of their ranking in the evaluation process. This process may be repeated until a satisfactory grant agreement has been reached. Final award of the grant may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

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.

---

## **V. Protest Process**

---

### **A. 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.

### **B. 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.

### **C. Delivery of Protests**

All protests must be received by 5:00 p.m. on the due date. 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](mailto: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, 5<sup>th</sup> Floor  
San Francisco, CA 94103

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 protestor can anticipate a written response from the City within 10 calendar days of submission of the letter of protest. **All protest determinations made by the Director of OEWD are final.**