

**City and County of San Francisco**

**Request for Proposals  
RFP#211**

**Business Development, Economic Development  
and  
Workforce Development  
Grants**



**Bidders Conference**

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

**DATE:** Friday, February 15, 2019  
**TIME:** 1:30 PM – 3:00 PM  
**LOCATION:** San Francisco Main Library, 100 Larkin Street (at Grove),  
Latino/Hispanic Community Room (lower level)  
San Francisco, CA 94102

Issued by: Office of Economic & Workforce Development  
Date issued: Wednesday, February 6, 2019  
**Proposals due: Tuesday, March 5, 2019 by 5 p.m.**

*Request for Proposals for Business Development, Economic Development and Workforce Development Grants (RFP#211)*

# Request for Proposals #211

Date of Issue: Wednesday, February 6, 2019

**Deadline for Responses:  
Tuesday, March 5, 2019 by 5:00 PM.**

**1 complete response package may be submitted via email to  
[oe wd.procurement@sfgov.org](mailto:oe wd.procurement@sfgov.org)**

**(Preferred Method)**

**OR**

**1 copy** of the completed response package including all supplementary materials may be hand-delivered by the deadline or received by OEWD by mail by the deadline at the following address:

Office of Economic and Workforce Development  
1 South Van Ness Avenue, 5th Floor  
San Francisco, CA 94103  
Attention: Contracts and Grants Director

**HAND DELIVERY RECOMMENDED IF SUBMITTING HARD COPY**

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**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.	<a href="#">Introduction and Schedule</a> .....	4
II.	<a href="#">Program Areas and Scope of Work</a> .....	6
III.	<a href="#">Application Process and Guidelines</a> .....	35
IV.	<a href="#">Proposal Submission Requirements</a> .....	40
V.	<a href="#">Project Proposal Content</a> .....	42
VI.	<a href="#">Evaluation and Selection Criteria</a> .....	53
VII.	<a href="#">Terms and Conditions for Receipt of Proposals</a> .....	56
VIII.	<a href="#">Grant Award</a> .....	59
IX.	<a href="#">Grant Requirements</a> .....	60
X.	<a href="#">Protest Procedures</a> .....	62

**Appendices:**

- A. Sample Agreement for Grant (Form G-100)
- B. Budget Template
- C. Application Request for Proposals 211
- D. Staffing and Board Composition Chart Template
- E. Submission Authorization Form
- F. Supplier Registration Instructions
- G. For RFP 211 Area E (Nonprofit Space Stabilization)
- H. For RFP 211 Area F (Nonprofit Space Investment)
- I. Sample Jail Clearance Application for Area I  
(CityBuild In-Custody Occupational Skills Training Provider)

## **I. Introduction and Schedule**

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### **A. General**

The City and County of San Francisco's Office of Economic and Workforce Development (OEWD) supports the City's ongoing economic and cultural vitality through key programs focused on neighborhood commercial corridors, small business assistance, industry focused business recruitment and retention, international business development, joint development projects, and workforce development. OEWD's goal is to work continually, across industries and programs, together with diverse community stakeholders, to make San Francisco a better place to live, work, visit and do business. OEWD seeks to support the economic and community vitality of the City and to create equitable pathways for good paying jobs so that all San Franciscans may fulfill their deepest aspirations and benefit from the economic prosperity of our City. The funding in this Request for Proposals (RFP) touches numerous aspects of San Francisco's diverse economy, with a focus on advancing equity and shared prosperity for all residents.

This RFP includes solicitations for services from the following OEWD divisions:

- Business Development - is procuring services to support individual small businesses who are interested in succession planning, pilot program(s) to support entrepreneurs and independent contractors, an intermediary to support music venues in addressing sound mitigation needs, an organization to support nonprofit succession planning using a community-focused cohort model, real estate services and grant administration to support nonprofits, and an intermediary to provide direct financial assistance to nonprofits in relation to new nonprofit space acquisition, and
- Workforce Development – is procuring services to support workforce barrier remediation through an online bachelor's degree pilot program, to support Information and Communication Technology (ICT) sector coordination, to develop a tailored construction job training and placement program for in-custody individuals, and to design a Bay Area regional technology apprenticeship approach.

OEWD has also allocated resources to support the many different program areas detailed in section II below.

To meet equity objectives, increase transparency and accessibility, OEWD will be holding a bidders conference. See below for details.

Unless otherwise noted in the program descriptions, it is anticipated that successful proposals for most program areas will be funded for a term of one year beginning in fiscal year 2018-19 or fiscal year 2019-20 and, in some cases, with opportunities to renew or extend programming through fiscal year 2022-2023, subject to OEWD approval and funding appropriation. If a renewal option is exercised, subsequent grant amounts will depend upon the performance of the grantee during the first (or prior) year(s) of the grant and other policy considerations as determined by OEWD. Grantees will be asked at a minimum to submit a final report (format to be determined) of their grant activities and, if OEWD elects to exercise the renewal option(s), a revised scope of work and budget for the grant renewal period(s) for

OEWD review. OEWD reserves the right, in its sole discretion, to not exercise a renewal option and, if it exercises the renewal option, to determine any change in the size, length, and scope of the successive grant(s).

Nonprofit entities funded under this procurement may 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.

## **B. Schedule**

The anticipated schedule\* for awarding grants is as follows:

<b>Proposal Phase</b>	<b>Date</b>
<b>RFP is issued by the City</b>	<b>Wednesday, February 6, 2019</b>
<b>Bidders Conference</b>	<b>Friday, February 15, 1:30 – 3:00 pm</b> <b>Location: San Francisco Main Library</b> <b>100 Larkin Street (at Grove)</b> <b>Latino/Hispanic Community Room (lower level)</b> <b>San Francisco, CA 94102</b>
<b>Deadline for submission of written questions</b>	<b>Tuesday, February 19, 2019 at 5 pm</b>
<b>Answers to questions posted online</b>	<b>Friday, February 22, 2019 by end of day</b>
<b>Proposals due</b>	<b>Tuesday, March 5, 2019 by 5pm</b>
<b>Committee Review</b>	<b>March, 2019</b>
<b>Grantee selection and award notification</b>	<b>Early April, 2019; target April 8, 2019</b>
<b>Projects begin</b>	<b>May 2019 or later</b>

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

## II. Program Areas and Scope of Work

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The Office of Economic and Workforce Development (OEWD) supports San Francisco's ongoing economic vitality by strengthening its neighborhoods, businesses, commercial corridors and workforce. To this end, OEWD provides services throughout the City through several divisions. For the purposes of RFP 211, proposals are being sought in relation to two particular divisions:

- Business Development, and
- Workforce Development

Each program area is described in detail in the [Business Development Programs](#) and [Workforce Development Programs](#) sections.

(Hover mouse over Program Area or Title, press “Ctrl” key, then click on Hyperlink to navigate to that Section of the RFP Document)

Program Area	Title	Anticipated # of Awards	Anticipated Total Funding Available for Initial Project Term	Eligible Applicant Notes	Page #
	<a href="#"><b>Business Development Programs</b></a>				9
A	<a href="#">Business Succession Planning</a>	1 or more	\$25,000	Open	10
B	<a href="#">Entrepreneur and Independent Contractor Pilot Program</a>	1 or more	\$55,000	Nonprofit	11
C	<a href="#">Administering Music Venue Sound Mitigation Assistance Program</a>	1	\$150,000	Nonprofit	12
D	<a href="#">Nonprofit Succession Planning Program</a>	1 or more	\$100,000	Nonprofit	13
E	<a href="#">Nonprofit Space Stabilization Program</a>	1 or more	\$675,000	Nonprofit	15
F	<a href="#">Nonprofit Space Investment Fund</a>	1 or more	\$2,125,000	Nonprofit	16
Program Area	Title	Anticipated # of Awards	Anticipated Total Funding Available for Initial Project Term	Eligible Applicant Notes	Page #
	<a href="#"><b>Workforce Development Programs</b></a>				19
G	<a href="#">Workforce Barrier Remediation: Online Bachelor’s Degree Pilot Program</a>	1	\$35,000	Open	20
H	<a href="#">Information and Communications Technology (ICT) Sector Coordinator</a>	1	\$300,000 to 375,000	Open	21
I	<a href="#">CityBuild In-Custody Occupational Skills Training Provider</a>	1	\$60,000	Nonprofits and Educational Institutions	30
J	<a href="#">Designing a Bay Area Technology Apprenticeship Approach</a>	1	\$25,000	Open	32

The scope of activities and services described in each program area below is to be used as a general guide and is not intended to be a complete list of all work necessary to meet program area objectives. Nothing herein shall obligate the City to make any grant/contract, or guarantee any proposer the right to any grant/contract money. The City reserves the right not to award grants/contracts based upon the ability of the proposer to meet the City's objectives. Any grant/contract awards, including renewals, are contingent upon budget approval and funding availability. **Proposers may seek funding in more than one area described below, however, a separate application must be filed for each funding area that the organization wishes to provide services for.** Each application will be considered individually and the organization's overall capacity in relation to the number of projects proposed will also be considered when projects and proposals are recommended for funding.

OEWD may fund contracts and/or grants under this RFP with a variety of federal, state or local funding as appropriate including, but not limited to, the Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant (CDBG), California Career Pathways Trust (CCPT) funds, American Apprenticeship Grants through the Department of Labor, US Small Business Association (SBA) and City general funds.

The initial round of funding is expected to come from local City general funds for most program areas. OEWD, or other appropriate City Agencies, will disclose any additional regulations or requirements during the negotiation process for grants/contracts that are awarded utilizing this procurement and funded by other local, state or federal programs.

Grant and contract may be used interchangeably in this RFP as may the terms grantee and contractor. The specific type of agreement and relationship between successful bidder(s) and the City will be determined post-award as part of the negotiation process based on applicable requirements and regulations.



# **Business Development Programs**

## **Business Development Programs**

### **Program Area A: Business Succession Planning**

**Anticipated Number of Awards:** 1 or more

**Amount:** \$25,000

**Scope of Work:** The Office of Economic and Workforce Development (OEWD) is seeking proposals from firms or individuals (the “Consultant”) with substantial experience in business succession planning. San Francisco has more than 95,000 businesses, of which more than 53,000 are small businesses that employ more than 325,000 individuals in total. OEWD would like to partner with an organization that can provide services to businesses that are interested in or would like to learn more about succession planning. The goals of this grant are threefold: 1) Prevent the loss of employment in communities because of business closures, 2) Stabilize communities by strengthening businesses that anchor neighborhoods, and 3) Build community wealth and equity by sharing wealth and ownership with employees.

The scope of work for the grant recipient in this program area may include, but is not limited to the following:

- 1-2 Educational workshops about succession planning and structure types (for public or city departments).
- Consultations for businesses interested in succession planning. Not limited to any one type of entity structure.
- In depth feasibility studies for businesses looking to transition to employee ownership
- Long term plan for supporting/advising businesses after they have completed ownership transition.
- Conduct succession opportunity analysis for specific neighborhoods/regions within San Francisco.

#### **Minimum Qualifications:**

- Applicants must be a fully established entity eligible to do business with the City and County of San Francisco.
- Applicants must have assisted at least three businesses in succession planning and implementation.

#### **Preferred Qualifications:**

- A minimum of three years of experience in the type of program/project proposed
- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with experience in the type of program/project proposed
- Ability to provide linguistically competent services to business owners and employees who do not speak English as a primary language

**Supplementary Questions and Requirements:** None.

## **Program Area B: Entrepreneur and Independent Contractor Pilot Program**

**Anticipated Number of Awards:** 1 or more

**Amount:** \$55,000

**Scope of Work:** Small businesses and independent contractors have long been a staple of San Francisco's economy and have become prevalent in many industries. There have been many studies on the effects of the gig economy on the US workforce from groups including the Aspen Institute, Harvard Business School and Department of Labor. These working arrangements provide unique benefits for those looking to own their own business, however they also provide unique challenges such as an uneven income stream, reduced access to benefits and retirement planning services as well as wage stagnation.

The Office of Economic and Workforce Development (OEWD) seeks pilot proposal(s) to develop services that bolster economic development services for entrepreneurs and independent contractors. 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 seeking proposals from firms or individuals (the "Consultant") to offer services tailored to the needs of entrepreneurs and independent contractors that are not already being addressed by other City programs or offices (such as the Small Business Development Center or the Office of Small Business).

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

- Projects that bring existing resources as well as new services together into programming that builds community and reaches a more diverse set of stakeholders with programming to address topics such as financial education, contract negotiation, benefits consultations and legal resources.
- Curriculum that increases awareness and utilization of benefits such as unemployment insurance, health insurance and paid leave.
- Programs that create networking opportunities for independent contractors that result in greater support for independent contractors, stronger data to inform future program development, and increased community capacity by cultivating local leaders and strengthening relationships among community members and the City.

### **Minimum Qualifications:**

- Applicants must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.

### **Preferred Qualifications:**

- A minimum of three years of experience in the type of program/project proposed
- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with experience in the type of program/project proposed
- Ability to provide linguistically competent services to business owners and employees who do not speak English as a primary language

**Supplementary Questions and Requirements:** In addition to meeting Minimum Qualifications described in this RFP, applicants must provide the following required information in the Project Description narrative:

1. Provide a clear definition of the need among entrepreneurs and independent contractors that the pilot aims to rectify.
2. Provide a description of the proposed model and service strategies the pilot will develop and implement.
3. Provide an explanation of how this proposal will be different from and/or complement programs/services already provided by the City.
4. Define the target demographic(s) served by this proposal and clearly articulate goals for how racial equity will be ensured through outreach and implementation.
5. Identify clear program evaluation targets.

**Program Area C: Administering Music Venue Sound Mitigation Assistance Program**

**Anticipated Number of Awards:** 1

**Amount:** \$150,000

**Scope of Work:** San Francisco's music venues play a vital role in our nightlife and entertainment sector. In 2015, San Francisco's 450 venues, performing arts companies, and bars employed over 7,000 people, generating \$940 billion in economic impact and over \$10 million in sales and business taxes that year. According to nightlife visitor surveys conducted by the Controller's Office in 2012, 31% of visitors from outside of the City who traveled to San Francisco at night did so to visit music venues, frequenting other local businesses during their trips. Equally importantly, these businesses provide important performance spaces for the professional development of local musicians and other artists as well as for the broader local music industry.

Music venues, especially small venues, are often unable to invest in needed tenant improvements to stabilize, strengthen, and grow their businesses, including sound mitigation measures to prevent or resolve noise complaints from nearby residents. Programs to support venues by providing funding and other support for sound mitigation have been launched in cities around the world, including Berlin, Sydney, and Austin.

OEWD is seeking proposals from nonprofit organizations to serve as an intermediary to administer a sound mitigation assistance program for entertainment venues citywide. This program will provide grants of up to \$25,000 to existing entertainment venues to support new sound mitigation construction projects. The selected organization will put out a call for proposals from the owners of music venues located in San Francisco, and applications will be reviewed by a panel consisting of City agency staff, the intermediary's staff and other experts from related fields. The selected organization will administer funds by providing direct financial assistance to venues, particularly those that, among other considerations, demonstrate a commitment to hiring local musicians and a pressing need for sound mitigation work.

The selected organization must provide monthly fiscal and programmatic updates to OEWD along with monthly invoices for reimbursement based on ongoing performance. The organization must provide an annual report that describes and evaluates the assistance offered, the status of assisted venues, and the impact of investment. The organization must also successfully manage all accounting associated with grant awards, contracting and reimbursements.

**Minimum Qualifications:**

- Applicants must be fully established nonprofit entities eligible to do business with the City and County of San Francisco
- Note: The following Minimum Qualification is only a requirement under limited circumstances and may not be required depending on the type of project and Scope of Work that is negotiated after applicant has been notified that their proposal was successful:
  - If this Minimum Qualification is applicable based on the post-award, final, negotiated Scope of Work, any contractors that the awardee of this RFP uses must be registered in the State Department of Industrial Relations Public Works Contractor database. Contractors responsible for covered construction or maintenance projects must comply with all relevant local, state and federal prevailing wage laws at the point of bidding to be eligible for a contract award. Please visit <http://sfgov.org/olse/prevailing-wage> and <https://www.dir.ca.gov/PublicWorks/Contractor-Registration.html> for more information.

**Preferred Qualifications:**

- A history of performing services and/or administering grant programs in partnership with the City and County of San Francisco as part of an ongoing economic or workforce development strategy.
- Experience working to support music venues or other arts and culture businesses or organizations.
- Experience working with small business owners, designers, contractors, and City permitting agencies.
- A strong proposal shall demonstrate proper resources and a competitive fee structure to perform the services.
- Applicants are not required to possess expertise in acoustical consulting and sound mitigation. Music venues participating in this program will be expected to work with qualified acoustical consultants to assess sound challenges and develop appropriate scopes of work for mitigation efforts.

**Supplementary Questions and Requirements:** None.

**Program Area D: Nonprofit Succession Planning Program**

**Anticipated Number of Awards:** 1 or more

**Amount:** \$100,000

**Scope of Work:** The goal of this program area is to protect and expand services and resources for San Francisco residents by mitigating the potential destabilization of community-focused nonprofits during imminent leadership transitions.

OEWD is seeking proposals from an intermediary or intermediaries to provide leadership development, board recruitment, succession planning and related support services to nonprofit organizations deeply rooted in low-income and historically underserved communities, using a community-focused cohort model.

The scope of work for the recipient(s) in this program area may include (but is not limited to) the following:

- Technical Assistance: Nonprofit Workshops (up to \$40,000 of total proposal for each fiscal year)  
The selected intermediary/ies will work with City agency staff to design a minimum of two workshops for nonprofit directors, staff and board leadership. Workshops will address dimensions of organizational effectiveness and create a layer of awareness about the challenges and opportunities of succession planning, available resources, and the types of activities including board development and transition planning that can be undertaken by executive leadership, board members and staff to stabilize organizations with imminent transitions.
- Small Group Consultation: Succession Planning (up to \$50,000 of total proposal)  
The selected intermediary/ies will assist approximately 1-2 nonprofits with imminent executive leadership transition. Using a cohort model, nonprofits will be provided with access to consultants and coaching to support leadership development, board recruitment, advanced training and succession planning.
- Evaluation and Documentation (up to \$10,000 of total proposal for each fiscal year)  
The intermediary will provide written bi-annual fiscal and programmatic updates to OEWD along with invoices for reimbursement based on ongoing performance.  
The intermediary will provide annual written reports describing assistance offered and status of nonprofits assisted, and providing an evaluation of impact of investment.

**Minimum Qualifications:**

- Applicants must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.

**Preferred Qualifications:**

- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with a minimum of three years of experience in the type of program/project proposed

**Supplementary Questions and Requirements:** In addition to meeting Minimum Qualifications described in this RFP, applicants must provide the following required information in the Project Description narrative:

1. Provide evidence of expertise and success providing formal capacity-building support with a racial equity framework.
2. Provide evidence of past success engaging nonprofits to attend capacity-related workshops.
3. Provide evidence of success supporting nonprofits with varying levels of capacity.
4. Provide evidence of sufficient level of staffing and high level of experience of staff to be assigned to oversee program.
5. Please define the target demographic(s) served by the proposal and clearly articulate goals for how racial equity will be ensured throughout outreach and implementation.
6. Please identify clear program evaluation targets.

## **Program Area E: Nonprofit Space Stabilization Program**

**Anticipated Number of Awards:** 1 or more

**Amount:** \$675,000 for initial project term of 1 year. (May be renewable up to 2 years, for a total of \$1,350,000 over 2 years.) OEWD anticipates allocating funding of \$675,000 in 2019-20 and \$675,000 in 2020-21 for grants to be awarded under this program area. This amount is not guaranteed, and actual funding may be less or more. Renewal and extension options on this program may continue through FY 2022-2023, subject to OEWD approval and funding appropriation.

**Scope of Work:** The objective of the Nonprofit Sustainability Initiative is to ensure access to quality of life resources as well as education, health and human services for residents in San Francisco by supporting and stabilizing nonprofit businesses. OEWD will select an intermediary to meet the objectives described above by providing technical and financial assistance for nonprofits at risk of displacement as well as those experiencing barriers to growth due to the high cost of real estate.

OEWD reserves the right to change or combine program area allocations as needed to ensure that the best overall complement of services is provided in light of OEWD goals. Budget targets for distinct pieces of work are described below. Proposers should demonstrate compliance with these limits as part of their budget narrative.

The scope of work for the recipient(s) in this program area may include (but are not limited to) the following:

- **Technical Assistance (11% - 20% of total budget request)**  
Intermediary/ies will address nonprofit instability and seed growth by providing real estate assistance. Additionally, the intermediary/ies will improve accessibility of online tools and resources by creating online and printable resource documents that can be housed on or linked to OEWD.org and disseminated to the nonprofit community.
- **Direct Financial Assistance (\$500,000 each fiscal year)**  
The selected intermediary/ies will put out a call for proposals from nonprofits based in San Francisco, and applications will be reviewed by a panel consisting of City agency staff, the intermediary's staff and other experts from related fields. The selected intermediary or intermediaries will administer funds by providing technical assistance and direct financial assistance to nonprofits, particularly those that have previously lacked large contributions, but have secured some recent public or philanthropic investments; demonstrate success in pursuing community engagement strategies; show support for their efforts from multiple sectors; and are deeply rooted in historically underserved communities. Eligible expenses are one-time, substantial, necessary expenses that help nonprofits navigate space transitions, address moving expenses and plan for a new space or required improvements. Subsidies to cover a rent increase up to 6 months may be eligible if the organization has a plan for long-term feasibility.
- **Intermediary's Administration (8%-15% of total budget request)**  
The intermediary/ies must provide monthly fiscal and programmatic updates to OEWD along with monthly invoices for reimbursement based on ongoing performance. The intermediary/ies

must provide annual reports describing assistance offered and status of nonprofits assisted, and providing an evaluation of impact of investment. The intermediary/ies must be able to sub-grant awarded funds to San Francisco nonprofits and successfully manage all accounting associated with grant awards, contracting and reimbursements.

The requirements listed above are to be used as a general guideline and are not intended to be a fixed target or a complete list of all work necessary to meet program area objectives. It is anticipated that the breadth and scope of assistance to nonprofits may only be adequately determined once the level of need is articulated through the nonprofit sub-granting application and review process.

**Minimum Qualifications:**

- Applicants must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.

**Preferred Qualifications:**

- A minimum of three years of experience in the type of program/project proposed
- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with experience in the type of program/project proposed

**Supplementary Questions and Requirements:** In addition to meeting Minimum Qualifications described in this RFP, applicants must provide the following required information in the Project Description narrative and must also fill out **Appendix G**.

1. Expertise and demonstrable success providing real estate support to nonprofits with varying needs and in underserved neighborhoods.
2. Ability to support nonprofits with varying levels of capacity.
3. Strong record and demonstrable success working with nonprofits in multiple subsectors or a record of successful partnership in this area.
4. Sufficient level of staffing and high level of experience of staff to be assigned to oversee program and consultants.
5. Experience with nonprofit retention and relocation in San Francisco.
6. High level of project management and case management skills.
7. Knowledge of OEWD and how the applicant's mission fits into the goals and objectives of OEWD.
8. In addition to the Application and all other required materials, also fill in and provide completed **Appendix G** with your submittal.

**Program Area F: Nonprofit Space Investment Fund**

**Anticipated Number of Awards:** 1 or more

**Amount:** \$2,125,000 for initial project term of 1 year. (May be renewable up to 2 years, for a total of \$4,250,000 over 2 years.) OEWD anticipates allocating funding of \$2,125,000 in 2019-20 and \$2,125,000 in 2020-21 for grants to be awarded under this program area. This amount is not guaranteed, and actual funding may be less or more.

**Scope of Work:** OEWD is seeking proposals from nonprofit organizations to provide direct financial assistance to nonprofits for expenses related to space acquisition. Renewal and extension options on



this program may continue through FY 2022-2023, subject to OEWD approval and funding appropriation. OEWD reserves the right to change or combine program area allocations as needed to ensure that the best overall complement of services is provided to protect services and resources for residents. Budget targets for distinct pieces of work are described below. Proposers should demonstrate compliance with these limits as part of their budget narrative.

The scope of work for the recipient(s) in this program area may include (but are not limited to) the following:

- Direct Financial Assistance (\$2,000,000 of total budget request each fiscal year)  
The selected intermediary/ies will put out a call for proposals from nonprofits based in San Francisco, and applications will be reviewed by a panel consisting of City agency staff, the intermediary's staff and other experts from related fields. The selected intermediary or intermediaries will administer funds by providing technical assistance and direct financial assistance to nonprofits, particularly those that have previously lacked large non-municipal contributions, but have secured some recent public or philanthropic investments; demonstrate success in pursuing community engagement strategies; show support for their efforts from multiple sectors; and are deeply rooted in historically underserved communities. Eligible expenses will be proposed by the intermediary/ies and may include but are not limited to costs for acquisition deed-restricted nonprofit space.
- Intermediary's Administration (\$125,000 of total budget request each fiscal year)  
The intermediary/ies must provide monthly fiscal and programmatic updates to OEWD along with monthly invoices for reimbursement based on ongoing performance. The intermediary/ies must provide annual reports describing assistance offered and status of nonprofits assisted, and providing an evaluation of impact of investment. The intermediary/ies must be able to sub-grant awarded funds to San Francisco nonprofits and successfully manage all accounting associated with grant awards, contracting and reimbursements

**Minimum Qualifications:**

- Applicants must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.

**Preferred Qualifications:**

- A minimum of three years of experience in the type of program/project proposed
- Experience managing the type of program/projects proposed in a city of similar or greater size than San Francisco
- Key personnel with experience in the type of program/project proposed

**Supplementary Questions and Requirements:** In addition to meeting Minimum Qualifications described in this RFP, applicants must provide the following required information in the Project Description narrative and must also fill out **Appendix H**.

1. Expertise and demonstrable success providing real estate support to nonprofits with varying needs and in underserved neighborhoods.
2. Ability to support nonprofits with varying levels of capacity.

3. Strong record and demonstrable success working with nonprofits in multiple subsectors or a record of successful partnership in this area.
4. Sufficient level of staffing and high level of experience of staff to be assigned to oversee program and consultants.
5. Experience with nonprofit retention and relocation in San Francisco.
6. High level of project management and case management skills.
7. Knowledge of OEWD and how the applicant's mission fits into the goals and objectives of OEWD.
8. In addition to the Application and all other required materials, also fill in and provide completed **Appendix H** with your submittal.

# Workforce Development Programs

## **Workforce Development Programs**

### **Program Area G: Workforce Barrier Remediation: Online Bachelor's Degree Pilot Program**

**Anticipated Number of Awards:** Up to 1

**Amount:** Total funding available under this program area is \$35,000. The funding is considered seed funding and must be matched by additional funds from the vendor (direct contributions or fundraising commitment). The match must be equal or higher to OEWD's contribution.

**Scope of Work:** OEWD is seeking proposals from organizations to partner with OEWD to enhance and support educational advancement goals through an online bachelor's degree pilot program. OEWD would like to test the feasibility of online coursework for career and educational advancement. OEWD has identified a group of 7 existing workforce system participants to participate in the pilot. The program must be completed within three years and provide an accelerated bachelor's degree from an accredited college or university. OEWD will collect academic and demographic data from the selected grantee to assess monthly progress on degree progression and user experience. OEWD will also host ongoing focus groups for user experience testing. The program must be free to participants, and the costs per participant must be fixed. OEWD will contribute \$5,000 per participant to complete the entire program and obtain a bachelor's degree.

The Scope of Work for the selected organization(s) in this program area may include, but is not limited to the following:

#### **Program Design and Enrollment**

Applicant must have established curricula for an online bachelor's degree with flexible pacing to accommodate learners of different abilities and time constraints. Applicant must provide a web- or mobile-based platform through which participants may complete coursework. Program completion timeline must be reasonable within six years. The program must accumulate transferrable credits and must finish with an accredited college or university. The program must have demonstrated success with working adults from economically vulnerable or impacted populations.

From an OEWD selected pilot pool, the selected grantee must handle administrative functions for enrolling participants in the program and provide technical assistance to participants and to OEWD to ensure total enrollment and program engagement. The grantee must oversee programmatic functions and provide support until all participants have completed the program.

#### **Individual Support and Academic Counseling**

The Applicant or its key partners must provide individualized academic planning and coaching for socio-emotional support to participants during their academic experience. Engagement must be responsive and consistent with best practices in coaching and academic counseling.

#### **Support Groups**

The Applicant must participate in OEWD-hosted support groups to establish cohort-based support and networking opportunities. Groups may occur as often as once per month for up to two hours at a time.

#### **Reporting**

The Applicant, OEWD, and participants will engage in the appropriate HIPPA, FERPA, City disclosures and waivers to permit participant data sharing across agencies and organizations. Applicant must provide

monthly reports on participant progress and pacing, as well as any information necessary for program evaluation and for any administrative functions. Participant progress and success stories may not be used for marketing or collateral of any kind without explicit consent of individual participants at the completion of the program.

**Minimum Qualifications:**

- Applicants must be fully established entities eligible to do business with the City and County of San Francisco.
- Applicants must have an existing online program where completion results in a bachelor's degree from an accredited college or university.
- Applicants must have at least two years of verifiable experience with the management of similar programs and projects.
- Applicants must have demonstrated success with priority participant populations, including but not limited to current or former public benefits recipients, reentry or justice-involved, low-income households, veterans, and others.

**Preferred Qualifications:**

- Demonstrated ability to leverage resources and funding for program sustainability.
- Experience with research and program evaluation.
- Experience with academic and career counseling.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

1. Applicants must address all technical requirements for the program within the *Approach, Activities and Outcomes* section of the proposal.
2. Applicants must submit proof of accreditation or executed Memoranda of Understanding (MOU) and/or other documentation that confirms Applicant's partnership with accredited colleges or universities.
3. Applicants must submit established curricula, letters of support from key partners, and any other documentation that demonstrates their qualification to provide these services.
4. Applicants must submit a program evaluation report with data from within the past two years, identifying participant populations and completion rates.

**Program Area H: Information and Communications Technology (ICT) Sector Coordinator**

**Anticipated Number of Awards:** Up to 1

**Amount:** Total funding available under this program area is \$375,000. Applicants may propose project budgets between \$300,000 and \$375,000 for 14 months. The initial grant term is anticipated to be May 1, 2019 through June 30, 2020.

**Scope of Work:** The ICT Sector Coordinator ("Coordinator") serves as the lead coordinator of a Sector Workforce Program in the local technology industry. In close consultation with OEWD, the Coordinator manages and coordinates activities and services provided through the citywide Information & Communications Technology (ICT) Sector Workforce Program, TechSF, a partnership that includes employers, training providers, community-based training organizations, secondary and post-secondary educational institutions, sector associations, workforce system partners, and other stakeholders. The ICT Sector Coordinator is also responsible for connecting program participants to sector-related, unsubsidized employment.

The ICT Sector Coordinator will focus its services in the following areas:

1. Job Placement Services
2. Apprenticeship Support
3. Participant Outreach and Recruitment
4. Participant Intake, Assessment, Referral and Job Readiness Training
5. OEWD ICT Sector Strategic Support

Proposals must be aligned with OEWD’s TechSF Sector strategy, a citywide economic and workforce initiative that provides education, training and job placement assistance to both jobseekers and employers, and in doing so, helps everyone involved benefit from the major expansion of growth of local technology companies and new technology jobs in all industries. All applicants must demonstrate alignment with and commitment to San Francisco’s local workforce development strategic priorities, including existing OEWD operations and workforce and education programming in the ICT sector. Successful applicants will demonstrate experience and knowledge in the ICT workforce services sector. Proposed strategies and services must be applicable to both industry and jobseeker needs.

### **Information & Communications Technology (ICT) Sector Workforce Programs**

ICT Sector Workforce Programs prepare participants for occupations that may include: Computer Support Specialists; Security Specialists; Computer Systems Analysts; Computer Software Engineers; Network Systems and Data Communications Analysts; Audio and Video Equipment Technicians; Web Designers; Graphic Designers; Multimedia Artists and Animators; and Data Scientists, among other tech-related occupations.

TechSF has existing employer, education, training and community-based partners that provide collaborative services to jobseekers and employers in tech occupations across industries in the pursuit of three goals: 1) Help address the local technology workforce talent supply and demand by connecting jobseekers 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, post-secondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers.

### **Services Requested for Proposal**

**Applicant must describe how it will deliver all of the following activities in the *Approach, Activities and Outcomes* section of the proposal.**

#### **1. Job Placement Services**

The ICT Sector Coordinator will provide direct connections to viable employment opportunities in technology occupations for “at-large” jobseekers as well as job-ready training graduates exiting from TechSF Occupational Skills Training (OST) providers programming into sector employment. Additionally, the Coordinator will support OEWD in building and maintaining relationships with employers for the purposes of developing industry awareness, developing job opportunities for TechSF participants, and implementing other employer services.

- a. **Direct Job Placement:** The ICT Sector Coordinator will provide direct connections to viable employment opportunities for “at-large” entry-level to advanced-skilled jobseekers who seek such services through TechSF, specifically focusing on participants seeking immediate entry to technology sector employment. Job search and placement services must provide jobseekers with a wide range of labor market information about the technology industry and viable occupations within San Francisco, offer information and assistance regarding effective job

search strategies to successfully connect to employment opportunities in the technology sector, and support the retention of participants in employment, as appropriate.

- b. **TechSF OST Provider Employment Assistance:** The ICT Sector Coordinator will support TechSF Occupational Skills Training (OST) providers to place job-ready training graduates into sector employment. Though OST providers will have relationships with employers related to the training(s) they conduct and offer job placement assistance to their participants directly, the ICT Sector Coordinator is envisioned to play a supporting role through system wide coordination, referral, and the industry wide job development activities it is engaged in as Coordinator. The ICT Sector Coordinator will host a TechSF job board or utilize a similar technology to make TechSF providers aware of all job opportunities developed, and regularly communicate with provider staff to understand the needs and talents of jobseekers in order to develop the most relevant job opportunities.
- c. **OEWD Employer Services:** The ICT Sector Coordinator will support OEWD in the development of a strong, sector-specific employer services strategy. Under the TechSF brand, the ICT Sector Coordinator will proactively initiate and maintain relationships with sector employers in order to identify employment opportunities and match and screen appropriate jobseekers (from varying education and experience levels) to best serve businesses' hiring needs. Jobs developed must balance the needs of businesses and appropriately align with the talents of jobseekers in the TechSF pipeline. The ICT Sector Coordinator will likewise assist OEWD in implementing and executing an ICT sector employment business plan; support OEWD's employer engagement activities including event coordination, online and social media outreach and other marketing support; and conduct research and studies to ascertain real-time labor market information.

## 2. Apprenticeship Support

The ICT Sector Coordinator is expected to provide TechSF Apprenticeship program content support for OEWD. In this role, the Coordinator will streamline the referral process for apprenticeship candidates as well as develop work process schedules and identify related technical instruction required to develop new registered apprenticeship programs in the technology sector. The Coordinator will also assist employers in the implementation of TechSF Apprenticeships and create a community for like-minded apprentices.

- a. **Registered Apprenticeship Program Design, Registration and Implementation:** The ICT Sector Coordinator will provide TechSF Apprenticeship program content support for all TechSF Apprenticeship occupations identified by OEWD, and ensure that new Registered Apprenticeship programs can be created and customized on-demand to meet the needs of employers. In addition, the Coordinator will make initial job seeker referrals through an OEWD-approved platform and assist both apprentice and employer to on-board, orient, and realize program retention. Specifically, the ICT Sector Coordinator will:
  - Create and regularly update a database for locally available tech training available to jobseekers and students including supportive services, online training, certificates offered and related job placement services.
  - Regularly monitor and aggregate data from completed TechSF employer surveys and work with OEWD to create draft apprenticeship programs for employer review.
  - Assist employers to customize their registered apprenticeship program model to meet business needs and provide employers with TechSF Apprenticeship best practices guide,

- a login and user guide for an OEWD-approved labor exchange tool, and a curated a list of jobseeker referrals that align with employer needs for apprenticeship.
  - Further promote the usage of the OEWD-approved labor exchange platform to prospective jobseekers, employers and ICT training providers in order to increase the number of individuals able to benefit from participation in TechSF Apprenticeship.
  - Provide employer with regular check-ins on apprenticeship program, offer coaching services to apprentices to ensure retention, and organize meetups or other in-person and online services to build community within the TechSF Apprentice network.
- b. **Employer Reimbursement:** The ICT Sector Coordinator will process all invoices from employers for allowable costs associated with Apprenticeship training and administration, including timely distribution of financial incentives to employers after Coordinator invoices and receives reimbursement from OEWD (within 60 calendar days). The ICT Sector Coordinator must invoice OEWD on a regular basis for any reimbursement requests by employers, and subsequently reimburse employers in a timely manner. OEWD will make available a separate pool of funds for Employer incentives; this should not be included in proposal budgets.
- c. **Apprenticeship Data Collection and Performance Reporting:** Complete all apprenticeship data entry in OEWD's data management system (WorkForceCentral) and the US Department of Labor (DOL) administered system (RAPIDS) on a monthly basis. Collect, store and maintain records of individual case files for each participant enrolled in approved programs, and report complete and accurate data about Apprentice progress and outcomes. Additionally, request Certificates of Completion from the Department of Labor for each apprentice that completes their program, and submit quarterly narrative reports.

### 3. Participant Outreach and Recruitment

The ICT Sector Coordinator will collaborate with all Sector Workforce Program partners and the broader Workforce System to coordinate and implement participant program activities, including initial outreach, recruitment, assessment, and referral for ICT Sector Workforce Program services. Additionally, the Coordinator will serve as the community outreach lead, recruitment specialist, and participant experience navigator for TechSF; providing information on workforce system training and employment services through a coordinated and seamless service delivery structure.

- a. **Outreach Coordination:** In coordination with workforce system partners, the ICT Sector Coordinator must conduct outreach and recruitment activities designed to make San Francisco residents aware of training and services offered through TechSF, and further identify appropriate/eligible participants to be enrolled into ICT Sector Workforce programs and services. Outreach efforts should target jobseekers with potential interest in the industry sector, especially individuals underrepresented in the technology sector, and provide increased awareness of ICT workforce and training services available including sector-specific information on career pathways.
- b. **Community-Based Recruitment:** Partner with TechSF OST providers, other workforce and community providers and beacons, and organizations serving individuals underrepresented in the technology sector to offer free events, workshops and other experiential activities intended to create increased awareness about TechSF and, importantly, provide information on how to easily access services, training and job placement through the Initiative.



Recruitment activities should target neighborhoods and communities with high levels of unemployment or underrepresentation in the technology sector. The ICT Sector Coordinator must develop a recruitment business plan and measure its effectiveness in both reaching and helping targeted individuals access information, services and training and, ultimately, to realize employment outcomes.

- c. **Outreach Data Collection and Reporting:** The ICT Sector Coordinator will collect, analyze and report data associated with jobseeker attendees at orientations, events, recruitment opportunities, training and employment referrals and enrollments on a quarterly basis. Proposals must detail how this is completed, including collection methods and transfer of data to OEWD.

#### 4. **Client Intake, Assessment, Referral and Job Readiness Training**

The ICT Sector Coordinator will collaborate with all Sector Workforce Program partners and the broader Workforce System to create a seamless service delivery model for ICT job seeker customers interested in pursuing a career in the ICT Sector, including a physical “hub” to access information and in-person referral services. The Coordinator will develop (as necessary) and employ a TechSF assessment and referral system for TechSF participant and partner navigation, including referral network contacts, program eligibility and protocol for tracking participant referrals. Additionally, the Coordinator will co-implement Sector-Specific Job Readiness Training (JRT) workshops with TechSF OST providers that will be available to all TechSF participants and the general public.

- a. **Job Seeker Navigation:** The ICT Sector Coordinator will assess and refer all applicants who submit an online TechSF application form or otherwise access TechSF through other points of entry including orientations and event-based recruitment efforts. Job Seeker Navigation services must include the following elements: connection to all TechSF OST Providers and Sector Bridge Programs (if applicable) to create a seamless delivery model for all job seeker customers; a physical TechSF-branded “hub” for jobseekers interested in pursuing a career in the ICT sector; accessible staff with ICT sector subject matter expertise who can provide on-demand information; and staff awareness and connection to the broader San Francisco workforce ecosystem to better inform and connect individuals who, upon learning about services available through TechSF, are not interested or prepared to enroll.
- b. **Assessment:** Assist participants in determining their skill level, interests, aptitude and ability as they begin to define/redefine career goals in the technology sector, and identify barriers to employment that are relevant to each individual participant. General and sector-specific assessments are required to be implemented by the ICT Sector Coordinator to properly refer job seeker customers to appropriate trainings. While Occupational Skills Training providers are required to utilize individualized sector-specific assessment tools to assess participants’ needs and aptitudes in order to enter sector training and employment, the ICT Sector Coordinator assessment(s) should be utilized to make an initial referral for services.
- c. **Guided Referral Services:** In close collaboration with all providers that deliver services within and across the workforce system, especially ICT Occupational Skills Training providers, the ICT Sector Coordinator will make individual referrals based on an initial assessment process. Coordinators must develop and maintain effective partnerships and referral relationships within the TechSF Sector Workforce programs, including Occupational Skills Training and Sector Bridge programs. The ICT Sector Coordinator must document all

referrals made to and from the Coordinator as well as establish general eligibility for TechSF training and maintain such records for OEWD, including record of individuals who do not meet minimum qualifications.

- d. **Sector-Specific Job Readiness Training (JRT):** The ICT Sector Coordinator is responsible for offering or co-implementing, when applicable, Sector-Specific Job Readiness Training (JRT) curricula with the purpose of building workplace skills, fostering positive workplace attitudes and behaviors, and providing positive teamwork experiences that prepare jobseekers for work experience and employment. The intent of TechSF JRT is to offer “plug and play” workshops developed and administered by the ICT Sector Coordinator, other TechSF OST providers or other third-party entities that can be offered at the TechSF-branded “hub” and other sites where multiple organizations and the public-at-large can participate. JRT curriculum should be directly relevant to the sector, general in nature, and be delivered in a culturally competent manner. Workshops may include In-Depth Industry Overview, Career Exploration, Sector Soft Skills, Life Skills, and Job Search Skills and other topics, and should be administered in a manner that allows a variety of individuals with different levels of skill and interest to easily participate and learn about the industry and themselves.

## 5. ICT Sector Strategic Support

The Sector Coordinator will act as the industry and sector expert by providing event support, strategic communications, marketing tactics, technical assistance and overarching knowledge of the sector to OEWD and its partners in the TechSF Sector Workforce Program.

- a. **Event Support:** The ICT Sector Coordinator will assist OEWD with outreach, logistics, data collection, and organization of TechSF special events, including planning and coordination with OEWD for each event. Logistical planning may include but is not limited to securing a venue, staffing, contracting caterers, coordinating potlucks, creating/disseminating invitation/save-the-date/program materials, and developing day-of-logistics. OEWD will work closely with the ICT Sector Coordinator to develop messaging and approve all TechSF event details. Events will range from formal convenings such as roundtables and employer panels to more informal events such as networking, learning workshops, and small “Ted Talks”. It is envisioned that one event will be held each month (e.g. networking, workshops, talks, et cetera) including two major events annually (e.g. graduation, business luncheon). The goal of TechSF special events is to better understand the needs and expectations of employers as well as expose participants to the technology sector in a meaningful and intentional way; and generally create goodwill and awareness to the work of TechSF in the industry with business partners, ICT jobseekers and the public at large. Proposed budget should reflect costs associated with catering two major events and reasonable or necessary costs associated with other events.
- b. **Content Creation for Marketing:** The ICT Sector Coordinator will assist OEWD in developing two small-scale vertical marketing campaigns for TechSF initiatives, including implementation of campaign concepts and key messaging, and collateral design ideas. Proposals may, but are not required to, include the development of digital and print assets. Content will target various communities, will be simple in scope and execution, and will be designed to increase awareness of specific services, dissemination of unique messages or

other small-scale campaigns (e.g. new products, event promotion, specific community outreach, and targeted business development).

- c. **Technical Support** (website and application): In collaboration with OEWD, the ICT Sector Coordinator will update and manage an existing online TechSF application to be hosted on the OEWD website and shared publicly. The Coordinator will ensure application is updated regularly, is compliant with any ADA requirements, and report relevant data and stats to OEWD on a monthly basis. The ICT Sector Coordinator will also provide support to OEWD staff to implement a front- and back-end Drupal upgrade to enhance user-experience.
- d. **Policies, Procedures, and Project Management:** In coordination with OEWD staff, the ICT Sector Coordinator will conduct program design, coordination and implementation activities to complement and enhance existing sector programs, incorporating existing OEWD strategies, priorities, program structures, eligibility requirements and/or other specific policies and procedures. The ICT Sector Coordinator will be responsible for the following:
  - Assist OEWD in implementing a Business Plan and implementing other program development tasks, as needed and defined by OEWD. The Business Plan will include specific strategies to increase user-growth, validate learnings and continuously improve TechSF services. Program development tasks may include defined project requests to develop new processes or content to enhance customer experience, streamline operations or incorporate best practices.
  - Maintain and update a Policies and Procedures Manual and resource guide that identifies the role of each of the partners in TechSF and demonstrates how the partnership will be coordinated. The Policies and Procedures Manual shall serve as the “guide book” for all TechSF Partners providing: a calendar of events; a matrix that designates minimum qualifications for enrollment into sector programs; processes to refer potential applicants to TechSF training programs and/or industry connections; an outline of ICT career pathways; Labor Market Information; and Frequently Asked Questions.

**Minimum Qualifications:**

- Applicants must be fully established entities eligible to do business with the City and County of San Francisco.
- Experience and familiarity with the ICT sector, employment services and large-scale workforce programs.
- Ability to execute events and all related content and marketing efforts at a professional-grade level, including experience launching programs or products that have realized significant traction in the local technology industry.
- Documented experience in managing complex programs that involve multiple partners and concurrently running initiatives.

**Preferred Qualifications:**

- Additional understanding and experience implementing the Registered Apprenticeship model (<https://www.doleta.gov/OA/apprenticeship.cfm>)
- Demonstrated experience in implementing technology-based tools and applications in the delivery of services and programs, including the ability to utilize accessible technology for service delivery at scale and offer innovative programming available online and in-person.

**Supplementary Questions and Requirements:** Applicants are required to respond to all questions in this section in order to be a qualified applicant:

1. Provide a detailed explanation for how you will coordinate service provision with other educational, community-based or training partners providing workforce services in the sector through outreach, orientation and referral for service.
2. 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.
3. Applicant must propose service goals for the 14-month term that fall within the established Performance Measures ranges, below, in the *Approach, Activities and Outcomes* section of the proposal

**Performance Measures ranges:**

**Applicant must propose service goals for the 14-month term that fall within the established ranges, below, in the *Approach, Activities and Outcomes* section of the proposal.**

<b>Job Placement Services</b>	
Performance Measures, Milestones or Expected Deliverables	Service Goal
Develop job leads and openings with local and regional employers in order to connect TechSF jobseekers, Apprentices and other individuals seeking experience in technology occupations	25-50 New Business Leads
Direct Placement of Participants, including referral and placement in employment of other TechSF OST provider jobseekers	25 - 50
One year Retention of Direct Placement Participants	75%

<b>Participant Outreach and Recruitment</b>	
Performance Measures, Milestones or Expected Deliverables	Service Goal
Outreach to unduplicated individuals, with an emphasis on women, Veterans, People of Color and other populations underrepresented in technology occupations	250 - 500
Individuals formally assessed and referred to TechSF Occupational Skills Training (OST), Apprenticeship or other TechSF Services	100 -150
Individuals that successfully enter TechSF Occupational Skills Training (OST), Apprenticeship or other TechSF services	50 - 100

<b>Other Major Deliverables</b>	
Performance Measures, Milestones or Expected Deliverables	Service Goal
Develop a recruitment business plan and measure its effectiveness in both reaching and helping targeted individuals access information, services and training	N/A
Create a database for locally available tech training available to jobseekers and students including supportive services, online training, certificates offered and related job placement services	N/A
Offer community meetups for TechSF Apprentices to ensure acclimation and retention on the job, including support, coaching and networking services	4 X per year
Create seamless service delivery system operations for jobseekers in the ICT sector including Jobseeker Navigation Services, Assessment and Referral, per OEWD guidance	N/A
Offer or make available free Job Readiness Training workshops for all TechSF participants that enhance job readiness, including resume, interviewing and other tech sector preparedness workshops at multiple locations, in partnership with TechSF OST providers or other entities	2 X per month
Partner with OEWD, community-based partners or other entities to offer formal and informal events including information sessions, roundtables, networking opportunities, career panels, meetups, talks, et cetera to bring awareness and involvement in TechSF for residents, employers and the general public	1 X per month
Implement small-scale marketing campaigns (e.g. launch of new TechSF product/service line, targeted employer outreach) in coordination with OEWD to increase brand awareness and interest in TechSF for both prospective employers and jobseekers	2 X per year
Update and manage an existing online TechSF application (available on OEWD website), including content creation and basic functional components to manually refer applicants to training and services	N/A
Maintain and update a Policies and Procedures Manual and resource guide that identifies the role of each of the partners in TechSF and demonstrates how the partnership will be coordinated	N/A

## **Program Area I: CityBuild In-Custody Occupational Skills Training Provider**

### **Anticipated Number of Awards: 1**

**Amount:** Total funding available under this program area is \$60,000. Applicants may propose budgets up to \$60,000 for 12 months, with an initial grant term expected to begin in May 2019.

**Scope of Work:** CityBuild is OEWD's most established sector initiative, offering construction trainings which are operated in partnership with local community colleges, labor unions, apprenticeship programs, community-based organizations and construction contractors. CityBuild's flagship training program is CityBuild Academy (CBA), an 18-week, full-time, hands-on pre-apprenticeship construction training that prepares candidates to enter construction trade apprenticeship programs with union employers. CBA has established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry.

In 2018, CityBuild expanded to include the Mayor's Pre-Apprenticeship at the Mario de la Torre Academy at Gleneagles Golf Course, also known as "CityBuild-Gleneagles." This 8-week program focuses on entry-level construction and maintenance training for in-risk and at-risk young adults, community members who have had encounters with the justice system, and public housing residents.

OEWD is seeking proposals from organizations to partner with OEWD, CityBuild and the San Francisco Sheriff's Department on a tailored transitional job training and placement program inside San Francisco County Jail #2 (425 7<sup>th</sup> Street, San Francisco) and #5 (1 Moreland Drive, San Bruno) designed to provide access to construction apprenticeship opportunities upon release.

This program will begin with soft skills training and classroom instruction, including key safety, operations, and construction math education and training needed to succeed in the construction trades. When training facilities are complete, the programming will be expanded to include the practical application of skills learned in-class, including use of tools, materials and equipment commonly used in entry-level construction positions. This program is designed to provide incarcerated individuals the opportunity to get trained and employed in the construction sector in order to reduce recidivism and to meet the growing needs of the construction industry.

The Scope of Work for the selected organization in this program area may include, but is not limited to the following:

- Working with OEWD and CityBuild to implement the CityBuild In-Custody Occupational Skills Training (OST) program curricula
- Assisting OEWD in fully implementing the American Federation of Labor & Congress of Industrial Organizations (AFL-CIO) Building Trades Department's Multi-Craft Core Curriculum ("MC3") as a component of the training programs. Additional information on the MC3 can be found here: [https://www.efficiencycities.org/wp-content/uploads/062309/BCTD%20TriFold\\_v6.pdf](https://www.efficiencycities.org/wp-content/uploads/062309/BCTD%20TriFold_v6.pdf)
- Providing MC3-certified instructors to deliver training services to at least two (2) 6-week CityBuild In-Custody cohorts per year
- Coordinating with jointly-administered apprenticeship programs to ensure that training modules meet direct entry and preferred entry requirements
- Providing feedback regarding candidate performance and experience to OEWD, CityBuild, labor unions, and our network of non-profit service providers

### **Service Delivery Schedule**

Applicants must be able to provide services in alignment with each jail site schedule. While hours and locations are subject to change, current anticipated training schedules are as follows:

<b>Jail Site</b>	<b>Program Times</b>	<b>Additional Considerations</b>
County Jail #2	Monday-Friday Session 1: 7:54AM-10:30AM Session 2: 11:40AM-2:16PM	<ul style="list-style-type: none"><li>- Soft skills training may be provided outside of these hours, but all programming must conclude by 8:00PM.</li><li>- Proposer will work with Sheriff's Department rehabilitation services coordinators to schedule individual counseling/case management sessions</li></ul>
County Jail #5	Monday-Friday Session 1: 7:54AM-10:30AM Session 2: 11:40AM-2:16PM	<ul style="list-style-type: none"><li>- Soft skills training may be provided outside of these hours, but all programming must conclude by 8:00PM.</li><li>- Proposer will work with Sheriff's Department rehabilitation services coordinators to schedule individual counseling/case management sessions</li></ul>

### **Minimum Qualifications:**

- Applicants must be fully established nonprofits or educational institutions eligible to do business with the City and County of San Francisco.
- Applicants must demonstrate experience in providing services to clients with a history of criminal justice system involvement.
- All staff providing training services through this program must be able to meet San Francisco Sheriff's Department guidelines for jail clearance prior to the start of the program. The clearance process can take one or more months to complete, and may include: passing a Department of Justice background check; participating in required orientations at one or more jail sites, and; filing applications for clearance (and renewals, if necessary) that require disclosure of personal information, employment history, and conviction history. Additionally, jail sites maintain conduct guidelines which prohibit certain attire, food items, cellular phones and other items that have not been pre-approved for use. A sample clearance application and general guidelines can be reviewed via the OEWD bid-opportunities page at <http://oewd.org/bid-opportunities> under the RFP 211 specific page, under **Document Downloads**
- Applicants must have the ability to assign one MC3-certified training staff to provide services at CityBuild In-Custody OST classes for the duration of the cycles. This will require approximately 360 hours per week of instruction throughout the grant term.
- Applicants must have at least five years of experience providing similar services to OEWD, CityBuild, or another Workforce Investment Board-affiliated pre-apprenticeship program in the nine-county Bay Area, as demonstrated by past Memoranda of Understanding (MOU) and/or other documentation.
- Proposal budgets should cover the cost of instruction, classroom materials and tools for up to 20 participants, and trainee certifications.

**Preferred Qualifications:**

- Applicants should indicate their ability to allow additional training service providers to substitute in to train specific modules as may be required by OEWD agreements with apprenticeship programs or building trades training centers on an as-needed and to-be-determined basis.

**Supplementary Questions and Requirements:** Applicants are required to respond to the following within the *Approach, Activities and Outcomes* section of the proposal:

1. Describe your experience providing services to clients with a history of criminal justice system involvement.
2. Clearly describe the proposed instruction schedule, including the number of hours needed for hard skills training (involving tools) versus soft skills training (classroom instruction).

Additionally, the following documents must be submitted as appendices to the proposal:

3. Applicants must submit Memoranda of Understanding (MOU) and/or other documentation that confirms Applicant's five years or more of experience providing similar services to OEWD, CityBuild, or another Workforce Investment Board-affiliated pre-apprenticeship program in the nine-county Bay Area.
4. Applicants must submit proof of their MC3 certification with their application.
5. Applicants may submit one or more sample work products for the training materials they propose to utilize, proof of MC3 certification, letters of support from key partners, and any other documentation that demonstrates their qualification to provide these services.

**Program Area J:** Designing a Bay Area Technology Apprenticeship Approach

**Anticipated Number of Awards:** 1

**Amount:** Total funding available under this program area is \$25,000. Applicants may propose budgets up to \$25,000 for 18 months.

**Scope of Work:** The Bay-Peninsula Regional Planning Unit (RPU)—comprised of San Francisco's Office of Economic and Workforce Development (OEWD), North Valley Consortium (NOVA) Workforce Board, San Jose Silicon Valley Workforce Investment Network (work2future) and San Benito Workforce Board—engages with the world's most dynamic and innovative companies in the tech sector. In the 2016 regional plan, the RPU describes how it established a shared vision and its role in launching industry-driven regional partnerships in sectors that are drivers of the regional economy, including developing apprenticeship opportunities in the tech sector and other industries, such as advanced manufacturing.

OEWD is seeking proposals from organizations to partner with OEWD to design a prototype of a Bay Area tech apprenticeship network. The selected contractor will support OEWD with research on apprenticeship models and with convening key partners to design and implement a regional tech apprenticeship system to create a replicable and scalable model for tech apprenticeship. The meetings will focus on determining process, exploring practical tools and resources for network sustainability, reviewing best practice apprenticeship models for scalability, and establishing a feedback loop among stakeholders.



The Scope of Work for the selected organization in this program area may include, but is not limited to the following:

- **Summary of Best Practices Research**  
Conduct background research on existing apprenticeship models domestically and internationally and analyze fit for Bay Area adoption.
- **Landscape Analysis of Bay Area apprenticeships**  
Identify stakeholders in the region who are already implementing tech apprenticeships or are interested in doing so. Use this information to identify a pilot set of existing apprenticeships that can be harmonized across companies at the occupation level.
- **Stakeholder Convenings and Network Building**  
Support OEWD with convening K-12 education providers, regional community colleges, training providers, employers, industry champions, and workforce development boards to discuss promising approaches for a sustainable Bay Area tech apprenticeship network. Bring relevant stakeholders to the table, facilitate meetings, and summarize outcomes and agreements in furtherance of a Bay Area apprenticeship approach.  
  
Support OEWD in building on existing communication infrastructure to coordinate, engage, and continuously strengthen the stakeholder network. Techniques and tools may include using research from the landscape analysis and other promising practices to enhance outreach materials for employers or setting up a contact database or platform for regular communication.
- **Recommendations**  
Use gathered information to develop recommendations for a Bay Area tech apprenticeship approach that is sustainable and scalable.

**Minimum Qualifications:**

- Applicants must be fully established entities eligible to do business with the City and County of San Francisco.
- Applicant must be familiar with laws and regulations guiding workforce development practice in California and in particular and laws and regulations that apply to apprenticeships (see Supplementary Questions and Requirements 1.)
- Applicants must have expertise with facilitating stakeholder-led change management initiatives (see Supplementary Questions and Requirements 2.)
- Applicants must demonstrate deep knowledge of workforce development system must have conducted prior work on developing apprenticeships and other work based learning strategies (see Supplementary Questions and Requirements 3.)

**Preferred Qualifications:**

- Existing relationships with stakeholders, including K-12 education providers, regional community colleges, training providers, employers, industry champions, and workforce development boards.

**Supplementary Questions and Requirements:** Applicants are required to respond to the following within the *Approach, Activities and Outcomes* section of the proposal:

1. Describe your organization's expertise with laws and regulations guiding workforce development practice in California and in particular any laws and regulations that apply to apprenticeships
2. Describe your organization's experience coordinating or facilitating stakeholder-led change management initiatives. Include challenges, successes, and impacts of the initiatives.

Additionally, the following documents should be submitted as appendices to the proposal:

3. Applicant must submit documentation of existing work that can be leveraged for this project, including previous research conducted on the topic of apprenticeships in the US context. Documentation can include work samples and/or published reports or white papers.

### III. Application Process and Guidelines

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#### A. Questions and Inquiries

Any questions or clarifications should be directed to the department's contracts and procurement team via email to [oezd.procurement@sfgov.org](mailto:oezd.procurement@sfgov.org). Questions should be submitted in writing, no later than 5pm, Tuesday, February 19, 2019. Applicants are encouraged to submit questions to OEWD prior to the deadline.

There will be a **Bidders Conference** to review program needs and expectations for interested applicants. Though not required, all interested parties are encouraged to attend the Bidders Conference. This meeting is scheduled for:

**DATE:** Friday, February 15, 2019  
**TIME:** 1:30 PM – 3:00 PM  
**LOCATION:** San Francisco Main Library  
100 Larkin Street (at Grove)  
Latino/Hispanic Community Room (lower level)  
San Francisco, CA 94102

A summary of all questions and answers pertaining to this RFP, including those posed at the Bidders Conference will be posted at OEWD's bid opportunities website, <http://oezd.org/bid-opportunities> by end of day Friday February 22, 2019. The department may make interim postings of Q&As before the deadline; interested parties are encouraged to check the site often for these interim postings.

#### B. Applicant Requirements and Guidelines

The following are the requirements and guidelines for applicants:

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

##### **Eligible Applicants**

Eligible applicants include all of the following, unless otherwise noted:

- 501(c)(3), 501(c)(4), 501(c)(6) registered non-profit corporations. Applicants should have a Board of Directors with a minimum of 3 members that reflect the diversity of the program(s) and clients being served;
- Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San Francisco's government;
- Churches that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS;

- Institutes of higher education; and
- Private businesses and other entities properly recognized by the State of California, who are eligible to do business in San Francisco, and meet the vendor requirements set forth below.

Please note that certain program areas may only seek applications from specific entities (e.g. nonprofit organizations or established Community Benefit District Management Corporations). Refer to the minimum qualifications in each program area to clarify eligibility.

### **Organizational Capacity**

Qualified applicants must demonstrate the capacity for each program area outlined within the specific program description sections above. All qualifications and additional questions requested should be addressed in the proposal response.

### **Board of Directors/Leadership/Stability**

- a) Board (if applicable) and staff must have broad-based experience and skills to satisfactorily manage and guide the organization
- b) The Board of Directors (if applicable) must provide vision, oversight and direction to the organization
- c) The Board of Directors (if applicable) should include San Francisco residents or demonstrate knowledge of the needs of low and moderate income San Franciscans. Representation on the board of low income residents and from the target neighborhood/population is encouraged.

### **General City Grant Requirements**

This RFP uses the words grant and contract interchangeably. The actual form of agreement and specific language will be determined by the City during the negotiation process.

All applicants must comply with each of the following:

- a) Applicants should demonstrate a history of meeting outcome requirements for other similar programs.
- b) Successful applicants must comply with all applicable local government regulations.
- c) Successful applicants must comply with all reporting and monitoring requirements to capture the overall efficacy of this funding opportunity and of the specific program(s).
- d) Successful applicants must provide proof of insurance during the grant negotiation process.
- e) Successful applicants must either be an approved City supplier (previously “vendor”) or be able to meet all City supplier requirements and not be on the City, State or Federal Debarred or Suspended lists. Unless approved by OEWD, all applicants must be able to become an approved City supplier within ten days of notice of award. If an awardee is not able to become an approved supplier within this timeframe, OEWD may rescind an award offer and negotiate with other high ranked approved suppliers so as not to delay important programming. Sub-grantees are not required to be City-approved suppliers; only the lead organization or fiscal sponsor must be City-approved. More information on how to become a City bidder (initial step) and progress to a fully compliant and approved City supplier (required prior to contracting) can be found at <https://sfcitypartner.sfgov.org/>
- f) Successful applicants must meet all of the following conditions:

- (i) Are not listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement Programs in accordance with Executive Orders 12549 and 12689, "Debarment and Suspension." This list includes the names of parties debarred, suspended, or otherwise excluded by agencies, and the names of contractors declared ineligible under statutory or regulatory authority other than Executive Order 12549;
- (ii) Have not, within the previous three years, been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (iii) Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or Local) with commission of any of the offenses enumerated in subsection above; and,
- (iv) Have not, within the previous three years, had one or more public transactions (Federal, State or local) terminated for cause or default; or
- (v) Are otherwise not presently debarred, suspended, proposed for debarment, or declared ineligible or voluntarily excluded from covered transactions by any Federal department or agency.

#### **Additional Local Requirements**

Funds are subject to numerous local requirements which are listed below:

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

Section 1.126 of the San Francisco Campaign and Governmental Conduct Code. Details can be found at: <http://sfgov.org/oca/general-contract-terms-conditions>

### **Extendibility of Procurement Justification**

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

### **Collaborations**

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

- a) **Lead Applicant:** Proposals from collaborative consortia, joint ventures, or teams must designate a lead agency that will serve as the fiscal agent for the partners. This lead agency or organization will be responsible and accountable for effectively and efficiently planning, managing and delivering the services and activities described in this RFP, while providing excellent customer service and achieving the granted performance outcomes. The lead agency must also demonstrate the management and financial capability needed to effectively and efficiently deliver the program proposed and account for the grant funds. The lead applicant may or may not provide services other than oversight (i.e. a fiscal agent).
- b) **Sub-granting/Program Leads:** Applicants may include sub-grant arrangements with other organizations; however, these arrangements must be made prior to submission of the proposal. Confirmation of a memorandum of understanding or other formal agreement between the applicant and sub-grantee may be requested by OEWD during or after the review process.
- c) **Severability of Collaborative Proposals:** OEWD, and/or any other City departments who use this RFP solicitation as a procurement process for other funds, reserve the right, at their own discretion, to fund select activities or partners, (and remove or eliminate others) within a proposal submitted by a collaborative or group of agencies. Additional or alternative partners, including fiscal agents, may be identified and approved for inclusion in the grant plan by OEWD (or other oversight agency) as part of the initial or subsequent negotiations.

### **Conditions of Proposal**

- a) A proposer may revise a proposal on the proposer's own initiative at any time before the deadline for submission of proposals. The proposer must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before the proposal due date. In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer.
- b) Applicant agrees that submission of a proposal properly completed and signed off by an owner or officer of the proposing firm, agency, or organization who is duly authorized to bind the applicant, shall constitute an agreement to accept all conditions, provisions, requirements, and specifications contained in the City and County of San Francisco Request for Proposals. It is the responsibility of the lead agency to ensure that all named partners are in agreement with the proposal prior to submission. The Proposal shall be binding for no less than one hundred twenty (120) days. The grantee must

comply with City and County ordinances and contracting requirements. For more detailed information, see the Office of Contract Administration website at <http://sfgov.org/oca/general-contract-terms-conditions> .The grant requirements include general liability and auto insurances, compliance with equal benefits ordinance, and current SF business tax certificate, if applicable.

- c) Applicant agrees that all costs incurred in developing this proposal are the Applicant's responsibility and at the Applicant's cost.
- d) 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 and cost tracking and reporting systems.
- e) 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 Request for Proposals. 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 grant. Justification supporting the reason for any type of rejection will be submitted to the Applicant.
- f) In accordance with San Francisco Administrative Code Section 67.24(e), bids, responses to RFPs and all other records of communications between the City and persons or firms seeking grant shall be open to inspection immediately after a grant 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 grant or other benefits until and unless that person or organization is awarded the grant or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

#### IV. Proposal Submission Requirements

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##### A. Time and Place for Submission of Proposals

**Proposals must be received by 5:00 p.m. on Tuesday, March 5, 2019.** Postmarks will not be considered in judging the timeliness of submissions.

**Submitting:** When you are satisfied with your completed application packet, save all items to one PDF file and email it to:

**oewd.procurement@sfgov.org**

*Proposal Packages submitted electronically should be formatted into 1 PDF file and include the application and all required, relevant, and requested addenda and forms. See below section "Proposal Package Checklist" for additional details on required items.*

You will receive an automated response to indicate that your submission was received. You will be responsible for ensuring that all required questions have been addressed and that all supplementary materials have been submitted on or before the deadline. Note that electronic submission file sizes must be compatible with City email server limits (34MB), and it is your responsibility to ensure that the files submitted are all received by deadlines established to receive your submission. If you are submitting supplementary materials (such as work samples, photos, or other large files) in support of your proposal, you may send more than one email with attachments but you must indicate which proposal the files are pertaining to. Any subsequent email subject line(s) should read "Supplementary Attachments for (Agency)'s proposal to RFP #211 Area (X)". **All materials must be received on or before the deadline to be considered as part of the complete proposal package.** The electronic receive date and time will be established by the date/time assigned by the City email server upon receipt of the electronic message by the City email server. **Early submission is highly encouraged. Late submissions will not be considered.**

You may alternatively hand-deliver by the due date or mail so that the complete package is received by OEWD by the due date, one signed original application packet (including all supplementary materials), along with a CD or USB drive with electronic versions of the full application packet, to:

**Office of Economic and Workforce Development (OEWD)  
Attn: Contracts and Grants Director  
1 South Van Ness Avenue, 5<sup>th</sup> Floor  
San Francisco, CA 94103**

As noted above, Postmarks will not be considered in judging the timeliness of submissions; complete packages must be received by OEWD by the deadline.

*See below section "Proposal Package Checklist" for additional details on required items.*

Proposals delivered in person may be left with OEWD's front desk receptionist on the 5<sup>th</sup> Floor of 1 South Van Ness Avenue. Proposals that are hand delivered will be issued a date/time stamped receipt from the receptionist to document the submission's timeliness. Please do not mail or deliver proposals to OEWD's City Hall offices.



Any submittals delivered by mail or in person must be in a sealed envelope clearly marked **RFP#211**. Proposals that are submitted by fax will not be accepted. Late submissions will not be considered.

Proposers may seek funding in more than one area described in this RFP, however, a separate application must be filed for each funding area that the organization wishes to provide services for.

## **B. Proposal Package Checklist**

All templates noted below can be downloaded from OEWD's website at <http://oewd.org/bid-opportunities>. The following items must be included in the application package:

- A project proposal using the application template provided
- A proposed project budget using the application template provided
- A Staffing and Board Composition Chart for the Lead Applicant and Program Lead, if applicable, using the template provided
- A Submission Authorization Form signed by the Lead Applicant's Executive Director or CEO and the Program Lead's Executive Director or CEO, if applicable.
- An overall Organizational Budget for the Lead Applicant and Program Lead, if applicable
- An organizational chart for the Lead Applicant and Program Lead, if applicable
- Optional, but encouraged, letters of support (up to 4), unless noted as required in the above program descriptions.

Only applications submitted using the approved template will be considered for funding. A Word-version form of the application and other templates are available for download at <http://oewd.org/bid-opportunities>

Hardcopies of templates and related forms are available upon request.

If you need to cancel and resubmit your application, please resubmit an entire package with a replacement application and all supplementary materials. In the body of the email or on a coversheet within the envelope please reference the original application, including submission date, time, and originating email address or original drop off person. All submissions, original or replacement, must be received by the deadline stated in the RFP. No late submissions will be considered.

## V. Project Proposal Content

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The proposal submitted must be clear and concise. It must demonstrate an understanding of the initiative's objectives and clearly respond to a program area. The written proposal should include the following information, in the order specified below on the template provided for download at <http://oewd.org/bid-opportunities>. The City reserves the right to deem any proposal nonresponsive if it is not presented in the format required by the document and link titled **Applications: Request for Proposals 211**.

*Note that the sections below are not available for direct data entry. Please download the fillable Word application form, budget template, and other required templates available at <http://oewd.org/bid-opportunities>*



## **Application: Request for Proposals 211**

### **City and County of San Francisco**

Office of Economic and Workforce Development



## APPLICATION DETAILS AND INSTRUCTIONS

### Brevity and Style Guide

There are character counts for narrative responses as a way to help you write informative, yet concise answers. To adhere to the character counts for each of the answers, consider using high-level, bullet-point style information about your organization and programs. You are welcome to use any commonly accepted abbreviations when responding to questions, unless instructed otherwise.

### Other Helpful Tips

- Be sure your email address is correct so that you will receive submission confirmations and RFP notices.
- You will need to click into each form field to enter your content, replacing the bracketed text with your own. You may type directly into the form below or copy and paste answers from another document. Note that pasting from a word processing program into appropriate narrative fields will work, but formatting may need to be adjusted. If you subsequently convert or save this form as PDF prior to submission, formatting such as bullets, numbering, icons, images, etc. may be lost.

### Submitting

When you are satisfied with your completed application packet, save all items to one PDF file and email it to:

[owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org)

Proposal Packages submitted electronically should be formatted into 1 PDF file and include the application and all required, relevant, and requested addenda and forms. See "Proposal Package Checklist" in Section IV.B. of RFP 211 for additional details on required items. You will receive an automated response to indicate that your submission was received. You will be responsible for ensuring that all required questions have been addressed and that all supplementary materials have been submitted on or before the deadline. Note that electronic submission file sizes must be compatible with City email server limits (34MB), and it is your responsibility to ensure that the files submitted are all received by deadlines established to receive your submission. If you are submitting supplementary materials (such as work samples, photos, or other large files) in support of your proposal, you may send more than one email with attachments but you must indicate which proposal the files are pertaining to. Any subsequent email subject line(s) should read "Supplementary Attachments for (Agency)'s proposal to RFP #211 Area (X)".

*All materials must be received on or before the deadline to be considered as part of the complete proposal package. The electronic receive date and time will be established by the date/time assigned by the City email server upon receipt of the electronic message by the City email server. Early submission is highly encouraged. Late submissions will not be considered.*

You may alternatively hand-deliver by the due date or mail (must be received by OEWD by the due date), one signed original application packet (including all supplementary materials), along with a CD or USB drive with electronic versions of the full application packet, to:

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Postmarks will not be considered in judging the timeliness of submissions. Proposals delivered in person may be left with OEWD's front desk receptionist on the 5<sup>th</sup> Floor of 1 South Van Ness Avenue. Proposals that are hand delivered will be issued a date/time stamped receipt from the receptionist to document the submission's timeliness. Please do not mail or deliver proposals to OEWD's City Hall offices. Any submittals delivered by mail or in person must be in a sealed envelope clearly marked **RFP#211**. Proposals that are submitted by fax will not be accepted. Late submissions will not be considered.

### Due Date

Applications will be accepted until **5 P.M. PST on Tuesday, March 5, 2019.**

### Questions

If you have any questions when completing this application, please email [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org) by

**5:00 PM PST Tuesday, February 19.** A list of substantive questions and answers will be posted to the OEWD website (link below) for review by all interested parties by 6 P.M. Friday, February 22, 2019. Questions of a technical nature concerning the application, forms, or website may continue to be addressed until the application due date by emailing [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org) or calling 415-701-4848 and asking for a member of the Contracts Team. See RFP for full terms, conditions, and instructions. All materials related to this RFP are available at <http://owd.org/bid-opportunities/>

### PART I. LEAD APPLICANT PROFILE

This section should include information for the Lead Applicant. The Lead Applicant is the entity that will hold the contractual obligation for the proposed project. If you are applying as the fiscal agent for another entity, please include your information here and list information on the Program Lead in the next section.

All fields marked by an asterisk (\*) are mandatory; enter 0 or N/A if not applicable.

<b>Lead Applicant Name*</b> (75 characters) <i>e.g. Name as shown on your 501(c)(3), 501(c)(4), or 501(c)(6) letter and to whom contributions are payable</i>	[Lead Applicant Name]
<b>Doing Business As (DBA) or Also Known As (AKA), if applicable</b> (50 characters)	[DBA or AKA - limit 50 characters]
<b>Address*</b> <i>Headquarters Street Address with Suite #, if needed</i>	[Street Address] [City], [State] [Zip]
<b>Web Address*</b>	[Website]
<b>Main Phone including area code*</b>	
<b>Executive Director/CEO Name*</b>	[ED/CEO Name]
<b>Executive Director/CEO Title*</b>	[ED/CEO Title]
<b>Executive Director/CEO Direct Phone*</b>	[ED/CEO Phone]
<b>Executive Director/CEO Email*</b>	[ED/CEO Email]
<b>City and County of San Francisco Supplier Status</b> <i>Unless otherwise approved by OEWD, all applicants must be able to become a City Supplier within 10 days of notice of an award in order to begin contract negotiation. For more details, please visit <a href="https://sfcitypartner.sfgov.org/">https://sfcitypartner.sfgov.org/</a></i>	Current Approved Supplier#: 123456 OR Current Approved Bidder#: 123456 OR <input type="checkbox"/> Not a current San Francisco Bidder or Supplier
<b>Type of Entity</b> <b>Note:</b> <i>Some program sections are limited to specific applicant types. Please refer to your specific program section for information on eligible entities.</i>	<input type="checkbox"/> Nonprofit <input type="checkbox"/> For-profit <input type="checkbox"/> Community Benefit District (CBD) <input type="checkbox"/> Educational Institution <input type="checkbox"/> Individual/Sole Proprietor <input type="checkbox"/> Other: [Please Describe]

CONTACT & GENERAL INFORMATION: PROGRAM LEAD	
This section only applies if the Lead Applicant is acting solely as the Fiscal Agent.	
Program Lead	[Program Lead Name]
Program Lead Address <i>Local Headquarters Street Address with Suite #, if needed</i>	[Street Address] [City], [State] [Zip]
Web Address	[Website]
Main Phone including area code	[Main Phone]
Program Lead Executive Director/CEO Name*	[ED/CEO Name]
Program Lead Executive Director/CEO Direct Phone*	[ED/CEO Direct Phone]
Program Lead Executive Director/CEO Email*	[ED/CEO Email]
City and County of San Francisco Supplier Status	Current Approved Supplier#: [123456] OR Current Approved Bidder#: [123456] OR <input type="checkbox"/> Not a current San Francisco Bidder or Supplier
Type of Entity <i><b>Note:</b> Some program sections are limited to specific applicant types. Please refer to your specific program section for information on eligible entities.</i>	<input type="checkbox"/> Nonprofit <input type="checkbox"/> For-profit <input type="checkbox"/> Community Benefit District (CBD) <input type="checkbox"/> Educational Institution <input type="checkbox"/> Individual/Sole Proprietor <input type="checkbox"/> Other: [Please Describe]

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<p align="center"><b>POINT OF CONTACT FOR THIS APPLICATION</b></p> <p>If another individual will serve as the primary point of contact for this application, please list their contact information here. This person should be authorized to clarify programmatic and budgetary questions on behalf of the Lead Applicant.</p>	
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Primary Point of Contact Name*	[Contact Name]
Primary Point of Contact Title*	[Contact Title]
Primary Point of Contact Direct Phone*	[Contact Phone]
Primary Point of Contact Email*	[Contact Email]

<p align="center"><b>OTHER PROGRAM AGENCIES</b></p> <p>If this application includes other agencies as partners, subgrantees or advisors, please list them below.</p>	
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[Agency Name]	Suggested Relationship
[Agency Name]	Suggested Relationship
[Agency Name]	Suggested Relationship
[Agency Name]	Suggested Relationship
[Agency Name]	Suggested Relationship

<p align="center"><b>BUDGET INFORMATION (please provide the budget for the last completed fiscal or calendar year)</b></p> <p align="center">*Note: Please remember to include detailed budget(s) as supplementary materials.</p>	
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Lead Applicant Total Agency Budget*	
\$[Lead Applicant Budget]	
Program Lead Total Agency Budget (if applicable)	
\$[Program Lead Budget]	
Total Proposed Project Budget	
\$[Proposed Project Budget]	

□

### PROGRAM AREA FOR THIS APPLICATION

From the list below, please check the box indicating the program area for this proposal. Proposers may seek funding in more than one area, however, a separate application must be filed for each funding area that the Organization wishes to provide services for. Check only one area.

<input type="checkbox"/> A. Business Succession Planning	
<input type="checkbox"/> B. Entrepreneur and Independent Contractor Pilot Program	
<input type="checkbox"/> C. Administering Music Venue Sound Mitigation Assistance Program	
<input type="checkbox"/> D. Nonprofit Succession Planning Program	
<input type="checkbox"/> E. Nonprofit Space Stabilization Program	
<input type="checkbox"/> F. Nonprofit Space Investment Fund	
<input type="checkbox"/> G. Workforce Barrier Remediation: Online Bachelor's Degree Pilot Program	
<input type="checkbox"/> H. Information and Communications Technology (ICT) Sector Coordinator	
<input type="checkbox"/> I. <del>CityBuild</del> In-Custody Occupational Skills Training Provider	
<input type="checkbox"/> J. Designing a Bay Area Technology Apprenticeship Approach	



## PART II. PROJECT DESCRIPTION

Please indicate the Project Title and provide a brief (1-2 sentence) summary of the Project. The Project Description (proposal) provides information on which the application will be evaluated and ranked in competition with other applications for funds available through this RFP. It should be concise and complete. In preparing the Project Description, applicants should provide information responsive to pertinent requirements set forth in the scope of work. Pay particular attention to and address in full; minimum qualifications, specific questions, and other items detailed in each program area. Project Descriptions are evaluated based on clarity, substance and measurable results, not length.

Project Title: **[Proposed Project Title]**

**Brief 1-2 Sentence Summary (one or two sentences summarizing the proposed project ):** **[Brief Summary - limit 350 characters]**

### **Applicant Qualifications and Staff Assignments** (30 points)

This section should briefly address the principal objectives of the proposed project, and establish the applicant's professional qualifications and the experience of proposed partners, sub-contractors and staff. The applicant should detail past experience and track record implementing projects similar to the proposed activities. The applicant should provide an overview of staff assignments. Details may include how staff will be accessible and available to individuals and/or organizations receiving services, the relevant experience of staff members, and the distribution of workload within the project team. This section should further note how the project team demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution as well as indicators of community support.

**[Overview - limit 4000 characters]**

**Approach, Activities and Outcomes** (40 points)

This section should outline a plan of action that describes in sufficient detail the specific scope of services applicant(s) propose and how the proposed work will be accomplished. The plan should address all functions and activities for which applicants seek funds. Cite factors that might accelerate or decelerate work, explain rationales for strategies selected, and describe any unique or unusual features of the proposed project, such as design or technological innovations, cost or time saving strategies, or methods to increase engagement of targeted stakeholders in services. ***For Program Areas with Supplementary Questions please address them in this section, unless otherwise noted.***

**Specific recommendations:**

- Describe the services to be provided. For each service component provide detail on the types of activities, number of hours, frequency, location and methods that will be used to deliver services as appropriate.
- Address the qualitative and quantitative outcomes your program proposes to achieve. Provide projections of the accomplishments to be achieved for each activity or function proposed, such as the number of activities or steps to be accomplished or number of individuals or businesses to be served. If accomplishments cannot be quantified, list them in chronological order to show a sequence of steps and their projected start and end dates.
- Include and make clear the organizations, cooperating entities, consultants or key individuals who will work on the proposed activities, with a short description of the nature of their contributions and qualifications.
- Address demographic and geographical areas of focus where appropriate, or as required by program section above.
- Provide specific details regarding your past performance as a provider of similar services including any current and/or on-going grants or contracts with the City of San Francisco or other funders.

[Approach, Activities and Outcomes - limit 20,000 characters]

|

**Performance Measurement and Reporting (15 points)**

Provide a narrative addressing how data on project activities and outcomes will be collected and reported. Describe measures that will be developed and/or used to determine the extent to which the project has achieved its stated objectives and describe how data will be used to determine whether the needs identified are being met and whether project results are being achieved. Describe any processes and procedures that are or will be in place to determine whether the project is being conducted in a manner consistent with the work plan and how effectiveness and efficiency will be improved. Describe how the outcomes proposed and measured will demonstrate positive impact based on the Scope of Work outlined within the program area.

[Performance Management and Reporting - limit 4000 characters]

**Financial Management and Budget (15 points)**

Please provide a brief narrative detailing the financial management of the organization

Specific recommendations:

- Describe the key features of your organization's financial tracking system and confirm it is capable of generating all financial information needed for required reports, including data needed to monitor, evaluate and if necessary, modify program performance.
- Describe in detail any cost allocation plan utilized when costs are chargeable to more than one cost category, or to more than one program and/or funding source.
- If proposing a management fee/fiscal fee identify how the requested percentage was identified.
- Provide a narrative justification for items in the budget
- Provide details on any matching or leveraged funds including anticipated source, amount, and restrictions. Although encouraged for all requests, matching funds may be required by some program areas. Please refer to the program descriptions in Section II of the RFP to determine if a match is required.
- Provide a proposed budget for the project using the template available on the OEWD bid opportunities website at <http://oewd.org/bid-opportunities>

[Financial Management and Budget - limit 4000 characters]

## APPLICATION PACKET CHECKLIST

All required appendix templates are available for download at: <http://oewd.org/bid-opportunities>. All documents below must be submitted along with your complete application unless otherwise noted. If you are unable to provide a mandatory supplementary document for any reason, submit a statement in its place explaining why the information is not available.

**Complete application packets (including all supplementary materials) are due no later than 5:00pm PST on Tuesday, March 5, 2019.** Please check the boxes under "Submission Method" to confirm whether you are sending the attachment via email or in hardcopy. Email submissions (all application materials saved into one PDF file) must be sent to: [oewd.procurement@sfgov.org](mailto:oewd.procurement@sfgov.org). Please make sure to reference your agency name and "RFP 211" in the subject line. Alternative submissions may be accepted. See the Proposal Submission Requirements in the RFP for details.

Supplementary Materials	Submission Method
<b>Appendix A: Sample Agreement for Grant (Form G-100)</b> Note that terms and conditions within the City's standard grant boilerplate may change as new legislation is enacted or to reflect specific regulations and requirements of the moneys funding the grant's programming. The template available for download at <a href="http://oewd.org/bid-opportunities">http://oewd.org/bid-opportunities</a> should only be used as a general guide.	<i>Not required: for review only.</i>
<b>Appendix B: Budget Template</b> Include a budget for your proposed project activities using the Excel template provided. No other budget formats will be accepted.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Appendix C: Application: Request for Proposals 211</b> Please be sure to fill out all required fields in this application. All required Supplementary Questions must be answered within Part II: Approach, Activities and Outcomes unless otherwise noted.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Appendix D: Staffing and Board Composition Chart</b> Submit staffing/board information for the Lead Applicant and Program Lead, if applicable.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Appendix E: Submission Authorization from Executive Director/Chief Executive Officer</b> This form must be signed by the Lead Applicant Executive Director or Chief Executive Officer and the Program Lead Executive Director or Chief Executive Officer, if applicable.	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Appendix F: Supplier Registration Instructions</b> This document walks applicants through the process of becoming an approved City Supplier, a prerequisite to entering into contract. Please review and ensure that you/your agency will be able to become a Supplier within ten (10) days of notice of award.	<i>Not required: for review only.</i>
<b>Appendix G: for RFP 211 Area E (Nonprofit Space Stabilization Program)</b>	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Appendix H: for RFP 211 for Area F (Nonprofit Space Investment Fund)</b>	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Appendix I: for RFP 211 for Area I (CityBuild In-Custody Occupational Skills Training Provider)</b>	<i>Not required: for review only.</i>
<b>Organizational Budget</b> Please include an overall organizational budget for the Lead Applicant and the Program Lead, if applicable. (no specific template provided)	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Organizational Chart</b> Please include an organizational chart for the Lead Applicant and Program Lead, if applicable. (no specific template provided)	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy
<b>Letters of Support</b> You must include letters of support as part of your complete application packet if indicated in the program area as a requirement. <b>Letters of support that have not been received by the RFP submission deadline will not be considered.</b> Letters of support are encouraged for most, however, if the program area does not require that you demonstrate support from other entities, agencies or communities, and you do not wish to provide letters of support, please check "N/A".	<input type="checkbox"/> Email <input type="checkbox"/> Hardcopy <input type="checkbox"/> N/A

**In addition, if applicable, please include in your application any additional requirements as described in the relevant Program Area Description under "Supplementary Questions and Requirements"**

## **VI. Evaluation and Selection Criteria**

Proposals will be reviewed by a Review Committee. The Review Committee may consist of non-City staff and other individuals who have experience in the service areas requested in this RFP. Proposals will be evaluated using the criteria and process outlined below as a framework. Nothing herein shall obligate the City to make any grant, or shall guarantee any proposer the right to any grant money. The City reserves the right not to award grants based upon the ability of the proposer to meet the City's objectives and budgetary priorities.

### **A. Review Process**

The City will verify that the proposals have met all the requirements to be considered responsive. Failure to comply with the proposal requirements contained in this RFP may result in elimination of that proposal from consideration. All responsive proposals will then be submitted to the Review Committee for scoring.

1. The City may contact the applicants to clarify any portion of the proposal. All questions to the applicants will be submitted in writing and the answers, in writing, will be submitted, along with the proposals, to the Review Committee for scoring.
2. 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.
3. The following is the review process for all Sections of this RFP: a Review Committee will review and score all responsive proposals. Proposals will be ranked based on the Review Committee's scores.
4. After the Review Committee(s) has/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.
5. The tentative awardees whose proposal(s) are determined to meet the needs of the City will be recommended to negotiate a grant.
6. All applicants will be notified of the results of the evaluation.
7. 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.
8. 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.
9. Final award of the grant may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

### **B. Minimum Qualifications**

Any proposal that does not demonstrate that the proposer meets the requirements described in Section III by the deadline for submittal of proposals will be considered non-responsive and will not be eligible for funding consideration.

### **C. Selection Criteria**

Applications competing for financial assistance will be reviewed and evaluated using the criteria described in this section. Point values indicate the relative importance placed on each section and points will be allocated based on the extent to which the application addresses the criteria listed. Applicants should prepare their proposals with these criteria in mind. Depending on the number and quality of proposals, applicants may be invited to be interviewed by the 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.

#### **Applicant Qualifications and Staff Assignments (30 points)**

- a. The applicant's professional qualifications and the experience of proposed partners, sub-contractors and staff
- b. Experience and track record implementing projects to the proposed activities
- c. Clarity and feasibility of proposed staffing assignments, taking into consideration accessibility, availability and workload
- d. The application demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution.
- e. Demonstration of community support

#### **Approach, Activities, and Outcomes (40 points)**

- a. The proposed project will contribute to achieving the goals and objectives stated in the RFP.
- b. The application presents a clear description of the proposed project, including a clear statement of goals and objectives
- c. The application presents a plan of action that describes in sufficient detail the specific scope of services applicant(s) propose and how the proposed work will be accomplished.
- d. The application presents a reasonable timeline for implementing the proposed project including major milestones and target dates. It addresses factors that might speed or hinder implementation and explains how these factors would be managed.
- e. The design of the project reflects current knowledge on effective practices supported by applicants' experience, research and literature.
- f. The proposed project would involve the collaboration of partner organizations, cooperating entities, consultants or key individuals who would maximize the effectiveness and efficiency of service delivery. If a collaborative application is proposed specific activities and the role, capacity, and contributions each partner will make to the proposed project is detailed.
- g. The proposed project reflects performance targets appropriate for the program.
- h. 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)**

- a. Applicant addresses how data on project activities, outputs and outcomes will be collected and reported.
- b. Applicant demonstrates they have or will develop the capacity to collect and manage data.
- c. The application provides an appropriate and feasible plan describing how data will be used to determine whether the needs identified are being met and whether project results are being achieved.

**Financial Management and Budget (15 Points)**

- a. A detailed narrative budget justification presenting reasonable costs in view of activities proposed and expected results.
  - b. Budget conformed to the template provided and agency's overall budget is of a size to reasonably expect successful delivery of the program.
  - c. Applicants' fiscal controls conform to requirements and would ensure the prudent use, proper and timely disbursement and accurate accounting of funds awarded under this RFP.
  - d. Additional resources are available to ensure implementation and sustainability of programming.
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## **VII. Terms and Conditions for Receipt of Proposals**

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### **A. Errors and Omissions in RFP**

Proposers are responsible for reviewing all portions of this RFP. Proposers are to promptly notify OEWD, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to OEWD promptly after discovery, but in no event later than five working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

### **B. Inquiries Regarding RFP**

Inquiries regarding the RFP, and all notifications of intent to request written modification of or clarification of or objections to the RFP, must be directed by email to the department's procurement team at [oewd.procurement@sfgov.org](mailto:oewd.procurement@sfgov.org). Substantive responses to any such inquiries will be posted on OEWD's website: <http://oewd.org/bid-opportunities>.

### **C. Objections to RFP Terms**

Should a proposer object on any ground to any provision or legal requirement set forth in this RFP, the proposer must, not more than ten calendar days after the RFP is issued, provide written notice to OEWD setting forth with specificity the grounds for the objection. The failure of a proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

### **D. Change Notices**

OEWD may modify the RFP, prior to the proposal due date, by issuing updates and change notices, which will be posted on OEWD's website. The proposer shall be responsible for ensuring that its proposal reflects any and all guidance issued by OEWD prior to the proposal due date regardless of when the proposal is submitted. Therefore, the City recommends that the proposer consult the OEWD website frequently, including shortly before the proposal due date, to determine if the proposer has incorporated all current guidance.

### **E. Proposal Clarification**

At any time during the proposal evaluation process, OEWD may require a proposer to provide oral or written clarification of its proposal. OEWD reserves the right to make an award without further clarifications of proposals received.

### **F. Errors and Omissions in Proposal**

Failure by OEWD to object to an error, omission, or deviation in the proposal will in no way modify the RFP or excuse the vendor from full compliance with the specifications of the RFP or any contract awarded pursuant to the

### **G. Financial Responsibility**

The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions of the RFP will become the property of the City and may be used by the City in any way deemed appropriate.

### **H. Proposer's Obligations under the Campaign Reform Ordinance**

Proposers must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:



“No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the grant is approved by the City elective officer or the board on which that City elective officer serves.”

If a proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the proposer is prohibited from making contributions to:

- The officer’s re-election campaign.
- A candidate for that officer’s office.
- A committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include: (1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a particular contract, requests for documents relating to a Request for Proposal, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

1. Criminal. Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 and a jail term of not more than six months, or both.
2. Civil. Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to \$5,000.
3. Administrative. Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to \$5,000 for each violation.
4. For further information, proposers should contact the San Francisco Ethics Commission at (415) 581-2300.

## **I. Sunshine Ordinance**

In accordance with S.F. Administrative Code Section 67.24(e), contractors’ bids, responses to RFPs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person’s or organization’s net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

**J. Public Access to Meetings and Records**

If a proposer receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the proposer must comply with Chapter 12L.

**K. Reservations of Rights by the City**

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal, or proposal procedure;
2. Reject any or all proposals;
3. Reissue a Request for Proposals;
4. Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;
5. Procure any materials, equipment or services specified in this RFP by any other means;
6. Determine that no project will be pursued; or
7. Cancel the procurement action in its entirety

**L. No Waiver**

No waiver by the City of any provision of this RFP shall be implied from any failure by the City to recognize or take action on account of any failure by a proposer to observe any provision of this RFP.

## VIII. Grant Award

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OEWD anticipates making the following initial awards through this RFP. All awards are contingent upon budget approval and funding availability.

Program Area	Anticipated # of Awards	Anticipated Total Funding Available for Initial Project Term	Eligible Applicant Notes
<b>Business Development Programs</b>			
A	1 or more	\$25,000	Open
B	1 or more	\$55,000	NonProfit
C	1	\$150,000	NonProfit
D	1 or more	\$100,000	NonProfit
E	1 or more	\$675,000	NonProfit
F	1 or more	\$2,125,000	NonProfit
<b>Workforce Development Programs</b>			
G	1	\$35,000	Open
H	1	\$300,000 to 375,000	Open
I	1	\$60,000	NonProfits and Educational Institutions
J	1	\$25,000	Open

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## **IX. Grant Requirements**

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### **A. Standard Grant Provisions**

The successful proposer will be required to enter into an agreement with the City prior to performing services. It is anticipated that the form to be used will be an agreement substantially in the form of the Grant Agreement, attached hereto as Appendix A ("Agreement"). The actual form of agreement and specific language will be determined by the City during the negotiation process.

Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the contract or by OEWD, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another organization.

Proposers are urged to pay special attention to the requirements of Administrative Code Chapters 12B and 12C, Nondiscrimination in Contracts and Benefits; the Minimum Compensation Ordinance; the First Source Hiring Program; and applicable conflict of interest laws.

### **B. Nondiscrimination in Contracts and Benefits**

The successful proposer will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available at <http://sfgov.org/cmd/12b-equal-benefits-program>.

### **C. Minimum Compensation Ordinance (MCO)**

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in San Francisco Administrative Code Chapter 12P. Generally, this Ordinance requires contractors to provide employees covered by the Ordinance who do work funded under the contract with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements.

For the amount of hourly gross compensation currently required under the MCO, see [www.sfgov.org/olse/mco](http://www.sfgov.org/olse/mco). Note that this hourly rate may increase on January 1 of each year and that contractors will be required to pay any such increases to covered employees during the term of the contract. Additional information regarding the MCO is available on the web at [www.sfgov.org/olse/mco](http://www.sfgov.org/olse/mco).

### **D. First Source Hiring Program (FSHP)**

If the contract is for more than \$50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the FSHP is available on the web at <http://oewd.org/employer-services>

## **E. Conflicts of Interest**

The successful proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful proposer might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten calendar days of the City notifying the successful proposer that the City has selected the proposer.

## **X. Protest Procedures**

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### **A. Protest of Non-Responsiveness Determination**

Within five calendar days of the City's issuance of a notice of non-responsiveness, any respondent that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth calendar 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 respondent, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

### **B. Protest of Grant Award**

Within five calendar days of the City's issuance of a notice of intent to award the grant, any firm 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. Such notice of protest must be received by the City on or before the fifth calendar 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 proposer, 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. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) or fax will not be considered. Scanned signed appeal letters may be submitted via email to [owd.procurement@sfgov.org](mailto:owd.procurement@sfgov.org). Letters transmitted electronically must be sent in PDF format and be signed by an individual authorized to negotiate or sign agreements on behalf of the submitting organization.

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

**Protests must be delivered to:**

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

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

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

**Additional forms and information:**

**Appendix A: Sample Agreement for Grant (Form G-100)**

Note that terms and conditions within the City's standard grant boilerplate may change as new legislation is enacted or to reflect specific regulations and requirements of the moneys funding the grant's programming. The actual form of agreement and specific language will be determined by the City during the negotiation process.

The template available for download at <http://owd.org/bid-opportunities> should only be used as a general guide.

**Appendix B: Budget Template**

Include a budget for your proposed project activities using the Excel template, available for download at <http://owd.org/bid-opportunities>  
No other budget formats will be accepted.

**Appendix C: Application: Request for Proposals 211**

The application is available for download at: <http://owd.org/bid-opportunities>

**Appendix D: Staffing and Board Composition Chart Template**

A template Staffing and Board Composition Chart is available for download at: <http://owd.org/bid-opportunities>

**Appendix E: Submission Authorization Form**

A Word version of this form is available for download at: <http://owd.org/bid-opportunities>

**Appendix F: Supplier Registration Instructions**

A Word version of this form is available for download at: <http://owd.org/bid-opportunities>

**Appendix G: for RFP 211 Area E (Nonprofit Space Stabilization Program)**

A Word version of this form is available for download at: <http://owd.org/bid-opportunities>

**Appendix H: for RFP 211 for Area F (Nonprofit Space Investment Fund)**

A Word version of this form is available for download at: <http://owd.org/bid-opportunities>

**Appendix I: Sample Jail Clearance Application for Area I (CityBuild In-Custody Occupational Skills Training Provider).** A sampel showing a Jail Clearance Application.