

City and County of San Francisco



Request for Proposals (RFP) #222

Economic and Workforce Development Grants

Issued by:	Office of Economic and Workforce Development (OEWD)
Date issued:	Tuesday, January 25, 2022 <i>This version of RFP #222 was published Wednesday, January 26, 2022, and features changes to performance metrics and supplementary requirements under Program Area F.</i>
Proposals due:	Wednesday, February 16, 2022 by 5:00 P.M. Proposal submissions will be accepted online only. A link to the online application is available at the following website: www.oewd.org/bid-opportunities/RFP-222
Questions about this RFP?	All technical assistance will be provided by phone or email in accordance with public health and accessibility guidelines. Please email: oewd.procurement@sfgov.org
Need the RFP or application materials in alternative formats for persons with disabilities? Please send an e-mail to: oewd.procurement@sfgov.org	

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I. Introduction, Overview and Schedule

The funding in this Request for Proposals (RFP) provides critical economic development and workforce training resources to support some of San Francisco's key sectors – music and entertainment, nonprofits, manufacturing and construction. The total amount of funding anticipated for initial grant awards is **\$4,010,000**. Additional details regarding the funding limits for each program area, and the expected term of initial grant agreements, are summarized below and detailed in Section II of this document.

Business Development Programs

The funding in this Request for Proposals (RFP) supports two new program offerings through OEWD's Business Development Division.

Program Areas A and B: "SF Live" Campaign

Arts, entertainment, and tourism are key drivers of employment, commerce and neighborhood economic vitality in San Francisco. These sectors play a key role in the lives of the people who live, work and visit our city; however, they have been acutely harmed by the COVID-19 pandemic.

In Program Areas A and B, OEWD is seeking proposals from **nonprofit** organizations (which may serve as the lead entity for collaborations including multiple entities), to oversee the administration of "SF Live," a new campaign to promote the recovery of San Francisco's live music and entertainment sector.

Program Area A, *"SF Live" Music and Entertainment Campaign - Event Production*, asks applicants to curate and present a series of live musical performances in outdoor parks and plazas. Program Area B, *"SF Live" Music and Entertainment Campaign - Industry Promotion*, supports marketing and promotional efforts for the SF Live events and additional industry-focused promotional campaigns. OEWD strongly encourages collaborative proposals from agencies that can execute each element of the campaign. OEWD may elect to fund multiple proposals or fund only select elements of a proposal in order to ensure the most qualified partners are funded. Applicants to this RFP may bid on both program areas A and B, however, you must submit distinct proposals for each program area.

It is anticipated that the selected organization(s) will, either independently or with experienced partners, execute this campaign in coordination with OEWD and local venue advocacy organizations like the [San Francisco Venue Coalition](#) and [Independent Venue Alliance](#). Services are expected to begin in March 2022, and total funding available to support initial grant awards is \$2.5 million.

Program Area C: Intermediary Assistance: Nonprofit Fundraising and Fund Development Training

Through this RFP, OEWD is seeking proposals from **nonprofit** intermediaries to address disparities in fundraising and fund development in the nonprofit sector by supporting nonprofits led by and centering the needs of low-income Black, Indigenous and people-of-color communities to build capacities tied to fund development.

The selected grantee(s) will deliver training to local nonprofits. Training topics may include but is not limited to: facilitated peer learning, coaching, beginner and advanced proposal-writing workshops, support for the creation and completion of individual skill building plans tied to fund development, and support to create and refine fund development plans for participants' organizations. Services are expected to begin in June 2022, and total funding available to support initial grant awards is \$160,000.

About Business Development

San Francisco has long been a beacon to people and companies who think outside the box. As a result, the City has become an international hub for a number of pioneering, forward-thinking industries including in life sciences, information technology, clean technology, manufacturing, fashion, nightlife and entertainment, and international commerce.

Dedicated to continuing San Francisco's tradition of business excellence, OEWD's Business Development team provides specialized support to address the unique needs of businesses in a variety of key sectors. For emerging and established companies alike, our team serves as a centralized clearinghouse of information and services to support these industries' ongoing success.

Workforce Development Programs

The funding in this Request for Proposals (RFP) supports three existing program offerings through OEWD's Workforce Development Division. Grant awards funded under the following three program areas will begin in July 2022 or later.

Program Area D: Industries of Opportunity – Advanced Manufacturing Occupational Skills Training

As the City moves forward from the recent impacts that the COVID-19 health pandemic has had on the local manufacturing industry, the sector remains one of the City's important industries to serve a diverse population. In efforts towards economic recovery, a qualified manufacturing workforce will be critical in the overall reopening and rebuilding of San Francisco's local economy. Through this RFP, OEWD seeks a **nonprofit** partner with the

ability to provide sector-specific Occupational Skills Training to support the recovery of our local manufacturing sector. Total annual funding available is anticipated not to exceed \$250,000.

Program Area E: Citybuild Occupational Skills Training (OST)-Specialized Training

OEWD's Construction Sector training program, CityBuild, is seeking one or more **nonprofit** Occupational Skills Training Providers for CityBuild Academy, Specialized Trade instruction, to deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities. Total annual funding available is anticipated not to exceed \$300,000.

Program Area F: Citybuild Southeast Sector Coordinator

CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction trainings, which are operated in partnership with local community colleges, labor unions, apprenticeship programs, community-based organizations and construction contractors. The Southeast Sector Coordinator will be responsible for the coordination of all activities, events, referrals and services for Southeast residents and as-needed Construction Special Training with emphasis on supporting job seekers in direct placement of industry-related employment. Total annual funding available is anticipated not to exceed \$800,000.

About Workforce Development

The Workforce Development Division of the Office of Economic & Workforce Development (OEWD) coordinates the San Francisco Workforce Development System, which is a network of public, private, and nonprofit service providers that serve San Francisco job seekers and employers. We offer San Francisco employers services and assistance to attract, grow and retain a diverse workforce. For more information, visit: <https://oewd.org/about-workforce>

We look forward to receiving your proposals, as our partnership with you and your organizations will strengthen our collective efforts in realizing an equitable recovery for San Francisco's diverse communities.

A. Eligible Applicants

You are eligible to apply if you:

- Are a nonprofit 501(c)(3) organization, registered with the Internal Revenue Service and in good standing with the State of California's Registry of Charitable Trusts.
- Are not debarred or suspended from participation in local, State or Federal programs;
- Meet all minimum qualifications as described in Section II below;
- Can comply with all local, state or federal laws and regulations if funded. Please see **Appendix D** and **Appendix E** for more information about general terms and conditions of City funding opportunities.

B. Available Funding

The initial round of funding is expected to come from the following sources:

Program Area A: "SF Live" Music and Entertainment Campaign - Event Production, and Program Area B, "SF Live" Music and Entertainment Campaign - Industry Promotion

Initial grants are expected to be funded through a State discretionary grant provided by the [California Governor's Office of Business and Economic Development](#).

Program Areas C, D, E, and F

Initial grants are expected to be funded with local City funds ("General Fund").

For any of the programs in this RFP, OEWD may also award a variety of federal, state or local funding including, but not limited to:

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

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

anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP.

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

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

C. Technical Assistance

OEWD is committed to ensuring all applicants have a fair chance to compete for this funding. In recognition of the current public health climate, all technical assistance will be provided online/by phone. OEWD will host multiple drop-in sessions for applicants to receive guidance and support on the application process (please visit RFP website for details). If you have any questions about this RFP, or need assistance with the application, please get in touch with our office at the following email address: oezd.procurement@sfgov.org

D. Service Period

Unless otherwise noted, successful proposals will be funded for an initial term of between **twelve (12) months and two (2) years**. Business Development grants are expected to begin in fiscal year 2021-2022 (see Section II for details). Workforce Development grants are expected to begin July 1, 2022 or later.

Grants may be negotiated for shorter or longer terms, and funding awards will be adjusted commensurate with the adjusted service period. In some cases, the City may renew or extend programming through fiscal year 2025-2026. All decisions regarding the size, length, and scope of future funding awards are subject to OEWD approval and budget availability. Future funding is not guaranteed, and funding amounts and terms will depend upon the performance of the grantee during the initial award period, as well as other policy considerations as determined by

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

E. Schedule

The anticipated schedule for awarding initial funding is as follows:

Proposal Phase	Date
RFP is issued by the City	Tuesday, January 25, 2022
Deadline for submission of written questions*	Wednesday, February 2, 2022 at 11:59PM
Answers to questions posted online	Friday, February 4, 2022 by end of day
Proposals due	Wednesday, February 16, 2022 by 5:00 P.M.
Committee Review	Mid-February, 2022
Grantee Selection and award notification	Anticipated February 28, 2022
Protest period ends	5 business days after award notification
Projects begin	Business Development grants: March 2022 or later Workforce Development grants: July 1, 2022 or later

Each date is subject to change. For the latest schedule, check: <http://oewd.org/bid-opportunities/RFP-222>

*Note: Substantive questions regarding the program area in this RFP – such as clarifying questions regarding the eligibility of proposed projects – must be submitted by February 2, 2022. Purely technical questions regarding how to complete or submit the online RFP application will be answered until the proposal submission deadline. Send an email to oewd.procurement@sfgov.org if you have technical assistance needs.

II. Program Areas and Scope of Work

This RFP includes **six (6)** distinct programs.

Press “Ctrl” and click the hyperlink (Program Area Name) to navigate to a specific program.

Business Development Programs

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Term of Service	Target Neighborhoods
A	<u>“SF Live” Music and Entertainment Campaign – Event Production</u>	\$1,900,000	1-3	12-18 months	Citywide
B	<u>“SF Live” Music and Entertainment Campaign – Industry Promotion</u>	\$600,000	1	12-18 months	Citywide
C	<u>Intermediary Assistance: Nonprofit Fundraising and Fund Development Training</u>	\$100,000	1-2	19 months	Citywide

Workforce Development Programs

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Term of Service	Target Neighborhoods
D	<u>Industries of Opportunity – Advanced Manufacturing Occupational Skills Training Program</u>	\$250,000 (annual amount)	1	2 years	Citywide
E	<u>Citybuild Occupational Skills Training (OST)-Specialized Training</u>	\$300,000 (annual amount)	1-2	2 years	Citywide
F	<u>CityBuild Southeast Sector Coordinator</u>	\$800,000 (annual amount)	1-2	2 years	Bayview, Hunters Point, Potrero Hill, Visitation Valley

Business Development Programs

Program Area A: “SF Live” Music and Entertainment Campaign – Event Production

Anticipated Number of Awards: 1-3

Amount: Total amount of funding available under this program area is **\$1.9 million**. Applicants may propose budgets up to \$1.9 million for 12-18 months of services (please see proposed budget structure below). Grant agreements may be negotiated for shorter or longer terms (e.g. 2 years) and budgets will be adjusted commensurate with the extended service period.

Eligible Neighborhood(s): Citywide

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to produce musical events in support of a new campaign, “SF Live”, which is anticipated to begin in March 2022 or later.

It is anticipated that \$1.9 million in SF Live funding will support the production of a series of live musical performances in several outdoor parks and plazas in San Francisco. Performances are expected to occur at Union Square, the Golden Gate Park Bandshell, and other public outdoor spaces, which could include the Jerry Garcia Amphitheater, Embarcadero Plaza, or others.

Funding issued through this RFP will cover the costs of producing these events, including but not limited to, any required permitting, equipment, talent fees, and staffing. Talent at these concerts will be selected by San Francisco’s indoor music venues and venue advocacy organizations; indoor venues will receive stipends of up to \$3,000 in exchange for curating and presenting these events. The specific number of concerts to be produced as part of this series will be determined by the selected nonprofit organization(s) and OEWD.

Deliverables and Proposed Budgeting:

Funding for SF Live will be allocated as listed below to achieve the following deliverables. An eligible nonprofit may propose a budget of **\$1.9 million** that would achieve all of the deliverables in the “Event Production” program area. Alternatively, a nonprofit may instead propose to oversee only some of these deliverables and submit a smaller budget reflective of those deliverables. When completing your budget (“Appendix B”), please list all deliverables being proposed for funding in the budget template, and provide a detailed Budget Narrative (Section 4 of the application) that summarizes all expected project costs associated with each deliverable.

	DELIVERABLE	AMOUNT
Event Production	1. Produce SF Live concert series at the Golden Gate Park Bandshell	\$150,000
	2. Produce SF Live concert series at Union Square	\$850,000
	3. Produce SF Live concert series in multiple public spaces. Spaces may include the Jerry Garcia Amphitheater, Embarcadero Plaza, and other locations.	\$900,000
	TOTAL	\$1,900,000

Minimum Qualifications:

- The lead applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco. Project teams may also include for-profit entities that serve as subcontractors or consultants to this project.
- **Event Production Applicants:** Applicant must have experience producing arts, culture, music, or entertainment events.

Preferred Qualifications:

- **Event Production Applicants:** Applicant (together with any potential partners) has experience producing music or entertainment events in outdoor parks or plazas in San Francisco. To maximize the impact of the SF Live program, the highest preference will be awarded to applicants that can demonstrate a track record of producing multiple and varied events at the outdoor spaces that will be utilized in their proposed program (e.g., Golden Gate Park Bandshell, Union Square, Jerry Garcia Amphitheater, Embarcadero Plaza).
- **All Applicants:** Applicant (together with any potential partners) has a strong familiarity with San Francisco's music ecosystem, including knowledge of local musicians and music venues.

Supplementary Questions and Requirements

The following questions must be addressed under Section II, "*Approach, Activities and Outcomes*", in your proposal narrative.

- (a) Please provide information in your proposal narrative regarding your organization's experience, if any, in producing outdoor arts, culture, music or entertainment events in public spaces in San Francisco.

- (b) Please provide information in your proposal narrative regarding your organization's experience working with San Francisco music venues, or other evidence of your organization's familiarity with San Francisco's music ecosystem.
- (c) If you have identified any potential partners with experience relevant to meeting the minimum or preferred qualifications, please ensure that the experience of proposed partners, and roles they will play in implementing the project, are detailed in your proposal narrative.
- (d) Please clearly identify an estimated number of concerts achievable within your proposed budget, including anticipated number of attendees at each type of event.
- (e) If you are proposing to serve as a fiscal agent or coordinating entity for a group of organizations, please describe any administrative fees that your organization would require in overseeing this campaign and any amounts allocated to pay administrative staff.

Program Area B: “SF Live” Music and Entertainment Campaign – Industry Promotion

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is **\$600,000**. Applicants may propose budgets up to \$600,000 for 12-18 months of services (please see proposed budget structure below). Grant agreements may be negotiated for shorter or longer terms (e.g. 2 years) and budgets will be adjusted commensurate with the extended service period.

Eligible Neighborhood(s): Citywide

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to deliver marketing and promotion services in support of a new campaign, “SF Live”, which is anticipated to begin in March 2022 or later.

It is anticipated that \$600,000 in SF Live funding will support several marketing and promotional efforts, including a coordinated campaign to promote the series of outdoor concerts produced through this initiative. Additionally, funding will support other efforts to help OEWD and local venue advocacy organizations enhance the profile of San Francisco’s music and entertainment sector, including the development of a San Francisco music brand and the production of a “music week” campaign to promote attending indoor and outdoor music events.

Deliverables and Proposed Budgeting:

Funding for SF Live will be allocated as listed below to achieve the following deliverables. An eligible nonprofit may propose a budget of **\$600,000** that would achieve all of the deliverables in the “Industry Promotion” category. When completing your budget (“Appendix B”), please provide a detailed Budget Narrative (Section 4 of the application) that summarizes all expected project costs associated with each deliverable.

	DELIVERABLE	AMOUNT
Industry Promotion	1. Create and deploy marketing & promotional campaign for SF Live concert series	\$200,000
	2. Develop an SF music brand with industry stakeholders and launch campaign	\$200,000

	3. Develop and produce “SF music week” program with industry stakeholders	\$200,000
	TOTAL	\$600,000

Minimum Qualifications:

- The lead applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco. Project teams may also include for-profit entities that serve as subcontractors or consultants to this project.
- **Industry Promotion Applicants:** Applicant must have experience producing a marketing campaign to promote arts, culture, music, or entertainment events.

Preferred Qualifications:

- **Industry Promotion Applicants.** Applicant (together with any potential partners) has experience designing or overseeing a marketing campaign to promote outdoor music or entertainment events in San Francisco.
- **All Applicants:** Applicant (together with any potential partners) has a strong familiarity with San Francisco’s music ecosystem, including knowledge of local musicians and music venues.

Supplementary Questions and Requirements

The following questions must be addressed under Section II, “*Approach, Activities and Outcomes*”, in your proposal narrative.

- (a) Please provide information in your proposal narrative regarding your organization’s experience in producing marketing campaigns to promote outdoor arts, culture, music or entertainment events in San Francisco.
- (b) Please provide information in your proposal narrative regarding your organization’s experience working with San Francisco music venues, or other evidence of your organization’s familiarity with San Francisco’s music ecosystem.
- (c) If you have identified any potential partners with experience relevant to meeting the minimum or preferred qualifications, please ensure that the experience of proposed partners, and roles they will play in implementing the project, are detailed in your proposal narrative.

- (d) If you are proposing to serve as a fiscal agent or coordinating entity for a group of organizations, please describe any administrative fees that your organization would require in overseeing this campaign and any amounts allocated to pay administrative staff.

Program Area C: Intermediary Assistance: Nonprofit Fundraising and Fund Development Training

Anticipated Number of Awards: 1-2

Amount: Total amount of funding available under this program area is **\$160,000**. Applicants may propose budgets up to **\$100,000** for 19 months of services. Grant agreements may be negotiated for shorter or longer terms (e.g. 2 years) and budgets will be adjusted commensurate with the adjusted service period.

Target Population(s): Nonprofits with Black executive leadership, primarily African American and substantially serving Black, Latinx/o/a, Asian, Pacific Islander and People of Color communities, nonprofits serving low-income and historically marginalized populations in San Francisco, nonprofits starting up or growing a new line of service, nonprofits advancing justice, equity, diversity and inclusion within their operations.

Eligible Neighborhood(s): Citywide

Scope of Work

Through this RFP, OEWD is seeking proposals from **nonprofit** intermediaries to address disparities in fundraising and fund development in the nonprofit sector by supporting nonprofits led by and centering the needs of low-income Black, Indigenous and people-of-color communities to build capacities tied to fund development.

This training may include but is not limited to: facilitated peer learning, coaching, beginner and advanced proposal-writing workshops, support for the creation and completion of individual skill building plans tied to fund development, and support to create and refine fund development plans for participants' organizations.

The initial grant period for funded activities is June 1, 2022 through December 31, 2023. Proposed projects should take place within these dates.

The selected grantee(s) will provide a minimum of 20 nonprofits with technical assistance to support nonprofits in fund development, social media strategy, events management, program evaluation, hiring and recruiting board members, and other activities related to organizational effectiveness and equity.

Cohort Convening & Coaching (up to \$100,000 of total budget request)

The selected intermediary/ies will support a minimum of 20 BIPOC-led and centered organizations to participate in peer learning cohorts focused on skill-building for nonprofit

workers, mid-level managers, and leaders of grassroots organizations who are responsible for participating in grant writing, engaging donors and other fund development activities. Participants will build fundraising skills and create or refine a fund development plan. The selected intermediary/ies will administer stipends estimated at \$1,500 each to cohort members based on the completion of individual milestones. Other activities during the program may include but are not limited to:

- Facilitation of a half-day learning session open nonprofits that serve San Francisco residents and are interested in learning about fund development planning and training resources
- Creation individualized plans for participants to complete workshops and self-paced learning
- Completion of a new or refined organizational fund development plan
- Facilitation of cohort sessions to build knowledge and relationships among participants and gather feedback on program services and structure
- Reporting on participant demographics, outcomes and individual success stories

Workshops and Scholarships (up to \$80,000 of total budget request)

The selected intermediary/ies will provide scholarships and/or customized workshops related to fundraising, proposal writing and fund development skills. These may include but are not limited to:

- Workshops on outcomes thinking, proposal writing and fundraising with a Board
- Creating and updating online profiles to enhance visibility to funders
- Scholarships to specialized fund development training sessions
- Reporting on participant demographics, outcomes and individual success stories

Funding for workshops and scholarships is intended for live (not pre-recorded) learning sessions. Applicant should specify whether proposed activities are in-person or virtual and, where applicable, include the cost of each.

Performance Measures

Activity: 20 or more BIPOC-led or centered nonprofits enrolled in cohort training
Activity: 20 or more nonprofit workers design individualized skill-building plans
Activity: 20 or more nonprofit workers receive cohort stipends to support their training
Activity: 20 or more nonprofit workers receive individualized coaching
Outcome: 15 or more nonprofits receive completed new or updated fund development plans
Outcome: 15 or more nonprofit workers complete self-defined skill-building plans

Minimum Qualifications

- Applicant must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.
- Applicant must have at least a five-year track record providing Fund Development/Capacity Building services to nonprofits
- Applicant must have a history offering leadership training to Black & BIPOC-led organizations in a group format.
- The resulting agreement with the selected grantee will be a cost reimbursement grant. The grantee must have the financial capacity to cover pass-through grant disbursements totaling up to \$10,000 per month while awaiting reimbursement from the City for the pass-through grants plus payment of administrative costs.
- The selected grantee must have the capacity to provide workshops within San Francisco, and workshop location(s) must be accessible via public transportation to maximize accessibility.

Preferred Qualifications

- Applicant has at least a five-year track record providing Fund Development/Capacity Building services to nonprofits that are Black and BIPOC-led
- Applicant has a mission and vision that is aligned with advancing racial equity and reducing the education, health and economic disparities faced by Black, Indigenous and people of color communities in San Francisco.
- Applicants should develop a flexible budget for the proposed project despite the many unknowns.
- A strong proposal should demonstrate proper resources and a competitive fee structure to perform the services. Leveraged resources are encouraged (not required).

Supplementary Questions and Requirements

The following questions must be addressed under Section II, “*Approach, Activities and Outcomes*”, in your proposal narrative.

- (a) What facilitation strategies do you use to address issues of racial equity and cultural humility?
- (b) How does your project team (including the lead organization and/or proposed partners) reflect the populations they serve? Please provide details regarding the cultural and/or linguistic capacity, professional and/or lived experience, and any other relevant qualifications of your project team.
- (c) How do you plan to leverage additional external resources to support this program? Leveraged funds are not required, however the preferred applicant will demonstrate experience in successful resource referral and a knowledge of external resources that are relevant to nonprofit fund development.

- (d) Please confirm which of your proposed activities are in-person or virtual, how you arrived at these choices, and how they center the needs of people and communities that have faced historic discrimination in fundraising.

Workforce Development Programs

Program Area D: Industries of Opportunity – Advanced Manufacturing Occupational Skills Training

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is **\$250,000 annually**. Applicants may propose budgets up to \$250,000 for 12 months of services. Initial grant awards are anticipated to be issued for a two year period, and final budgets for the two-year grant award will be negotiated following grantee selection. Grant agreements may be negotiated for shorter or longer terms (e.g. 1 year or 3 years) and budgets will be adjusted commensurate with the adjusted service period.

Eligible Neighborhood(s): Citywide

Scope of Work:

As the City moves forward from the recent impacts that the COVID-19 health pandemic has had on the local manufacturing industry, the sector remains one of the City's important industries to serve a diverse population. In efforts towards economic recovery, a qualified manufacturing workforce will be critical in the overall reopening and rebuilding of San Francisco's local economy.

Through partnerships with manufacturing industry, OEWD coordinates workforce efforts to enable San Francisco job seekers from diverse backgrounds to enter and succeed in manufacturing and logistics within a wide variety of settings and requiring various levels of education and skill. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the Advanced Manufacturing program.

Advanced Manufacturing will prepare participants for occupations such as the following:

Program Area	Entry-level Job Categories
Advanced Manufacturing	CNC Operator, Junior Machinist, Shipping and Receiving Clerk, Fabrication Technician, Customer Service Representative, Prototype Test Technician, Additive Manufacturing and Production

OEWD is soliciting through this RFP Advanced Manufacturing Occupational Skills Training (OST) providers in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST

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

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

Proposed programs must provide multiple entry points to jobs that offer upward mobility and lead to self-sufficiency. Examples of potential Occupational Skill Trainings may include, but not limited to Computer Numerical Control (CNC) Operator, fabrication technician, and others. In addition to meeting the general Sector Workforce Program requirements above, Advanced Manufacturing Occupational Skills Training must also address the following specific requirements:

Curriculum Development

- In conjunction with and with the approval of OEWD, design a training curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends and validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree and clearly exhibits skill development.
- Partner with employers and labor organizations to vet training curriculum and ensure curriculum is supported by labor market information and/or employer commitments to hire training graduates. Trainings should be validated by research and data collected by the Advanced Manufacturing OST provider.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- Provide a detailed description of the specific occupations/job titles for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
- For providers, whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.

- For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.
- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, and contextualized work-based learning strategies.
- Trainings should utilize digital tools and platforms to whatever extent possible to enable classroom participation either in-person or virtually.
- Ensure access to services is provided to persons with Limited English Proficiency (LEP).
- Curriculum should be implemented with innovative delivery methods such as accelerated learning, online learning, and experiential learning. Flexible programming may be required to meet the needs of individual learning styles.

Implementation

- Although participants of this program are required to be San Francisco residents, respondents may offer training and job placements in the San Francisco Bay Area region where there are public transit services accessible to the economically disadvantaged participants served through this program.
- Ensure all programming is offered through in-person, virtual or hybrid mechanisms.
- Incorporate experiential learning, including paid or unpaid internships, on-the-job training, earn-and learn models, externships and credit-based learning into training (preferred).
- Facilitate courses through a cohort model or through open enrollment, as appropriate for participants.
- Assist participants with Vocational English as a Second Language (ESL) or other wrap around support services where needed.
- For training targeting incumbent workers, coordinate and partner formally with employers and/or unions to assist existing entry-level sector employees to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities for Sector Program participants.
- Applicants must be able to adapt training and curriculum to serve clients in a safe and effective manner. Implementation of training curriculum should be flexible and include options for virtual participation. Respondents should detail their ability to offer both in-person and remote training services, as well as the digital tools they will leverage to better serve clients.

Post-Completion Services

To ensure successful outcomes for participants not yet job-ready, the grantee must develop formal transition linkages, or articulated agreements, to advanced job training leading to a certificate/degree, including the City's Sector Workforce Programs and/or higher education.

For participants who are considered job-ready, job search, and employment services must provide information and assistance regarding effective job search strategies to successfully connect to employment opportunities in the Sector as well as offering assistance in resume

development and interviewing for jobs in the Sector. The grantee must have the ability to market their customers to local employers, as well as develop and maintain relationships with local employers to connect job seekers served through the On-Ramp Program to viable employment opportunities.

On-the-Job Training (OJTs)

In addition to delivering the services indicated as required above, the grantee must develop On-the-Job Training (OJT) opportunities with sector specific employers. The OJTs will be between three and four months and should be made available to 75% of the participants enrolled in the On-Ramp Program.

Performance Measures

Performance Measures	OEWD Performance Goals
Number of participants assessed, complete IEP and enroll in Occupational Skills Training.	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment. <i>*Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training.</i>	80% of all OST participants enrolled
Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2 nd and 4 th Quarter after Exit.	75% of all participants placed in unsubsidized employment and postsecondary education
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	90 individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community

	forums and any other community facing activities. *based on a two-year grant cycle
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In addition to the performance measures noted above provider should also be prepared to track and report on measures such as:

- Training attendance
- Interpersonal and communication skills attainment
- Occupational skills attainment
- Attainment of certification, credential or degree

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

Recommendations

Anticipated Number of Awards	MAX AWARD (annual)	Number Served (1 year)	Number Placed (1 year)
1	\$250,000	40-50	35-40

Minimum Qualifications:

- Applicants must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.
- Applicants must demonstrate an understanding of and experience working with Advanced Manufacturing and training programs.
- Applicants must be able to propose and implement a service model with strong training job readiness and direct employment services for the new and existing workforce.
- Demonstrated history of successful connection of trainees to training-related employment.
- Strong and existing relationships with employers, and capacity to conduct employer engagement.
- Strong and existing relationships with post-secondary education and training providers.
- Capacity to administer On the Job Training funds specific to Advanced Manufacturing Sector.
- Ability to transition participants into unsubsidized, sector-related employment opportunities that, if entry-level, are part of a long-term career pathway in a given industry. Applicants must submit evidence of robust partnership efforts or agreements with

community college, sector training, or employers, including record of positive participant outcomes achieved through such partnership.

- Key personnel assigned to the project with 5 years of experience in delivering the proposed services.
- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.
- Applicant's budget must include leveraged resources (e.g., financial commitments, in-kind donations, program space, staff or volunteer time).
- Project team includes staff with proficiency in Mandarin, Cantonese and Vietnamese.
- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Experience in developing culturally and linguistically appropriate outreach materials.

Preferred Qualifications:

- A history of partnering with Advanced Manufacturing companies.
- Existing connections to other OEWD sector or workforce system providers.
- Past success in engaging or collaborating with residents and businesses to implement the proposed program.
- Established, successful referral networks
- A demonstrated commitment to hiring and/or partnering with residents and organizations serving the City's disadvantaged and disproportionately unemployed neighborhoods.

Supplementary Questions and Requirements:

This program area has no supplementary questions or requirements.

Program Area E: Citybuild Occupational Skills Training (OST)-Specialized Training

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is **\$300,000 annually**. Applicants may propose budgets up to \$300,000 for 12 months of services. Initial grant awards are anticipated to be issued for a two year period, and final budgets for the two-year grant award will be negotiated following grantee selection. Grant agreements may be negotiated for shorter or longer terms (e.g. 1 year or 3 years) and budgets will be adjusted commensurate with the adjusted service period.

Eligible Neighborhood(s): Citywide

Scope of Work:

OEWD is seeking proposals from **nonprofit** intermediaries to coordinate and contract with State-certified construction apprenticeship training programs (Labor organizations, Joint Apprenticeship Training Committees, or other State-recognized entities) to deliver contextualized construction training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities.

Activities may include, but are not limited to:

- Provide lead staff to assist with the development of Memoranda of Understanding (MOUs) that provide CityBuild graduates with a pathway to direct entry into State-certified Apprenticeship programs.
- Provide all associated materials, supplies and staffing to deliver the above occupational skills training.
- Provide OEWD with daily attendance and progress reports.
- Make available one or more staff members to support and provide direction in the classroom and in the field during hands-on-training sessions.

Performance Measurement

Note, the performance goals set forth below are annual.

Performance Measure	OEWD Performance Goal
Participants Enrolled	100 participants enrolled for services annually
Individual Employment Plan (IEP)	100 participants must receive an Individual Employment Plan (IEP) annually
Occupational Skills Training – Completion	90% of participants enrolled in Occupational Skills Training (OST) successfully complete training.

Measurable Skills Gain	75% of all participants enrolled in OST demonstrate increases in sector-focused skills
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Minimum Qualifications:

- Applicants must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.
- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful apprenticeship or pre-apprenticeship program in this industry, in partnership with one or more JATCs.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes.
- Demonstrate partnership(s) with other citywide agencies, building trade unions, State certified apprenticeship programs, Joint Apprenticeship Training Committee (JATC), neighborhood community groups and/or grassroots organizations.
- Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

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

Supplementary Questions and Requirements:

- **Optional:** Applicants may submit up to two (2) memoranda of understanding (MOUs) and/or Letters of Support from existing labor organizations that speak to your organization's ability to:
 - Demonstrate partnership(s) with other citywide agencies, building trade unions, State certified apprenticeship programs, Joint Apprenticeship Training Committee (JATC), neighborhood community groups and/or grassroots organizations.

Program Area F: Citybuild Southeast Sector Coordinator

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is **\$800,000 annually**. Applicants may propose budgets up to \$800,000 for 12 months of services. Initial grant awards are anticipated to be issued for a two year period, and final budgets for the two-year grant award will be negotiated following grantee selection. Grant agreements may be negotiated for shorter or longer terms (e.g. 1 year or 3 years) and budgets will be adjusted commensurate with the adjusted service period.

Eligible Neighborhood(s): Bayview, Hunters Point, Potrero Hill, Visitacion Valley

Scope of Work:

The Southeast Sector Coordinator serves as the lead coordinator of a Sector Workforce Program. In close consultation with OEWD, the Southeast Coordinator manages and coordinates all activities and services provided through the Sector Workforce Program, a partnership that includes employers, training providers, community-based training organizations, pre-education and postsecondary educational institutions, labor unions, sector associations, workforce system partners, and other stakeholders. The Southeast Sector Coordinator is also responsible for the connection of both training and direct placement of program participants to sector-related, unsubsidized employment. Each Sector Coordinator must collaborate with Sector Occupational Skills Training (OST) Providers and Sector On-Ramp Programs to create a seamless delivery model for all employer and job seeker customers.

The Coordinator provides a critical service to outreach, assess, and prepare those with additional barriers to employment. This includes residents living in the Southeast neighborhoods (Bayview, Hunters Point, Potrero Hill, and Visitacion Valley) where unemployment is proportionally higher, and neighborhoods include a high concentration of public housing residents, justice-involved/re-entry populations, and at-risk youth. Critical workforce development services include preparing the targeted populations into job readiness training, GED preparation, and enrollment into the CityBuild Academy and other pre-apprenticeship training to support construction projects in the Southeast neighborhoods. This includes the San Francisco Public Utilities Commission (SFPUC) Sewer Safety Improvement Projects (SSIP) and San Francisco Recreation and Park's Department's India Basin Project. These projects have local hiring goals and priority to residents from the Southeast neighborhoods. Staff must serve as sector subject matter experts and must serve both Southeast job seekers and employers to effectively support the industry's workforce supply and demand needs.

CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction trainings, which are operated in partnership with local community colleges, labor unions, apprenticeship programs, community-based organizations and construction

contractors. The Southeast Sector Coordinator will be responsible for the coordination of all activities, events, referrals and services for Southeast residents and as-needed Construction Special Training with emphasis on supporting job seekers in direct placement of industry-related employment.

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

- Collaborate with all Sector Workforce Program partners, and act as the lead in service coordination and implementation of program activities, including initial outreach, recruitment, assessment and referral for Sector Workforce Program services.
- Create and implement a business plan for the Sector Workforce Program that includes a detailed business strategy, program implementation strategy, and fund development strategy for the long-term sustainability of the Sector Workforce Program.
- In coordination with OEWD staff, conduct program design, coordination, and implementation activities to complement and enhance existing sector program models, incorporating existing OEWD strategies, priorities, program structures, eligibility requirements and/or other specific policies and procedures. Support OEWD and Sector Workforce Programs in transitioning any relevant workforce programming to hybrid or virtual models. Ensure access to services is provided to persons with Limited English Proficiency (LEP).
- Deliver Sector Workforce Program Orientations both in person and virtually that provide an overview of the industry, occupational and career pathway information, and detailed information about services and trainings provided through Sector Workforce Programs. The Southeast Sector Coordinator and subgrantee/s will be responsible for conducting regular orientations citywide at various Job Centers, specifically those Job Centers located in Southeast neighborhoods. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments.
- Conduct sector-specific assessment to determine a participant's skill level, interests, aptitude and ability, barriers to employment, and work tolerances required for sector-specific employment with priority to support CityBuild training; and to inform the referral of orientation customers to appropriate trainings. The grantee and subgrantee/s will assess eligibility for Sector Workforce Programs and, if the workforce system customers do not meet minimum qualifications, provide referrals to services for other necessary employment resources. Sector-specific assessment must reference and complement assessments delivered by Job Centers and other workforce system partners.
- Enhance alignment between Sector Workforce Program and other collaborative partners to support cross referrals, participation, enrollment, and retention within programs.
- Support OEWD in the development of strong, sector-specific industry partnerships, including:

- Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.
 - Generating job leads for Sector Workforce Program participants and developing a system for distributing them to Sector partners, referring appropriate candidates accordingly.
 - Providing direct connections to viable employment opportunities for “at-large,” entry-level to advanced-skilled job seekers.
 - Building, nurturing and advancing industry partnerships and relationships that lead to continual hiring commitments, industry exposure and other career support services.
 - Building and sharing employer relationships and connections with relevant sector workforce providers to help build continuity among programs and expand Sector Workforce Program awareness.
 - Acting as a labor market sector expert and being knowledgeable of the changes in the sector’s respective hiring trends.
- Provide outreach, recruitment, intake, assessment, and enrollment of applicants residing in Southeast who are interested in Citybuild Special trainings and conduct referral or placement services to applicants who are not enrolled or who will be more appropriately supported through other supportive services.
 - Work with OEWD and other Sector Workforce Program partners to outreach and recruit from Southeast communities including, but not limited to, justice-involved, veterans, women in the trades, and persons with Limited English Proficiency (LEP) to enroll into CityBuild trainings.

Performance Measures

Note, the performance goals set forth below are annual.

Milestones or Expected Deliverables	2022-2023 Annual Goals	Description
Outreach and recruitment of participants	300	Number of participants outreached and recruited from D10/Southeast
Assessment of Southeast Job Seekers	200	Number of Southeast participants assessed for construction jobs.
Individual Performance Plan (IEP)	125	Number of participants who complete Individual Employment Plan (IEP).
Referred barrier removal services	94	Number of participants referred to barrier removal services.
Barriers removed and work ready	70	Number of participants barriers removed and deemed work ready.

GED Attainment Referrals	40	Number of participants who were referred to GED Attainment Services.
GED Attainment	30	Number of participants who completed their GED.
Job Readiness Training	75	Number of participants enrolled in JRT.
Job Readiness Training Completion	66	Number of participants who successfully complete JRT.

Minimum Qualifications:

- Applicants must be a fully established nonprofit entity eligible to do business with the City and County of San Francisco.
- Applicants must demonstrate relationships with local State Certified Apprenticeship programs, local Building and Trades Council, construction building trade unions, or affiliates of Joint Apprenticeship Training Committee (JATC) to customize curriculum to meet real-time industry requirements.
- Applicants must demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful apprenticeship or pre-apprenticeship program in this industry, in partnership with one or more local State Certified Apprenticeship program, local Building and Trades Council, construction building trade unions, or affiliates of Joint Apprenticeship Training Committee (JATC).
- Applicants must demonstrate a clear understanding of the relevant industry sector, including previous experience operating a workforce program in this industry.
- Applicants must have at a minimum of 10 years working with Southeast jobseekers.
- Demonstrate a history of successfully connecting trainees to training-related employment.
- Applicants must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.
- Applicants must demonstrate the ability to propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe service models from a job seeker perspective and how services and client outreach connect to the OEWD's broader Workforce Development system.
- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually and through a hybrid model.

- Applicants must support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicants must demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.
- Applicants must have previous experience working in partnership with nonprofit organizations and historically disinvested communities, as well as success with outreach and recruitment to the above mentioned stakeholders.
- Applicants must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

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

- Applicant can collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations who reside in Southeast neighborhoods.
- Applicants can demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.
- Applicants can demonstrate hiring practices for their organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.
- Applicant has demonstrated success providing youth workforce development programming and/or young adults in employment and education/training services in underserved communities.
- Applicant has demonstrated experience providing supported employment and educational attainment services including GED, high school equivalency credential, and high school diploma services.
- Applicant has experience in developing culturally and linguistically appropriate outreach materials.
- Applicants understand the OEWD Workforce System and how their programming will fit into the Sector Workforce Programming.
- Applicant should be agile in providing Occupational Skills Training and adjust training if necessary, to ensure that there is labor market demand matching the curriculum and skills taught, as well as referral pipelines for additional training and education.

- Applicant should aim to provide wraparound services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

Supplementary Questions and Requirements:

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

- (a) Describe how you will work with OEWD in the engagement of local State Certified Apprenticeship programs, local Building and Trades Council, construction building trade unions, or affiliates of Joint Apprenticeship Training Committee (JATC), including outreach and coordination for any employer, advisory or industry focus groups currently conducted by your organization for a given sector. Explain how you will align these engagement efforts with Workforce Investment San Francisco (WISF) sector committees and OEWD staff to avoid duplication of services.
- (b) Describe your experience and/or how you plan to partner with non-profits who reside in Southeast to create outreach, recruitment, assessments, referral strategies leading to career pathways and credentials. Be specific in your response and explain what this experience will entail for a job seeker.
- (c) Provide a detailed explanation for how you will coordinate outreach, orientation and referral service provision with other educational, community-based or training partners providing workforce services in the construction sector. In your response, please include a summary of the organizations with whom you currently partner, or intend to partner with, for such services, the scope of these services and any formal agreements planned or in place to deliver services.

In addition to completing the questions above, applicants may elect to include the following attachments with your proposal before you submit it:

- **Optional:** Applicants may submit up to two (2) memoranda of understanding (MOUs) and/or Letters of Support from existing nonprofit partners, community stakeholders, local State Certified Apprenticeship programs, local Building and Trades Council, construction building trade unions, affiliates of Joint Apprenticeship Training Committee (JATC), or employers that speak to your organization’s ability to:
 - Collaborate with community workforce training providers.
 - Target outreach to all communities within Southeast, with a specific focus on supporting re-entry, underemployed, disadvantaged populations.
 - Partner with industry stakeholders to create career pipelines and for ongoing curriculum development that addresses current industry needs.

- Confirm that Sector Workforce Program participants will be able to build upon training and matriculate into construction sector for lifelong learning and career advancement.

III. Application Process

A. How to Apply

Complete applications shall include all of the items listed in the Proposal Package Checklist, below. Instructions and tips on completing all Proposal Package documents are included following the Checklist and all templates noted can be downloaded from <http://oewd.org/bid-opportunities/RFP-222>

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

Templates provided as Appendices to RFP 222:

- ☐ **Appendix B, Proposed Budget** template – Please list your proposed project budget on this template and upload it where prompted before you submit your application. Please do not convert this file to a PDF document before you upload it; the application will only accept Excel (xls) file format.

Additional required attachments:

- ☐ **Organizational Budget** (no template) – Organizational Budget for the current or last completed Fiscal Year for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
- ☐ **Organizational Chart** (no template) – Organizational Chart for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
- ☐ **Supplementary Questions and Requirements** – Reference whether **Supplementary Questions and Requirements** are requested for the particular Program Area(s) to which your organization is responding and include those items in the Proposal Package submission

Only Proposal Packages submitted using the approved templates with all required attachments will be considered for funding.

Alternative formats of templates may also be provided to individuals with disabilities by contacting oewd.procurement@sfgov.org before the submission deadline.

Additional Reference Materials, Requirements and Guidelines

The following documents are for reference only.

Appendix A, Application template – This template includes the question set that all applicants must respond to, for each application. The same questions are in the online application form, which can be accessed on the RFP website at <http://oewd.org/bid-opportunities/RFP-222>. Appendix A can be used to draft your narrative response, which can be copied and pasted into the online application. Please do not upload Appendix A with your application.

Appendix D, City Grant Terms (Form G-100), contains the standard requirements that apply to all nonprofit organizations doing business with the City.

Appendix E, Applicant Requirements and Guidelines

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

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

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

B. Proposal Package Submission

When all items are complete, submit the entire Proposal Package by **5:00 p.m. on Wednesday, February 16, 2022**. Complete proposal packages must be submitted in the online system by the deadline.

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

If you discover an error in your submission and need to submit a revised proposal, compile all items on the Proposal Package Checklist, follow the same steps as outlined above, and ensure that the revised submission is submitted before the deadline. Please also contact owd.procurement@sfgov.org and confirm when that you are replacing your prior submission so that OEWD is able to identify the correct proposal that the Review Committee receives.

Again, all submissions, including all appendices, must be received by 5:00 p.m. on Wednesday, February 16, 2022 to be considered as part of the Proposal Review Process. **Early submission is highly encouraged.**

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

C. Best Practice Tips

- Use the Proposal Package Checklist to ensure your proposal is complete.
- Carefully review the minimum qualifications in the program area(s) you are interested in. Note that you may be eligible for some programs and not others.
- Write as clearly and succinctly as possible and respond directly to the questions as asked. Do not submit extra materials not requested.
- If you are submitting multiple proposals, please do not cross-reference content between proposals. For example, do not respond to questions with statements such as “Please see this answer in my proposal to Program Area B”.
- No links to outside materials should be included in proposals, as the Review Committee will not review any websites, articles, videos, or documents during the review process.
- Include all requested files as attachments with your proposal prior to submission; these attachments will not be accepted after the deadline.

IV. Proposal Review Process

First, OEWD will review all proposals to determine if they are complete and eligible. Incomplete, late or otherwise ineligible proposals will not be considered and applicants will be notified if their proposals have been disqualified.

Next, a Review Committee will read and score all complete and eligible proposals. The Review Committee may consist of City and non-City staff and other individuals who have experience in the Program Areas in this RFP. If applicants are current OEWD grantees or contractors, OEWD may consider prior performance in our review.

At the discretion of the City, the review process may require applicants to make an oral presentation before the panel and/or require the panel to conduct a site visit of the applicant's facility or proposed project area.

Selection Criteria

Applications will be reviewed and evaluated using the criteria described in this section. Point values indicate the relative importance placed on each section and points will be awarded based on the extent to which the application addresses the criteria listed. Applicants should prepare their proposals with these criteria in mind.

Depending on the number and quality of proposals, applicants may be invited to be interviewed by the review committee to make a final selection. Each application will be considered individually and the organization's overall capacity in relation to the number of projects proposed will also be considered when projects and proposals are recommended for funding.

Proposals will be evaluated on a 100-point scale, broken down as follows:

Applicant Qualifications and Staff Assignments (30 points)

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

Approach, Activities, and Outcomes (40 points)

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

Performance Measurement and Reporting (15 Points)

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

Financial Management and Budget (15 Points)

- Applicant provides a detailed budget narrative presenting reasonable costs that relate to activities proposed.
- The proposed budget is submitted on the required template and applicant's overall budget is of a size to reasonably expect successful delivery of the program.
- Applicant maintains strong fiscal controls and would ensure the prudent use, proper and timely disbursement and accurate accounting of funds awarded under this RFP.
- Additional resources are available to ensure implementation and sustainability of programming.

Clarifications

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

Selection

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

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

Applicants who do not receive an award may appeal the decision. Applicants who receive a grant will be contacted to begin the grant negotiation process.

V. Protest Process

A. Protest of Non-Responsiveness Determination

If your proposal is deemed non-responsive, you will receive notice from the City explaining the reason for removing it from consideration. Within five calendar days of the City's issuance of a notice of non-responsiveness, any respondent that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. The protest must be received by the City on or before the fifth business day following the City's issuance of the notice of non-responsiveness.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the applicant, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

B. Protest of Grant Award

Within five business days of the City's issuance of a notice of intent to award the grant, any applicant that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. The notice of protest must be received by the City on or before the fifth business day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the applicant, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

C. Delivery of Protests

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

Protests must be addressed to:

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

Following the City's receipt of a timely protest, the City may decide to schedule a meeting to review and attempt to resolve the protest. The meeting will be scheduled within ten (10) calendar days of the receipt of the protest, in a format that follows public health and accessibility guidelines. If the City determines a meeting is not necessary to address the protest, the protestor can anticipate a written response from the City within 10 calendar days of submission of the letter of protest. **All protest determinations made by the Director of OEWD are final.**