

City and County of San Francisco



Request for Proposals (RFP) #229 *Economic and Workforce Development Grants*

Issued by:	Office of Economic and Workforce Development (OEWD)
Date issued:	Wednesday, April 10, 2024
Proposals due:	Thursday, May 16, 2024 by 5:00 P.M. Proposal submissions will be accepted online only. A link to the online application is published to the RFP 229 website: sf.gov/resource/2024/request-proposals-rfp-229
<p>OEWD will host an <i>optional</i> virtual Technical Assistance (“TA”) Conference on:</p> <p>DATE: Wednesday, April 17, 2024 TIME: 3:30 P.M.-4:30 P.M.</p> <p><i>Please visit the RFP 229 website to access information about the virtual TA Conference</i></p> <p>This event will be conducted remotely, in accordance with public health and accessibility guidelines. The event will include captioning. A recording of the meeting and all presentation materials will be posted to the RFP 229 website following the event.</p> <p><i>Please visit the RFP 229 website for more information on technical assistance opportunities.</i></p>	
Questions about this RFP?	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	

Request for Proposals (RFP) #229

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Introduction, Overview and Schedule

OEWD's mission is to advance equitable and shared prosperity for San Franciscans. We support businesses of all sizes, create great places to live and work, and help everyone achieve economic self-sufficiency. Learn more about our work at the following website:

<https://sf.gov/departments/office-economic-and-workforce-development>

The funding in this **Request for Proposals ("RFP")** is in furtherance of the public purpose of providing critical economic and workforce development resources to support San Francisco's residents, businesses and visitors. The anticipated total amount of funding anticipated for initial grant awards is **\$2.38 Million**. 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. The funding intends to deliver critical programs and initiatives citywide, with particular emphasis on economic corridors, communities and business sectors that have been most adversely impacted by the COVID-19 pandemic. These programs will be administered through OEWD's **Community Economic Development, Workforce Development, and Business Development Divisions**.

About Community Economic Development ("CED")

The Community Economic Development (CED) Division is committed to advancing racial equity, diversity and inclusion in San Francisco's neighborhood commercial corridors and meeting the needs of local residents and users by strengthening small businesses, improving physical conditions, increasing quality of life, and building community capacity. In pursuit of these objectives, CED offers programs that are designed to provide focused, customized assistance that meets the specific needs of San Francisco's neighborhood commercial corridors by leveraging existing programs from across multiple City departments and nonprofit partners. There are many programs offered through CED for which more information can be found at <https://sf.gov/departments/office-economic-and-workforce-development/community-economic-development>

About Workforce Development

The Workforce Development Division of OEWD trains and connects San Franciscans to sustainable jobs with career growth opportunities and promotes prosperity for all residents, including the unemployed, underemployed, and hard-to-employ residents. Our workforce system supports training and development pipelines for qualified candidates toward some of San Francisco's core industries, including construction, health care, hospitality and tech. For more information, visit: <https://sf.gov/departments/office-economic-and-workforce-development/workforce-development-division>

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 life sciences, information technology, clean technology, manufacturing, nonprofits, 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. For more information, visit: <https://sf.gov/information/get-specialized-help-key-business-industries>

A. Eligible Applicants

You are eligible to apply if you:

- Are a nonprofit 501(c)(3), 501(c)(4), or 501(c)(6) organization*, registered with the Internal Revenue Service (IRS) and in good standing with State of California's Registry of Charitable Trusts and the California Secretary of State (SOS), the Franchise Tax Board, and eligible to do business with the City and County of San Francisco.
- Are not debarred or suspended from participation in local, State or Federal programs;
- Meet all minimum qualifications as described in Section II below. Failure to satisfy the minimum qualifications will eliminate the applicant from further consideration;
- Can comply with all local, state or federal laws and regulations if funded. Please see **Appendix C** and **Appendix D** for more information about general terms and conditions of City funding opportunities.

*Note: Some program areas may invite proposals from other types of entities, e.g. Community Benefit Districts, educational institutions, or for-profit entities (registered for-profit corporations or sole proprietors), or restrict to specific entity types (e.g. 501(c)(3) nonprofit entities, or Community Benefit Districts). Please refer to the program area tables beginning on page 10 to confirm if your entity is eligible to apply.

As noted above, to receive a grant under this Solicitation, Proposer must be in good standing with the California Secretary of State, the Franchise Tax Board and the Internal Revenue Service. If Proposer is a **nonprofit organization**, it must also be in good standing with the California Attorney General's Registry of Charitable Trusts. Proposer cannot be suspended or debarred by the City or any other governmental agency. Proposer must comply with all applicable legal requirements by the time of grant execution and must remain in good standing with these requirements during the term of the agreement. Upon request, Proposer must provide documentation to the City demonstrating its good standing with applicable legal requirements. If Proposer will use any subcontractors/subgrantees/subrecipients to perform the agreement, Proposer will be responsible for ensuring they are also in compliance with all applicable legal requirements at the time of grant execution and for the duration of the agreement.

Fiscal Sponsor

If you are a **fiscal sponsor** to another organization (or group of organizations), you must serve as the lead applicant and meet all criteria described above. While your subcontractors/ subgrantees/ subrecipients do not need to become City Suppliers, they must meet all other applicable compliance requirements.

Should a fiscal sponsorship relationship terminate during the course of the agreement, OEWD will require documentation that proves that the new lead entity (which may be an approved subgrantee or a new fiscal sponsor) can meet all of the initial award criteria, and can accept the

terms of the remaining agreement. In the event that a new qualified fiscal sponsor cannot be identified, OEWD reserves the right to cancel the award and terminate the agreement.

Please note: The City reserves the right to decline to enter into a contract due to the failure of a nonprofit organization to be eligible to do business as a result of its non-compliance with the requirements of a governmental agency having jurisdiction, including, but not limited to, the organization's failure to be in good standing with the California Registry of Charitable Trusts.

B. Available Funding

Unless otherwise noted, the initial round of funding for programs included in this RFP is expected to be local City funds ("General Fund"). OEWD may also award a variety of federal, state or local funding to support these programs in future program years, including, but not limited to:

- Department of Labor - Workforce Innovation and Opportunity Act (WIOA), National Dislocated Worker Grant, 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

Should any additional funding be identified to support these programs in future program years, OEWD will disclose the terms and conditions related to those awards to the chosen Grantee, and grantees will be required to demonstrate the ability to comply with any additional terms and conditions prior to entering into or renewing a grant.

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, grant terms, 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, or, in OEWD's sole decision, applicants to this RFP may be invited to submit an additional proposal in order to increase the size of a grant award.

Additional funding may become available through OEWD or other City departments, to be used for specific, targeted services. If there is an alignment between the targeted services and services provided in programs within the RFP, such additional funding may be used to fund the programs in this RFP. Another City department other than OEWD may decide to award funding based on alignment of services requested. 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, which has a separate application and selection process. 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 online drop-in sessions for applicants to receive guidance and support on the application process (please visit the [RFP 229 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: oewd.procurement@sfgov.org

D. Service Period

Unless otherwise noted, successful proposals are expected to be funded for up to six (6) years, concluding no later than June 2030. Grants are expected to begin **July 2024 or later** (see program areas to confirm expected start dates). 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 offer initial grant terms that align with the eligible term of this RFP, or extend programming through fiscal year 2029-2030.

All decisions regarding the size, length, and scope of future funding awards are subject to OEWD approval and budget availability. Some of the service areas may not be funded initially, but OEWD may award unfunded proposals within the term of this RFP if funds become available that align with the services proposed. 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:

RFP Phase	Date
RFP is issued by the City	Wednesday, April 10, 2024
Technical Assistance Conference <i>Note: Additional technical assistance offerings are listed on the RFP 229 website</i>	Wednesday, April 17, 2024 3:30 P.M. – 4:30 P.M.
Deadline for submission of written questions* <i>Email to oewd.procurement@sfgov.org</i>	Thursday, May 2, 2024 at 11:59 P.M.
Answers to questions posted online	Initial Posting: Friday, April 19, 2024 by 11:59 P.M. Final Posting: Monday, May 6, 2024 by 11:59 P.M.
Proposals due <i>Submissions accepted online only</i>	Thursday, May 16, 2024 by 5:00 P.M.
Committee Proposal Review	Late May 2024
Grantee Selection and award notification	Thursday, June 6, 2024
Protest period ends	5 business days following award notification
Projects begin	July 1, 2024 or later (see program area descriptions for anticipated start dates)

Each date is subject to change. For the latest schedule, check the RFP 229 website.

*Note: Substantive questions regarding the program areas under this RFP – such as clarifying questions regarding the eligibility of proposed projects – must be submitted by the above deadline. 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 substantive questions regarding the program areas, or have technical assistance needs. Applicants are responsible for reviewing all portions of this RFP, including the attached Addenda and to seek clarification of any ambiguity, discrepancy, omission, or error in the RFP, prior to submitting their proposal.

Additional Technical Assistance Offerings

In addition to the Technical Assistance Conference, OEWD will host multiple drop-in technical assistance sessions online via Zoom, to provide support to applicants on navigating the RFP materials or online application. At sessions that take place prior to the Q&A deadline posted above, OEWD may collect and/or answer some substantive questions in these sessions and will

post the questions and responses on the Q&A log for transparency. Please visit sf.gov/resource/2024/request-proposals-rfp-229 for more information on these drop-in sessions.

F. Miscellaneous

The issuance of this RFP does not constitute a guarantee by the City that a contract will be awarded or executed 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 the RFP;
4. prior to the submission due date, 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; or
6. determine that the subject goods or services are no longer necessary.

The City reserves the right to impose additional data collection and security requirements, insurance coverage, and/or audits of organizational policies related to the use of personally identifiable or otherwise protected information, if necessary. Such requirements will be disclosed during the grant negotiation process.

THE SUBMITTAL OF A RESPONSE TO THIS RFP SHALL EXPLICITLY STIPULATE ACCEPTANCE BY PROPOSERS OF THE TERMS FOUND IN THIS RFP, AND ANY AND ALL ADDENDA ISSUED TO THIS RFP.

II. Program Areas and Scope of Work

This RFP includes 4 distinct programs under 3 OEWD Divisions.

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

Community Economic Development Programs

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Target Neighborhood(s)	Eligible Applicants
A	Castro cultural activation, uplifting Queer and Transgender Asian American and Pacific Islander communities	\$30,000	1	Castro	Nonprofits

Workforce Development Programs

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Target Neighborhoods	Eligible Applicants
B	Industries of Opportunity – Worker Cooperative Program	\$950,000 (\$425k per program year)	2 or more	Citywide	Nonprofits, Educational Institutions
C	Industries of Opportunity – Youth and Young Adult Food Sovereignty	\$400,000 (\$200k per program year)	1 or more	Citywide	Nonprofits, Educational Institutions

Business Development Programs

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Target Neighborhood(s)	Eligible Applicants
D	Union Square Park Programming	\$1,000,000	1	Union Square	Nonprofits, For-profits

Community Economic Development Programs

Community Economic Development Grant Awards

The Community Economic Development programs will be prioritized for initial funding awards and renewals as follows:

Initial Funding Awards

Applicants may propose budgets within the limit(s) set in each program area. OEWD will offer funding to the top-ranked proposal(s) that are most responsive and that best meet departmental strategies and objectives. Budget requests should align with the scale and duration of the proposed project, and Applicants are encouraged to list any committed, leveraged resources that will ensure the success of the proposed project.

If additional funding becomes available, either through OEWD's budget process or through the addition of other funding streams (e.g. competitive grants, other departmental work orders, or private donations), OEWD may elect to either offer awards to top-ranked applicants in amounts which exceed the amounts currently set forth in the subject Program Area budget, or offer funding to additional applicants in excess of the stated Anticipated Number of Awards for the particular Program Area(s) in descending order based upon the applicant's score, as further described in the example below. Please note that, in the event additional funding is secured, **the amount of any initial funding award may be as much as 400% of the proposed budget amount listed under "Initial Funding Amount" in the respective Community Economic Development program areas.**

In the event that needs change for a particular neighborhood or service area, but such change is within the term and scope of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers to other highly-ranked applicants that were not initially selected for funding, and awards will be given in accordance with the ranking of the applicant pool. If additional funding is identified to support the services in each program area, applicants to the program area may be invited to submit an additional proposal to request additional funding, which shall include a description of the increased services to be provided and/or the extended duration of existing or increased services in order to justify a new grant or increase the size of an existing grant award.

For example, the program area lists \$250,000 as the amount of funding available, and states OEWD will fund "1 or more" applicants. OEWD receives 3 competitive proposals in response to the RFP and subsequently receives \$500,000 in additional funding to support the program area resulting in available funding in the total amount of \$750,000. OEWD may pursue any of the following options:

Option 1: If funds have not yet been awarded, OEWD may award increased funds to highly ranked applicants, in descending order, not to exceed 400% of the budget request and commensurate with the scale and duration of their proposed projects.

Option 2: If funds have been awarded to one or more applicants, OEWD will notify all 3 qualified applicants that additional funding has been secured, and ask them to submit an additional proposal to justify an increased funding award up to 400% of the original grant proposal amount. These subsequent proposals may be ranked based on a variety of factors, including, but not limited to, how well the proposal meets the intended impact to be achieved through the funding stream, the applicant(s) demonstrated capacity to deliver services to key neighborhoods or populations, a change in service needs as articulated by the community/ies being served by the program, and/or how well the proposal aligns with the strategic priorities of the Community Economic Development Division.

Grant Renewals: There may be funding to continue activities following the initial grant period; however, the precise amount of available funding cannot be determined at the time of this RFP. Renewals are contingent on available funding, as well as the selected grantee's performance during the initial grant period. 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 and subsequently negotiated with selected grantees.

Program Area A: Castro cultural activation, uplifting Queer and Transgender Asian American and Pacific Islander communities

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$30,000. Applicants may propose budgets of up to **\$30,000** to cover 1 event. OEWD expects to offer an initial 1-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee’s performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2030) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2024 or later

Eligible Neighborhood(s): Castro

Target Population(s): Castro merchant community. Though the cultural event is meant to uplift the queer and transgender Asian American and Pacific Islander (AAPI) community, grantee will not exclude those who may otherwise qualify and identify as heterosexual, non-AAPI or otherwise, from the grants and support to be provided.

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to collaborate with OEWD to coordinate and implement a cultural event in the Castro commercial corridor to celebrate communities such as Asian American and Pacific Islander queer and transgender community members and encourage visitor engagement.

Strong proposals must clearly articulate the positive impact this program will have on the Castro commercial corridor, including economic impacts such as hiring local staff to support event production activities, and/or creating opportunities for entrepreneurs, artists and local storefront businesses.

Funding in this area may support a new or existing neighborhood event. Proposed budgets should be no more than \$30,000 for one event, with a minimum attendance of 100 individuals.

Eligible Activities:

Eligible costs may include, but are not limited to:

- Staff (e.g., event reviewers, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Event Permit Cost
- Indirect (not to exceed 15% of direct costs)

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures:

Event Participation

- Attendance
- Number of vendors
- Number of volunteers
- Number of organizations
- Number of small businesses/entrepreneurs
- Donations received

Estimated economic impacts including but not limited to:

- Vendor sales
- Number of artists, performers, entertainers hired or provided honorariums

Feedback from Event Participants and attendees:

- Surveys or other methods including social media feedback, comments, etc.

Minimum Qualifications:

- Applicant must be a fully established **nonprofit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Must have experience designing, coordinating, and implementing successful neighborhood events
- Must demonstrate experience working in the neighborhood outlined
- The proposed program will target outreach and recruitment efforts to service participants in the Castro neighborhood.

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with neighborhoods and existing populations that use public spaces
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.
- Event planning and production experience

Supplementary Questions and Requirements:

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

- (a) Describe the systems your agency will use for selection of vendors and measures you will put in place to ensure they comply with all city policies, permitting and requirements.
- (b) Describe how your proposed project/program will have a positive impact on the Castro commercial corridor, including queer and transgender Asian American and Pacific Islander communities, and local economic impacts (hiring for event production activities, opportunities for entrepreneurs, artists and local storefront businesses).
- (c) Describe how your proposal promotes and contributes to the celebration of queer and transgender Asian American and Pacific Islander culture through events, activations and/or festivals.
- (d) What previous experience does your organization have in building community support and implementing neighborhood events at the scale/attendance level proposed?
- (e) How will your organization’s (or collaboration’s) experience producing similar events help you successfully complete the goals of a grant, if awarded?

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Workforce Development Programs

Program Area B: Industries of Opportunity – Worker Cooperative Program

Anticipated Number of Awards: 2 or more

Initial Funding Awards: Total amount of funding available under this program area is \$950,000 over a two-year term. Applicants may propose budgets of up to **\$475,000** to cover 24 months of services. OEWD expects to offer an initial 2-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee’s performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2030) and budgets may be adjusted on a cost-per-client basis, commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2024 or later

Eligible Neighborhood(s): Citywide

Physical Location: None specified

Scope of Work:

OEWD seeks to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans. Every resident of San Francisco deserves the opportunity to achieve employment and economic success.

According to the Migration Policy Institute, there is an estimated 43,000 undocumented individuals in San Francisco. New strategies and initiatives are necessary to meet the needs of this population, to counteract the historical practice of being underrepresented, underpaid, and exploited in the workforce. These worker-owned cooperatives address racial and socioeconomic disparities experienced by workers in the labor market and removes barriers to employment through job training and placement in in-demand sectors of the economy.

The proposed program should be available to adult (age 18 and over) San Francisco residents who do not possess right-to-work documentation, are unemployed or underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry.

Through this program area, OEWD is interested in supporting developing or existing worker-owned cooperatives that directly address barriers for undocumented workers entering the labor force to create a ladder to higher income through worker ownership in targeted occupations that have entry-level access points, an accelerated amount of on-the-job training,

on-ramps to a sustainable living wage, and ample opportunity for career and wage advancement. OEWD seeks proposals from **nonprofit** organizations supporting programming predicated on a cooperative model. These existing or burgeoning programs should focus on helping economically vulnerable, undocumented workers develop skills and increase earning potential, assets, and household income. OEWD is soliciting proposals that support an existing, or lead to the development of a new, worker-owner cooperative; the central characteristics of which are 1) workers have ownership and participate in financial success based on their labor contribution to the cooperative, and 2) these workers have democratic representation. Proposed trainings should be validated by research and Labor Market Information (LMI) data and should prove prospective employer partnerships. Where applicable, trainings should also lead to certification(s) or degrees and clearly exhibit skill development.

Eligible Activities:

Through this RFP, OEWD is soliciting **Industries of Opportunity Occupational Skills Training (“IO OST”) for Worker Cooperative models**. Services should be offered in the following categories:

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

IO OST Training must be designed to complement and leverage the services and resources of the San Francisco 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 trainings. IO 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. IO OST may also connect to OEWD Job Centers (Comprehensive, Neighborhood, Specialized, and Young Adult) to provide space for instruction and other activities. For more information about the San Francisco workforce system, see this site: <https://www.sf.gov/departments/office-economic-and-workforce-development/workforce-development-division>

IO OST curriculum must be vetted and approved by OEWD, as well as validated through industry employers and linked to appropriate 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.

In addition to meeting the general Sector Workforce Program requirements above, IO Occupational Skills Training must also address the following specific requirements:

Curriculum Development

In conjunction with OEWD, the selected grantee(s) will 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; (2) leads to industry-recognized certification(s) or degree and clearly exhibits skill development; and (3) provides participants with the knowledge and skills required to develop and sustain a successful cooperative such as digital and financial literacy, marketing, and democratic decision-making guidelines. The final curriculum will need to be approved by OEWD prior to implementation.

Grantee(s) will 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 grantee. Where applicable, trainings should lead to industry-recognized certification(s) or degrees, and clearly exhibits skill development.

Grantee(s) will utilize assessment tools to assess participants' needs and aptitudes to enter Sector IO OST and employment.

Grantee(s) will provide a detailed description of the specific occupations and 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, as well as community need for respective training.

If the primary populations served through the program are monolingual, grantee(s) will integrate Vocational English as a Second Language ("VESL") classes into the Job Readiness Training ("JRT") component of the curriculum, job search skills classes, soft skills development and other relevant activities.

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

Grantee will propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as customized training and contextualized work-based learning strategies.

All trainings should utilize digital tools and platforms to whatever extent possible to enable classroom participation both in-person and virtually.

Grantee must ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation

Grantee(s) will incorporate and leverage experiential learning, including paid or unpaid internships, on-the-job training, earn-and learn models, and externships.

Grantee(s) will facilitate courses through a cohort model or through open enrollment, as appropriate for participants.

Grantee(s) will address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, unemployment benefits, CalWorks, emergency aid, VESL training, GED assistance, and other wrap-around support services.

Where applicable, grantee(s) will coordinate and partner formally with community colleges and other post-secondary education providers, including potential transfer of higher education course credit (preferred).

Grantees must be able to adapt the proposed 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 when needed. Applicants 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.

Performance Measurement

Performance Measure	OEWD Performance Goal
Participants assessed who complete Individual Employment Plan (IEP) and enroll in Occupational Skills Training.	100% of all enrolled clients
Occupational Skills Training Completion	90% of OST enrolled clients
Placement in unsubsidized employment (2nd quarter after exit) *Of those participants enrolled in vocational skills training, up to 15% may be placed in a post-secondary degree pathway (i.e., community college or four-year university) in lieu of unsubsidized employment, resulting in a regionally accredited degree or certification	80% of direct placement and occupational skills training participants
Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 2nd and 4th quarter after Exit *	75% of all participants placed in unsubsidized employment and postsecondary education
Follow-Up of Participants Placed in Unsubsidized Employment at 2nd and 4th Quarter after exit.	75% of all participants placed in unsubsidized employment.

In addition to the performance measures noted above for all sector programs, grantee(s) under this program should also have the ability to track and report on measures such as:

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

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

Performance Targets

Anticipated Number of Grant Awards	Minimum Funding Expected (2-year Grant)	Maximum Budget Request (2-year Grant)	Number of Clients Served (Per 2-year grant)	Number of Clients Placed in Unsubsidized Employment or Postsecondary Education (2-year grant)
2 or more	\$400,000	\$475,000	40-60	32-48

Applicants are encouraged to submit funding requests that are commensurate with the scale of program proposed. Funding for the selected grantee(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs.

Minimum Qualifications

- Applicant must be a fully established **nonprofit** entity or regionally- or nationally- accredited institution of higher education, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General (as applicable), and eligible to do business with the City and County of San Francisco
- Applicant must demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Applicant must demonstrate a thorough understanding of how to structure and support a worker owned cooperative including, but not limited to, how profits are shared based on labor contribution, democratic decision-making, business development, including a feasibility study, a worker-owner recruitment and training strategy, and a strategic plan for how to provide worker cooperative development technical assistance.
- Applicant must demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program, in this industry.
- Applicant must demonstrate a history of successful connection of trainees to training-related employment.
- Applicant must demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicant must demonstrate the ability to provide virtual service strategies that employ technology to serve customers, and have a plan to serve participants multi-modally (in-person, virtually and through a hybrid model) to maximize accessibility.
- Applicant 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.

- Applicant must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Applicant must have experience utilizing a data tracking system for capturing client information, program activities, placement outcome data and retention data.
- Applicant must be able to provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicants must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.

Preferred Qualifications

- Demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes;
- Experience developing and/or supporting worker owner cooperatives using an LLC structure to provide undocumented immigrants access to training, stable and viable employment, worker protections, and ownership opportunities that have historically not been offered to immigrant workers.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- OEWD is particularly interested in proposals that leverage paid work experience opportunities using private funding, public employment subsidies such as the Human Services Agency (HSA) JobsNOW! program, joint labor management funds, employer training panel (ETP), and other sources.
- Applicants are encouraged to incorporate one or more of the following program priorities for OST:
 - Established partnership with organizations with relevant occupational skills training expertise. An example of this is the Democracy at Work Institute, a national think-and do-tank expanding the promise of worker ownership to communities locked out of good jobs and business ownership opportunities, especially for BIPOC, immigrant, and low-wage workers.
 - Offering of wraparound services to support participants in training (e.g., stipends, GED, transportation, child care, financial aid, and/or other supportive services).

Supplementary Questions

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

(a) Provide a summary of how the proposed occupational skills training(s) is connected to the local workforce economy. Analysis of the selected sector must demonstrate how the training will prepare clients for high-demand and/or high growth or relief/recovery occupations and should detail the specific job titles/occupations that the training targets. Provide an overview of the required skills necessary to be competitive in this industry, and how the proposed occupational skills training addresses these needs.

(b) Describe your organization's experience developing and/or supporting worker owner cooperatives using an LLC structure to provide undocumented immigrants access to training, stable and viable employment, worker protections, and ownership opportunities that have historically not been offered to immigrant workers.

(c) Upon completion of training, describe how your organization will assist cooperative members with the acquisition of clients and/or with connections to businesses and organizations willing to contract with cooperative for services.

(d) Describe how your organization will conduct outreach to undocumented and immigrant communities to ensure training cohorts are diverse and that access to services is spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population(s) to be served by your program.

(e) Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data in various systems and produce monthly reports.

Supplementary Attachments

In addition to answering the above questions within the body of the proposal narrative, attach at least two and no more than four memoranda of understanding (MOU) and/or letters of support from industry employer partners detailing their commitment to collaborating with your program. Your MOUs or Letters of Support should speak to how your program will:

- Collaborate with community workforce training providers.
- Target outreach to immigrant communities within San Francisco, with a specific focus on supporting undocumented populations.
- Partner with industry to create career pipelines, advance earn-and-learn models, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other post-secondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- Establish referral networks with citywide service providers and resources, as well as with Organized Labor and Industry Associations.

Program Area C: Industries of Opportunity – Youth and Young Adult Food Sovereignty

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$400,000 over a two-year term. Applicants may propose budgets of up to **\$400,000** to cover 24 months of services. OEWD expects to offer an initial 2-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee’s performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2030) and budgets may be adjusted on a cost-per-client basis, commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2024 or later

Eligible Neighborhood(s): Citywide

Physical Location: None specified

Scope of Work:

OEWD seeks to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans. Every resident of San Francisco deserves the opportunity to achieve employment and economic success.

The proposed program should target outreach and recruitment efforts for American Indian youth and young adults ages 16-24. The goal is to support community members living in San Francisco to improve their ability to reach greater economic potential and address systemic inequities in the labor market. Applicants to this program area should have experience designing culturally humble services and initiatives for the target population, with the goal of addressing equity gaps in San Francisco’s workforce development system.

Eligible Activities:

Through this RFP, OEWD is soliciting **Industries of Opportunity Occupational Skills Training (“IO OST”)** for Youth and Young Adult Food Sovereignty. Services should be offered in the following categories:

- Entry-Level OST
- Mid-Skilled OST

- On-the-Job OST

IO OST Training must be designed to complement and leverage the services and resources of the San Francisco 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 trainings. IO 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. IO OST may also connect to OEWD Job Centers (Comprehensive, Neighborhood, Specialized, and Young Adult) to provide space for instruction and other activities. For more information about the San Francisco workforce system, see this site: <https://www.sf.gov/departments/office-economic-and-workforce-development/workforce-development-division>

IO OST curriculum must be vetted and approved by OEWD, as well as validated through industry employers and linked to appropriate 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.

In addition to meeting the general Sector Workforce Program requirements above, IO Occupational Skills Training must also address the following specific requirements:

Curriculum Development

The selected grantee(s) will provide workforce development services to equip young people with the skills, knowledge, and abilities to prepare for successful employment, academics, and life choices. Through information, support, and exposure to a career pathway and training the program services will increase self-confidence and job skills to support young people looking for their first job or seeking transitional job experience to become fully employed.

Proposals should feature a transition into career-track employment opportunities for youth and young adults ages 16-24 through the completion of vocational skills training and development of internship placements as additional support and training to achieve unsubsidized employment. The program must provide participants with further exposure to the workplace, work readiness and/or technical skills training, and valuable work experience that enhances employability skills and career awareness while supporting their overall personal development. The program must strategically connect participants to Native-led organizations to provide integrated job readiness services focused on social-emotional learning, cultural identity, health, and well-being.

In conjunction with OEWD, grantee(s) will 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) and exhibits skill development. The final curriculum will need to be approved by OEWD prior to implementation.

Grantee(s) will utilize assessment tools to assess participants' needs and aptitudes to enter Sector IO OST and employment.

Grantee(s) will 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, as well as community need for respective training.

If the primary populations served through the program are monolingual, grantee(s) will integrate Vocational English as a Second Language ("VESL") classes into the Job Readiness Training ("JRT") component of the curriculum, job search skills classes, soft skills development and other relevant activities.

For providers whose primary populations have limited basic skills, grantee(s) will integrate educational supports into JRT, job search skills classes, and other relevant components. Grantee(s) will propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as customized training and contextualized work-based learning strategies.

Grantee(s) must ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation

Grantee(s) under this program area must have the organizational capacity to function as the Employer of Record for each participant enrolled in training or internship employment activities. The responsibilities of service provider acting as the Employer of Record include: Protocols for accurate timekeeping and payroll processing; Tax deposits and filings; Employment contracts and paperwork; I-9 and employment verification, including background checks, drug screening and assistance with obtaining work permits, as required; Unemployment insurance; Employee benefits administration; Human resources services, including onboarding, termination, performance documentation and review, and other employee issues; and other responsibilities as required by law.

Grantee(s) must also incorporate and leverage experiential learning, including paid or unpaid internships, on-the-job training, and earn-and learn models.

Grantee(s) must facilitate courses through a cohort model or through open enrollment, as appropriate for participants.

Grantee(s) must address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, unemployment benefits, CalWorks, emergency aid, VESL training, GED assistance, and other wrap-around support services.

Grantee(s) must coordinate and partner formally with community colleges and other post-secondary education providers, including potential transfer of higher education course credit (preferred).

Grantee(s) 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 (when needed).

Performance Measurement

Performance Measure	OEWD Performance Goal
Number of participants assessed and enroll in Occupational Skills Training.	100% of all enrolled clients
Occupational Skills Training Completion	75% of OST enrolled clients
Placement in unsubsidized employment (2nd quarter after exit) *Of those participants enrolled in vocational skills training, up to 15% may be placed in a post-	65% of direct placement and occupational skills training participants

secondary degree pathway (i.e., community college or four-year university) in lieu of unsubsidized employment, resulting in a regionally accredited degree or certification	
Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 1st quarter after Exit *	75% of all participants placed in unsubsidized employment and postsecondary education
Number of participants assessed and enroll in Occupational Skills Training.	100% of all enrolled clients

In addition to the performance measures noted above for all sector programs, grantee(s) under this program should also have the ability to track and report on measures such as:

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

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

Performance Targets

Anticipated Number of Grant Awards	Minimum Funding Expected (2-year Grant)	Maximum Budget Request (2-year Grant)	Number of Clients Served (Per 2-year grant)	Number of Clients Placed in Unsubsidized Employment or Postsecondary Education (2-year grant)
1 or more	\$320,000	\$400,000	40-50	34

Applicants are encouraged to submit funding requests that are commensurate with the scale of program proposed. Funding for the selected grantee(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs.

Minimum Qualifications

- Applicant must be a fully established **nonprofit** entity or regionally- or nationally-accredited institution of higher education, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney

General (as applicable), and eligible to do business with the City and County of San Francisco

- Applicant must demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Applicant must demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Applicant must demonstrate a history of successful connection of trainees to training-related employment.
- Applicant must demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicant must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Applicant must have experience utilizing a data tracking system for capturing client information, program activities, placement outcome data and retention data.
- Applicant must be able to provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicant must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.

Preferred Qualifications

- Demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes;
- Experience developing and/or supporting workforce development programs for American Indian youth and young adults and/or vocational training featuring food sovereignty and agroecology training and curriculum.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- OEWD is particularly interested in proposals that leverage paid work experience opportunities using private funding, and public employment subsidies such as the Human Services Agency (HSA) JobsNOW! program, joint labor-management funds, employer training panel (ETP), and other sources. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
 - Customized training in partnership with employers.
 - Other contextualized work-based learning strategies, such as internships.
 - Pre-apprenticeship training (training articulated to an Apprenticeship)
- Provide wraparound services to support participants in training (e.g., stipends, GED, transportation, child care, financial aid, and/or other supportive services).
- Applicant can be a regionally- or nationally-accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL

Certified before the start of training. For more information on the California ETPL, visit this site: [Eligible Training Provider List](#)

- Experience managing federal workforce funds including Workforce Innovation and Opportunities Act (WIOA), Community Development Block Grant, and/or other funding streams that may require complex eligibility documentation.

Supplementary Questions

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

- (a) Provide a summary of how the proposed occupational skills training(s) is connected to the local workforce economy. Analysis of the selected sector must demonstrate how the training will prepare clients for high-demand and/or high growth or relief/recovery occupations and should detail the specific job titles/occupations that the training targets. Provide an overview of the required skills and/or certificates necessary to be competitive in this industry, and how the proposed occupational skills training addresses these needs. Description should include specific employers/hiring opportunities associated with the training. If occupations targeted do not provide a living wage, please describe what services and opportunities provided through the proposed training, placement and retention services will be provided to enable an individual to advance in a career pathway.
- (b) Describe your organization’s experience developing and/or supporting workforce development programs for American Indian youth and young adults and/or vocational training featuring food sovereignty and agroecology training and curriculum.
- (c) Describe how your organization will, upon completion of training, provide job placement services to a wide array of unique participants. Please also detail how the participants will be supported to ensure retention with a new employer.
- (d) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout the San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population.
- (e) Explain your organization’s current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency’s capacity to input data in various systems and produce monthly reports.

Supplementary Attachments

In addition to answering the above questions within the body of the proposal narrative, attach at least two and no more than four memoranda of understanding (MOU) and/or letters of support from an industry employer partner detailing their partnership and commitment, and describing how you will:

- Collaborate with community workforce training providers.
- Target outreach to American Indian youth and young adult communities within San Francisco, with a specific focus on supporting vulnerable populations.
- Partner with industry to create career pipelines, advance earn-and-learn models, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other post-secondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations. Establish referral networks with citywide service providers and resources, as well as with Organized Labor and Industry Associations.

Business Development Programs

Program Area D: Union Square Park Programming

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$1,000,000. Applicants may propose budgets of up to **\$1,000,000** to cover 12 months of services. OEWD expects to offer an initial 1-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2030) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2024 or later_

Eligible Neighborhood(s): Union Square

Target Population(s): San Francisco and Bay Area residents, regional, national, and international visitors and tourists

Scope of Work:

OEWD is seeking proposals from **nonprofit and for profit** organizations to develop and implement a plan to provide daily programming in Union Square Park that offers a range of attractions and amenities for residents and visitors to the area. Programming should include a mix of on-demand amenities like games or recreation areas, recurring events such as outdoor fitness and other group classes or performances, and larger periodic or one-time events such as film screenings or concerts. The goal of the programming plan is to make Union Square Park known to locals and visitors as a destination where there is always a reason to visit, supporting foot traffic and businesses in the Union Square area. Strong proposals will demonstrate a proven track record of delivering professional-quality daily programming in high-profile public urban spaces.

Eligible Activities

Eligible activities under this program area may include, but are not limited to, the following:

- Development of a comprehensive programming plan for Union Square Park
- Management and production of daily and periodic programming in Union Square Park
- Marketing and promotional activities for programming

- Coordination with the San Francisco Recreation and Parks Department, business and merchant groups, and other key stakeholders and City agencies

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures:

The selected organization will be required to demonstrate their performance by providing documentation of measures including but not limited to the following:

- Comprehensive programming plan
- Documentation of events and programs, including photos, videos, or social media
- Periodic foot traffic and visitation data
- Marketing and promotional materials
- Programming budget and documentation of staff time and costs incurred

Minimum Qualifications:

- Applicant must be a fully established **nonprofit or for-profit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General (if a nonprofit), and eligible to do business with the City and County of San Francisco.
- Applicant must have demonstrated at least 5 years of experience in producing and managing high-quality daily public events and programming in high-profile urban public spaces.

Preferred Qualifications:

- Additional consideration will be given to proposals that have at least 10 years of experience providing requested services.
- Additional consideration will be given to applicants whose proposals would leverage organizational capacity and financial resources or fundraising capacity to provide requested services.
- Additional consideration will be given to applicants that have demonstrated experience in implementing similar programming plans as part of downtown or urban revitalization campaigns around the country that have contributed to an increase in foot traffic and/or renewed or improved overall brand of the public space and surrounding district.

Supplementary Questions:

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

- (a) Describe your experience in providing a varied mix of types and scales of activities and events on a daily and periodic basis in high-profile urban public spaces.
- (b) Describe your experience in providing proposed services in public spaces as part of downtown or urban revitalization campaigns where the programming has contributed to an increase in foot traffic and overall improved brand identity for the space and surrounding district.
- (c) Describe how your organization’s capacity or financial resources would be leveraged to provide requested services.
- (d) Describe your experience in developing ongoing non-governmental funding streams to support the programming and services described in your proposal.

Supplementary Materials:

In addition to answering the above questions within the body of the proposal narrative, attach at least one and no more than two letters of support from past or current clients, community leaders or other stakeholders that speak to the organization’s ability to implement the activities proposed.

If you are proposing as a collaboration, please also include 1 Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

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 sf.gov/resource/2024/request-proposals-rfp-229.

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

Templates provided as Appendices to RFP 229:

- Appendix B, Proposed Budget** template – Please list your proposed program/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 Attachments** – Reference whether **Supplementary Questions and Attachments** are requested for the particular Program Area(s) to which your organization is responding and include those items in the Proposal Package submission. Note, Supplementary Questions are to be addressed in the narrative application under Section II, while attachments must be uploaded to your submission using the upload buttons in the online application.

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 owd.procurement@sfgov.org before the submission deadline.

Additional Reference Materials, Requirements and Guidelines

The following appendices contain important additional information for applicants to review:

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 sf.gov/resource/2024/request-proposals-rfp-229 as **Appendix A**. Appendix A can be used to draft your narrative response, which can be copied and pasted into the online application, but please do not upload Appendix A with your application.

Appendix C, City Grant Terms (Form G-100), contains the standard requirements that apply to all nonprofit organizations doing business with the City. The successful proposer will be required to enter into an agreement substantially similar to this Appendix C. The actual grant agreement and specific language will be determined by the City during the negotiation process.

Appendix D, Applicant Requirements and Guidelines

Appendix D outlines the standard administrative and compliance requirements, as well as providing additional details related to the following topics:

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

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

B. Proposal Package Submission

When all items are complete, submit the entire Proposal Package through the online system by **5:00 p.m. PST on Thursday, May 16, 2024**. Complete proposal packages must be received 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 through the online system before the deadline. Please also contact owd.procurement@sfgov.org and confirm that you are replacing your prior submission so that OEWD is able to identify the correct proposal that the Review Committee receives. In no case will an intent to revise a proposal extend the due date for any applicant.

Again, all submissions, including all required attachments, must be received by 5:00 p.m. PST on Thursday, May 16, 2024 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 oezd.procurement@sfgov.org. The team will assist with technical issues until the submission deadline.

An applicant's proposal is an irrevocable offer valid for 180 days following the proposal due date. At applicant's election, the proposal may remain valid beyond the 180-day period in the circumstance of extended negotiations. The acceptance and/or selection of any proposal shall not imply acceptance by the City of all terms of the Proposal, which may be subject to further approvals or negotiation.

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.

D. Public Disclosure of Proposals and Records of Communication

All documents under this RFP process are subject to public disclosure per the California Public Records Act (California Government Code Section §6250 et. Seq) and the San Francisco Sunshine Ordinance (San Francisco Administrative Code Chapter 67). Contracts, Proposals, responses, and all other records of communications ("RFP Materials") between the City and Proposers shall be open to inspection immediately after a contract has been awarded. Public disclosure may be made regardless of whether the RFP Materials are marked "confidential," "proprietary," "Copyright ©" or otherwise, and regardless of any statement purporting to limit the City's right to disclose information, or requiring the City to inform or obtain the consent of the applicant prior to the disclosure of the RFP Materials. Nothing in this Administrative Code 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 benefit until and unless that person or organization is awarded the contract or benefit.

Submission of any proposal or communication pursuant to the RFP constitutes acknowledgment and consent by the applicant to the potential public disclosure of its RFP Materials.

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. Disqualified proposals may not be resubmitted for further consideration.

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. The City will not reimburse applicants for any costs incurred in traveling to or from the interview location or site visit, or other costs associated with preparing for and submitting the proposal.

Selection Criteria

Applications will be reviewed and evaluated using the criteria described in this section. Please note that each OEWD Division has a distinct set of evaluation criteria as stated below. 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.

Community Economic Development (Program Area A)

For Community Economic Development programs, the Review Committee consists of both "Tier 1" and "Tier 2" Reviews.

- Tier 1 Review - the primary review committee will review and score all responsive proposals on a 100-point scoring system as described below.
- Tier 2 Review – an additional review committee will review and score all proposals on a 50 point scale of how well each meets the district or neighborhood need, project feasibility, and fulfillment of key department priorities, as applicable.

Tier 1 review for Community Economic Development 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/subgrantees, 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.

Approach, Activities, and Outcomes (50 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.
- The application demonstrates community support for the proposed project or program

Performance Measurement and Reporting (10 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 (10 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 (preferred)

Tier 2 review for Community Economic Development proposals will be evaluated on a **50-point scale**, broken down as follows:

Applicant Qualifications and Neighborhood Connection (15 points)

- Demonstrates capacity to implement projects related to the proposed activities
- Demonstrates an understanding of community and economic development principles
- Demonstrates an understanding of the neighborhood and connection to the needs and goals of the neighborhood

Program Goals and Objectives (35 points)

- The proposed project will contribute to achieving Community Economic Development goals and objectives
- The proposed project demonstrates clear community support
- The proposal demonstrates an understanding of community stakeholders and community organizations, and possible considerations for project implementation
- The design of the project reflects deep knowledge and understanding of the neighborhood and/or City
- The proposed project is innovative and creative in implementing a solution to meet neighborhood needs

Workforce Development and Business Development Programs (Program Areas B, C and D)

Workforce Development and Business Development 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/subgrantees, 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.

Approach, Activities, and Outcomes (50 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.
- The application demonstrates community support for the proposed project or program

Performance Measurement and Reporting (10 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 (10 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 (preferred)

Additional Considerations

Depending on the number and quality of proposals, applicants may be invited to be interviewed by the review committee to make a final selection in case of a tie. 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.

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 City official, representative, or employee, including a member of the Review Committee, from the time the RFP is issued until the date the RFP is completed (either by cancellation or final award), other than submitting clarification questions to the OEWD team in charge of this RFP or responding to any City-initiated contact regarding the RFP) 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 Executive Director of OEWD, and the appropriate oversight bodies. The tentative awardee(s) whose proposal(s) are determined to meet the needs of the City will be authorized to negotiate a grant agreement, and an intent to award notice will be

sent to the top-ranked applicant(s). 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 their individual results of the evaluation.

Applicants acknowledge that OEWD reserves the right to reject all proposals or cancel this RFP in whole or in part at any time prior to entering into a grant agreement and may republish the RFP.

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 descending 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 by filing a protest (described below). Applicants who receive a grant will be contacted to begin the grant negotiation process.

Negotiation Process

Following the conclusion of the protest process (described below), OEWD will contact all awardees to begin scope and budget negotiations. During the negotiation period, OEWD will provide additional details to include an offer of funding, the expected start date of the grant, a proposed scope of work and budget, and disclose any fund source-specific criteria that the grantee will need to adhere to. OEWD will also request necessary compliance documentation that is required for all City grants.

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 (5) 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 (5) 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 applicant may request the scores and comments related to their proposal, as well as the scores, comments, and final rankings related to all other proposals submitted under the same program area.

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. PST 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 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 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 ten (10) calendar days of receipt of the letter of protest. **All protest determinations made by the Executive Director of OEWD are final.**