Letter from the Executive Director

Dear Community Partners,

Mayor Daniel Lurie's vision for San Francisco centers on building a world-class city that delivers for everyone who lives, works, plays, and learns here. His *Heart of the City* executive directive embodies this commitment by advancing comprehensive strategies to enhance public safety, support local businesses, improve public spaces, and expand opportunities for residents in every neighborhood—creating a more vibrant, inclusive, and resilient city for all.

This vision aligns directly with the mission of the Office of Economic and Workforce Development ("OEWD"): to provide exceptional core city services that enable all San Franciscans to live safe, healthy, and productive lives. OEWD is dedicated to advancing equitable and shared prosperity by growing sustainable jobs, supporting businesses of all sizes, and helping residents achieve economic self-sufficiency. Central to this mission is promoting workforce equity—ensuring that the city's most vulnerable residents have access to opportunity and are supported in achieving long-term career success.

The upcoming request for procurement was also shaped by program performance data, labor market information, industry reporting, and insights from nearly 400 participants across four Community Listening Sessions hosted by OEWD—including service providers, educators, employers, labor representatives, youth, and other stakeholders. A consistent theme emerged: San Francisco's communities are rich in talent, creativity, and lived expertise, and our workforce system must uplift this brilliance by expanding access, modernizing training, and strengthening employer partnerships. There was strong interest in tech, artificial intelligence (AI), and climate-related careers, with calls for hands-on learning and coordinated systems that remove barriers and prepare residents for the future economy.

We are grateful to our City's Workforce Director Iowayna Peña and her Workforce Division team for their leadership in visioning a San Francisco Workforce Development System which is responsive to the needs or today and tomorrow. And we thank *you*—our community partners—for your continued commitment to building a more equitable, resilient, and thriving San Francisco.

Together, we will ensure that every resident has the opportunity to participate in—and benefit from—the city's economic resurgence.

With gratitude,

Executive Director Anne Taupier

Our Vision for the City's Workforce System

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

San Francisco's Workforce Investment Board ("WISF"), as designated by statute, oversees the local workforce development system. The WISF provides a forum for business, labor, education, government, community–based organizations, and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the workforce. Additionally, WISF committees provide input on specific workforce development areas.

Consistent with the State of California's policy objectives, the WISF's vision for San Francisco's workforce development system is anchored in three priorities:

- Fostering "demand-driven skills attainment."
- Enabling upward economic mobility.
- Aligning, coordinating, and integrating programs and services.

The WISF envisions a workforce system that is the bridge between employers and job seekers and follows a dual-customer approach, ensuring that workforce development programs and services are tailored to the needs of job seekers and provide a skilled and ready workforce for local businesses.

OEWD is empowered by the WISF and led by the Mayor of San Francisco to enact this vision by supporting the development of a coordinated local and regional workforce system. We envision a system that integrates policies, funding, and delivery systems into a coordinated, community-wide effort supporting both businesses and workers.

OEWD ensures that San Franciscans have access to economic self-sufficiency by:

- Tailoring and promoting services to respond to the needs of the unemployed, underemployed and those with barriers to employment.
- Coordinating, refining, and maintaining citywide strategies and policies to maximize hiring opportunities for all San Franciscans.
- Engaging stakeholders, including employers, educational institutions, service providers, and career seekers to develop and implement training for current and future jobs.

San Francisco's workforce system is designed to be accessible to diverse job seekers and employers through OEWD's network of Job Centers and community-based service providers. Each Job Center plays an important role within San Francisco's workforce system, customizing services and facilitating access to residents of target neighborhoods, job seekers with barriers to employment, and those seeking to enter or advance in a specific industry sector. Collaboration and coordination of service offerings among the Job Centers is critical in developing flexible and responsive programs and services that meet the needs of all San Francisco job seekers. The Job Centers are complemented by several dozen community-based programs for youth and adults that help prepare, train, and connect San Franciscans through specialized programming to career pathways into strong local industry sectors that provide opportunities for living wage employment and economic self-sufficiency.

Our Commitment to Equity

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

To further opportunities for all San Franciscans, we create equitable pathways to good paying jobs, addressing challenges to diversity and inclusion in the local job market. We invest in the retention and stabilization of small businesses, nonprofits, and community organizations, addressing the displacement that challenges the vitality of San Francisco's diverse and vibrant neighborhoods. We also lead the approval and implementation of significant development projects that create more housing, especially affordable housing, while maximizing jobs, community

benefits, and services. All of these efforts support broader social and economic goals that improve the quality of life for our residents.

OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans.

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

System Coordination and Alignment

The San Francisco Workforce Development System serves diverse job seekers and employers through OEWD's network of Job Centers, community-based providers, and sector training programs. As the local WIOA administrator, OEWD certifies federally-funded Job Centers as America's Job Centers of California and emphasizes collaboration among Job Centers to deliver flexible, coordinated services. These are complemented by youth development and adult training programs that connect residents to training and career pathways in high-demand sectors.

In alignment with the Mayor's vision to strengthen public-private collaboration and OEWD's commitment to advancing workforce equity, the Workforce Development Division cultivates strategic partnerships that deliver a continuum of services designed to boost economic opportunity for both individuals and businesses. By coordinating resources with City agencies, Workforce Innovation and Opportunity Act ("WIOA") core and strategic partners, employment and training partners, employers, regional agencies, and other stakeholders, the San Francisco Workforce Development System supports sector-based career pathways and meets performance goals identified by federal and state grantors. Moreover, the workforce system strategy is informed by labor market data and insights from local businesses, labor, and industry groups to ensure programs are responsive to real-world needs as described in the local and regional WIOA Plan, the Citywide Workforce Development Plan, and the State Economic Blueprint.

OEWD leads the Committee on City Workforce Alignment ("CCWA"), a coordinating body that supports nearly 300 workforce programs across 24 City departments. CCWA's unified strategy addresses gaps and redundancies in services and aligns federal, state, and local plans. As the San Francisco Bay Area boasts a large regional economy, OEWD partners with nine regional Workforce Development Boards to coordinate services, through the Governor's California Jobs First initiative.

These efforts aim to strengthen workforce development in underserved communities and align training with priority industry sectors, as reflected in this RFP.

Stakeholder Engagement

Starting September 2025, OEWD hosted four community listening sessions to better understand local needs and to develop our procurement process. Diverse stakeholders—including youth, educators, employers, and service providers—shared insights that shaped this workforce planning and investment strategies in San Francisco.

A central theme emerged: the city's communities possess deep talent and lived expertise, and the workforce system must uplift this potential by expanding equitable access to career pathways, modernizing training, and strengthening employer partnerships. Participants emphasized the need for inclusive program design and stronger collaboration with other city agencies. There was also strong interest in preparing residents for careers in emerging industries of opportunity through hands-on learning and early exposure.

Drawing from the invaluable insights shared during the listening sessions, OEWD centered its request for procurement development process on community-identified needs, with a strong focus on equity, access, and prioritizing support for San Francisco's most economically vulnerable residents.

Our Goals for this Request for Proposals (RFP)

Through this RFP, OEWD seeks to build on the strengths of San Francisco's diverse communities by expanding access to opportunity, fostering inclusive economic growth, and unlocking the full potential of our local workforce.

We remain committed to maintaining and refining a coordinated, responsive workforce system rooted in equity and inclusion—one that empowers San Franciscans to earn a living wage and thrive in a city rich with opportunity and resources. OEWD will continue to develop innovative programs and opportunities to support our most vulnerable communities through this RFP, as a focus of San Francisco's relief and recovery efforts, and beyond.

At the same time, the contraction of federal, state, and local resources requires a strategic assessment of opportunities to better coordinate, align, and consolidate assets. This approach ensures more efficient use of public dollars, reduces duplication, and strengthens the overall impact of workforce investments by fostering integrated service delivery and cross-sector collaboration.

The funding strategies proposed will:

- Continue to focus on our four priority industry sectors that are engines of San Francisco's economy and provide pathways for career advancement in Technology, Healthcare, Hospitality, and Construction, but adapt to current economic conditions and emerging opportunities.
- Continue funding successful pilots and occupational skills training programs in the Industries of Opportunity portfolio, while exploring new pilot programs in emerging industries that provide entry and mid-level employment opportunities and services.
- Provide additional paid training opportunities and earn-and-learn models of programming.
- Strengthen pathways for young adults to explore, prepare for, and thrive in meaningful careers through on-ramp programs, subsidized employment, and seamless transitions to advanced skills training.
- Expand wrap-around and supportive services to address the holistic needs of job seekers and those in occupational skills training.
- Strengthen retention and follow-up services to ensure success beyond placement.
- Offer upfront and ongoing technical support to assist applicants throughout the RFP process.
- Support providers who are working with San Francisco job seekers by offering individual coaching and group professional development.
- Offer multi-year grants to allow service providers to offer deeper and longer-term assistance to job seekers.
- Expand services that support digital competency, financial empowerment, and language access.

The goal of OEWD's RFP process is to fairly and objectively select organizations most qualified to implement workforce programs in San Francisco. This RFP is issued to solicit responses from community-based organizations, educational institutions, private sector businesses, social service agencies to provide the services described in this RFP to adult and dislocated worker job seekers, young adults, and business customers.

Preferred Applicant History-

Service Experience

- Prior successful experience providing workforce development services, employment barrier remediation services, and/or referrals to the public workforce system.
- Experience serving a diverse clientele, representative of the range of job seekers and employers targeted in this RFP.

- Demonstrated history of meeting contract outcome requirements for workforce development programs, including previous success in connecting low-income San Francisco residents and dislocated workers to viable employment opportunities.
- Experience employing promising, evidence-informed, or evidence-based service strategies.
- Demonstrated familiarity with the Workforce Innovation and Opportunity Act (WIOA) and/or the Community Development Block Grant (CDBG) and related service requirements.

Established Partnerships

- Demonstrated relationships with target populations, WIOA Core Partners (see Core Partners section below), other City Departments, local employers, labor unions, and other relevant organizations and service providers.
- Established referral networks with citywide service providers and resources.
- If applying as a fiscal lead agency for a collaborative, demonstrated experience managing a collaborative and holding partners accountable.

Administrative, Management and Compliance Experience

- Experience managing federal workforce funds and implementing WIOA and/or other complex eligibility determination processes.
- Experience maintaining auditable records and conducting self-monitoring for grant compliance.

Leveraged Funding

- Demonstrated commitment of leveraged funding, and of diverse funding sources supporting operating expenses. No more than 80% of the total agency budget should be from City and County of San Francisco sources, and no more than 50% of the total agency budget should be comprised of CDBG funds.

Organizational Capacity

- Physical space and staff capacity to deliver a wide range of on-site and virtual workforce services. Physical locations must meet all accessibility requirements under the Americans with Disabilities Act (ADA). Access to appropriate classroom and meeting space, computers, and other equipment needed to conduct proposed services. Note that these spaces may be managed by other entities, but all spaces should comply with health and safety guidelines, in addition to standard ADA accessibility requirements.
- Established administrative and performance management systems capable of managing public funds and federal contracts.
- A detailed staffing plan adequate to successfully accomplish the requirements described in this RFP, including, at minimum:
    - a designated staff lead committed to the respective program; and
    - an appropriate ratio of participants for each service professional (defined as a staff member whose job is focused on providing direct services).

Successful applicants will be required to notify OEWD of any changes in key personnel within 30 days of the proposed change. In addition, if the Contractor anticipates a change in service location, the Contractor shall notify OEWD and schedule a site visit to the proposed new location prior to finalizing and no later than the 30th day in advance of the proposed change.

Priority Populations

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

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

Core Partners

OEWD has created a workforce system with a range of entry points appropriate for a variety of job seekers with unique interests and goals. OEWD expects all providers receiving funding, with limited exception, to leverage the entire workforce system to maximize outcomes for the people they serve. In support of this goal, OEWD encourages applicants to provide evidence of existing, high-functioning partnerships, and/or the capacity to develop new working relationships, as well as strategies to establish mutual accountability for achieving successful implementation of the program model described in the scope of services.

In particular, OEWD has established a formal relationship with its WIOA mandated Core Partners. WIOA Core Partners are programs and organizations that are mandated by WIOA to participate in the operations of the public workforce system. These Core Partners are required to offer services on-site at the Centralized Job Center, and OEWD requires that all providers in San Francisco's workforce system are aware of and able to facilitate access to the programs and services offered by Core Partners.

OEWD grantees must be prepared to develop and maintain partnerships with the following Core Partners:

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

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

This Request for Proposals (hereinafter "RFP" or "Solicitation") is being issued by the Office of Economic and Workforce Development (hereinafter, "OEWD" or "City"). 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.

OEWD is seeking qualified suppliers ("Proposers" or "Applicants") to provide proposals ("Proposal") in various program areas. Some programs that are in furtherance of the public purpose of providing critical economic and workforce development resources to support San Francisco's residents, businesses and visitors, will be administered as **grants**, while other services provided for the City's benefit will be administered as **professional services contracts**. The total amount of funding anticipated for initial contract awards is **$23,835,000.** Additional details regarding the funding limits for each program area, the expected term of initial agreements, and whether the program is a grant or professional service contract, are summarized below and detailed in Section II of this document. The funding intends

to deliver critical programs and initiatives citywide, and will be administered through OEWD's **Workforce Development Division.**

When applicable and practical, Proposers are encouraged to reflect the diversity of the City and include participation of businesses and residents from the City's most disadvantaged communities including, but not limited to populations from the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112, 94127, 94131, 94132, 94134, 94158.

While encouraged to reflect the diversity of San Francisco, Proposers should not submit information about the race, ethnicity, gender, sexual orientation, or national origin of Proposer's staff, leadership, and/or board of directors. The City will not consider any such demographic information when scoring this RFP or making decisions.

City and County of San Francisco
Sourcing Event ID 0000011442
Dept Contract ID: OEWD Workforce RFP 235

Formal Request for Proposals for:
Office of Economic and Workforce Development
Workforce Development Division

This RFP can be viewed at https://www.sf.gov/information--bid-opportunities
This Solicitation can be viewed on the City's Supplier Portal at: https://sfcitypartner.sfgov.org/pages/index.aspx

Proposal Phase	Tentative Date
Request for Proposals Issued	**Thursday, February 19, 2026, 04:00 P.M. PST**
[Optional] Virtual Technical Assistance (TA) Conference	**Monday, March 2, 2026, 02:00 P.M. PST** Enter location details Location: Zoom Meeting Zoom Webinar Link: Register Here Zoom Meeting ID: 842 2764 2264 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 235 website following the event. For accommodation due to a disability, contact 628-652-8400 or TDD 800-735-2929 (CRS), or email **oewd.procurement@sfgov.org** at least 3 business days prior to the meeting to ensure availability.
Written Questions Due Date	**Friday, March 13, 2026, at 5:00 P.M. PST** Email Written Questions to: oewd.procurement@sfgov.org Answers to questions will be posted online to the RFP 235 website: https://www.sf.gov/information--bid-opportunities Initial Posting of Answers: Tuesday March 3, 2026, by 1:00 P.M. PST Final Posting of Answers: Tuesday, March 17, 2026, by 5:00 P.M. PST
Proposal Due Date	**Wednesday, March 25, 2026, at 12:00 P.M. PST** **Proposal submissions will be accepted online only.** A link to the online application is published to the procurement website: **https://www.sf.gov/information--bid-opportunities**

Notice of Intent to Award	**Monday, April 20, 2026**
Period for Protesting Notice of Intent to Award	Within three (3) business days of the City's issuance of a Notice of Intent to Award.
Questions about this RFP?	Technical assistance will be provided by phone or email in accordance with public health and accessibility guidelines. Need the RFP or application materials in alternative formats for people with disabilities? Please email: **oewd.procurement@sfgov.org**

Attachments

Attachment A: Proposal Questions – for reference only

Attachment B: Proposed Budget Template– required document

Attachment C: City's Grant Agreement Terms – for reference only

Attachment D: City's Contract Terms – for reference only

Attachment E: Supplier Registration Instructions – for reference only

Attachment F: HCAO and MCO Declaration Forms

Attachment G: First Source Hiring Form

Attachment H: OEWD's Principles of Employment Equity

SUBMISSION REQUIREMENT (SR) CHECKLIST	Proposers must submit the following items with their online Proposal.

SR #	Description
SR 1	Completed Proposal submitted via online system by the deadline.
SR 2	Completed Attachment B, Proposed Budget template in Excel file format.
SR 3	Organizational Budget for the current or last completed fiscal year for the Lead Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
SR 4	Organizational Chart for the Lead Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
SR 5	Supplementary Questions and Attachments – Supplementary Questions and Minimum Qualification requirements stated under each Program Area are completed in the online narrative application, while attachments must be uploaded using the upload buttons in the online application.

Table of Contents

I. Introduction and Solicitation Schedule 1
- A. Introduction 1
- B. Anticipated Contract Term 3
- C. Anticipated Contract Not to Exceed Amount 3
- D. Indefinite Quantity, As-Needed Contract 5
- E. Cooperative Agreement 5
- F. Solicitation Schedule 6
- G. Contract Terms and Negotiations 7

II. Goods and Services Requested 7
- A. Goods and/or Services Requested 7
- B. Regulatory and Compliance Requirements Specific to the Goods/Services Solicited 306
- C. Green Purchasing Requirements 306
- D. Alternates and Samples 306
- E. Freight on Board and Shipping Costs 306
- F. Additional Purchases 306

III. Local Business EnterprIse (LBE) Program Requirements 306
- A. CMD Compliance Officer 306
- B. Application of LBE Rating Bonuses 306
- C. LBE Subcontracting Participation Requirements 307

IV. Proposal Evaluation Criteria 307

V. Submission Requirement Documentation Required with Proposal 307

VI. Written Proposal (110 Points) 308

VII. Price Proposal 311
- A. Price Proposal Format and Allocation of Points 311
- B. Price Proposal Evaluation Period 311

IX. Supporting Documentation Required Prior to Contract Execution 312

X. Failure to Provide Insurance and/or Bonds 313

XI. City's Social and Economic Policy Requirements 313
- A. Nondiscrimination Requirements 313
- B. Payment of Prevailing Wages 313
- C. Health Care Accountability Ordinance (HCAO) 313
- D. Minimum Compensation Ordinance (MCO) 314
- E. First Source Hiring Program 314
- F. Non-Profit Entities 314
- G. Other Social Policy Provisions 314

XII. Terms and Conditions for Receipt of Proposals 315
- A. How to Register as a City Supplier 315
- B. Proposal Questions and Submissions 315
- C. RFP Addenda 316
- D. Public Disclosure 316
- E. Limitation on Communications During Solicitation 317
- F. Proposal Selection Shall not Imply Acceptance 317
- G. Cybersecurity Risk Assessment 317
- H. Solicitation Errors and Omissions 318
- I. Objections to Solicitation Terms 318
- J. Protest Procedures 318

K. Proposal Term 319
L. Revision to Proposal 319
M. Proposal Errors and Omissions 319
N. Financial Responsibility 319
O. Proposer's Obligations under the Campaign Reform Ordinance 319
P. Reservations of Rights by the City 320
Q. No Waiver 320
R. Other 321

I. INTRODUCTION AND SOLICITATION SCHEDULE

A. Introduction

1. General

2. Selection Overview

You are eligible to apply if you:

- Are a nonprofit (501(c)(3), 501(c)(4), 501(c)(6)) or for-profit organization (as specified in the relevant Program Area), registered with the Internal Revenue Service (IRS) and in good standing with the California Secretary of State (SOS), the Franchise Tax Board, the State of California's Registry of Charities and Fundraisers, and eligible to do business with the City and County of San Francisco. This includes Community Benefit Districts (CBDs) and Business Improvement Districts (BIDs).
- Are not debarred or suspended from participation in local, State or Federal programs, and there is no pending administrative, civil, or criminal action against you alleging any misconduct in connection with a City grant or contract;
- Meet all submission requirements as described in Section V below. Failure to satisfy the submission requirements will eliminate the Applicant from further consideration.
- Can comply with all local, state or federal laws and regulations if funded. Please see **Attachment C** if you are applying for a grant, and **Attachment D**, City's Contract Terms, if you are applying for a professional services contract (PSC), for more information about general terms and conditions of City funding opportunities.

As noted above, to be considered for funding 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 Charities and Fundraisers. Proposer must comply with all applicable legal requirements by the time of contract 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 contract execution and for the duration of 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 Charities and Fundraisers.

Collaborations

OEWD strongly encourages collaborative proposals from teams of organizations with complementary skills and experience. Proposals from collaborative consortia, joint ventures, or teams must designate a Lead Applicant organization that will serve as the fiscal agent for the partners. The Lead Applicant must meet all minimum qualifications and will be responsible and accountable for effectively and efficiently planning, managing and delivering the services and activities described in this RFP, while providing excellent customer service and

achieving the stipulated performance outcomes. For areas limited to nonprofit applicants, nonprofits may choose to add for-profit consultants or contractors to their project team, but the Lead Applicant must be a nonprofit.

The Lead Applicant must also demonstrate the financial capability needed to effectively and efficiently disburse and account for the grant funds. Applicants that are formally collaborating with other organizations to deliver services under a program should submit specific details on the commitments each partner has made to support the programming described in the proposal.

Fiscal Sponsor for Contracts

A fiscal sponsor is an entity or organization that offers its legal and tax-exempt status to another entity or organization that participates in the operations of such entity or organization by receiving assets and incurring liabilities for the mutual benefit of pursuing charitable goals, and in consideration for the benefit of that entity or organization, the fiscal sponsor has assumed responsibility to manage programs, events, revenue, grants, contributions, contracts and insurance programs. If you are a **fiscal sponsor** to another organization (or group of organizations), and you are applying for a contract on behalf of, or in conjunction with another entity or organization, you must serve as the lead applicant ("Lead Applicant") and meet all criteria described in this RFP. While your subcontractors/ subgrantees/ subrecipients do not need to become City Suppliers, they must meet all other applicable compliance requirements. Fiscal sponsors will be required to enter into a fiscal sponsorship agreement with the underlying sponsored program, and meet other fiscal sponsor specific requirements in the resulting contract. For detailed information, see Attachment C or Attachment D, depending on the program area.

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 subcontractor 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.

The City shall award a contract to the Proposer(s) that meet the Submission Requirements of this Solicitation and obtain the highest-ranking score(s) on their Proposal(s). Responsive Proposals will be evaluated by a panel ("Evaluation Panel") consisting of one or more parties with expertise related to goods and/or services being procured through this Solicitation. The Evaluation Panel may include staff from various City departments. Proposals will be evaluated based on the criteria outlined herein. If applicable, a Contract Monitoring Division (CMD) Contract Compliance Officer will assess Proposal compliance with Local Business Enterprise (LBE) requirements and assign a rating bonus to Proposal scores. The CMD-adjusted scores (if applicable) will then be tabulated, and Proposers will be ranked starting with the Proposer receiving the highest score, then continuing with the Proposer receiving the second highest score, and so on. The City does not guarantee that any number of contracts will be awarded.

B. Anticipated Contract Term

Contracts awarded pursuant to this Solicitation are expected to begin on **July 1, 2026 or later** and shall be non-exclusive with an original term of up to two years. OEWD and the City, at its sole, absolute discretion, has the option to extend the term for four additional years for a total of six years, concluding no later than June 2032. Contracts may be negotiated for shorter or longer terms, and funding awards will be adjusted commensurate with the adjusted service period.

All decisions regarding the size, length, and scope of future funding awards are subject to OEWD approval and budget availability. Future funding is not guaranteed, and funding amounts and terms will depend upon the performance of the grantee or contractor ("Contractor") 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.

C. Anticipated Contract Not to Exceed Amount

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's 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, contract terms, and project goals before finalizing awards. This amount is based on the City's estimated spend over the advertised initial contract term. Should City's actual spend exceed its estimated spend for the initial term, City may in its sole discretion increase the NTE for the initial term. **The amount of any initial funding award may be as much as 400% of the proposed budget amount listed under the limits in this RFP**. Should City exercise its options to extend beyond the initial term, City may also elect to increase the NTE proportionally. 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 for the Program Area.

The initial round of funding included in this RFP is expected to be local City general funds ("General Fund"), along with a variety of federal, state or local funding to support the program which may include, but is 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

Workforce Innovation and Opportunity Act (WIOA)

The U.S. Department of Labor's (DOL) Workforce Innovation and Opportunity Act of 2014 (WIOA) maintains the structure of a comprehensive workforce system and provides allowable

activities, eligible populations, and performance outcomes. At the time of application for OEWD funds and at all times during the term of a WIOA-funded agreement with the city, applicants are expected to be familiar with the contents of WIOA and related federal regulations. Both can be found at the Department of Labor's website (www.doleta.gov) and specifically in a detailed *Training and Employment Guidance Letter (TEGL- 1705)* and a 1-page overview that summarizes key WIOA program performance measures, which may be retrieved at this link:

http://www.doleta.gov/performance/guidance/tools_commonmeasures.cfm

WIOA dollars are tracked at the Federal budget level under the Code of Federal Domestic Assistance (CFDA) number 17.278, 17.259, and 17.258 for Dislocated Worker, Youth, and Adult Services respectively. Applicants for OEWD funds must be aware that guidance related to WIOA legislation is continuously evolving, and programmatic and administrative guidance may be clarified during the Solicitation period and active life of the contract based on new legislation or guidance released concerning WIOA or other funding sources associated with the services being procured. WIOA-funded programs must offer Career Services that allow a job seeker to understand, prepare for, and successfully connect to and retain employment in local demand occupations. Required Career Services are detailed in this RFP in the Program Area descriptions.

WIOA Core and State Strategic Partners

Further, WIOA-funded programs must collaborate with and connect participants to services offered through WIOA-mandated Core and State Strategic Partners, as described in the Local San Francisco WIOA Plan. OEWD will work with contracted workforce service providers to broker and develop relationships with these partners, including California Employment Development Department, California Department of Rehabilitation, City College of San Francisco, San Francisco Human Services Agency, San Francisco Department of Child Support Services, and other federally-funded state and community partners.

Community Development Block Grant (CDBG)

The U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program provides uniquely flexible resources for community development, particularly in neighborhoods with a high number of residents living in poverty. Applicants to this RFP may be considered for CDBG funding if they serve low and moderate-income individuals, particularly if those individuals live in one of the following Neighborhood Revitalization Strategy Areas (NRSAs):

- 94124
- 94108
- 94103
- 94105
- 94107
- 94110
- 94114
- 94102
- 94134
- 94115

CDBG dollars are tracked at the Federal budget level under the Code of Federal Domestic Assistance (CFDA) number 14.218. In San Francisco, the Mayor's Office of Housing and

Community Development (MOHCD) is the designated city agency responsible for the overall administration of CDBG funds.

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

City General Funds

Services solicited through this RFP will be funded in part by City General Funds, which enable OEWD to extend services to San Franciscans who may not meet WIOA and/or CDBG eligibility criteria and create greater flexibility for applicants to provide effective service models and/or service components that are not strictly tied to WIOA and/or CDBG funding limitations. The availability of OEWD general funds for this RFP is subject to approval through the City's budgeting process.

Other Funds

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

Should any additional funding be identified to support the program in future program years, OEWD will disclose the terms and conditions related to those awards to the chosen Contractor, and such Contractor will be required to demonstrate the ability to comply with any additional terms and conditions prior to entering into or renewing a contract. 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 the program within the RFP, such additional funding may be used to fund the program in this RFP, under the terms and conditions of this Solicitation. Another City department other than OEWD may decide to award funding for a professional services contract based on alignment of services requested. OEWD, or other City agencies, will disclose any additional regulations or requirements during the negotiation process for contracts that are awarded through this RFP and funded by other local, state, federal or non-city sources.

D. Reserved.

E. Cooperative Agreement

Any other City department, public entity or non-profit made up of multiple public entities, may use the results of this Solicitation to obtain some or all of the professional services to be provided by Proposer under the same terms and conditions of any professional services contract awarded pursuant to this Solicitation.

F. Solicitation Schedule

The anticipated schedule for this Solicitation is set forth below. These dates are tentative and subject to change. It is the responsibility of the Proposer to check for any Addenda to this Solicitation or other published pertinent information.

Proposal Phase	Tentative Date
Request for Proposals Issued	**Thursday, February 19, 2026, 04:00 P.M. PST**
[Optional] Virtual Technical Assistance (TA) Conference	**Monday, March 2, 2026, 02:00 P.M. PST** Enter location details Location: Zoom Meeting Zoom Webinar Link: Register Here Zoom Meeting ID: 842 2764 2264 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 235 website following the event. For accommodation due to a disability, contact 628-652-8400 or TDD 800-735-2929 (CRS), or email **oewd.procurement@sfgov.org** at least 3 business days prior to the meeting to ensure availability.
Written Questions Due Date	**Friday, March 13, 2026, at 5:00 P.M. PST** Email Written Questions to: oewd.procurement@sfgov.org Answers to questions will be posted online to the RFP 235 website: https://www.sf.gov/information--bid-opportunities Initial Posting of Answers: Tuesday, March 3, 2026, by 1:00 P.M. PST Final Posting of Answers: Tuesday, March 17, 2026, by 5:00 P.M. PST
Proposal Due Date	**Wednesday, March 25, 2026, at 12:00 P.M. PST** **Proposal submissions will be accepted online only.** A link to the online application is published to the procurement website: **https://www.sf.gov/information--bid-opportunities**
Notice of Intent to Award	**Monday, April 20, 2026**
Period for Protesting Notice of Intent to Award	Within three (3) business days of the City's issuance of a Notice of Intent to Award.

Questions about this RFP?	Technical assistance will be provided by phone or email in accordance with public health and accessibility guidelines. Need the RFP or application materials in alternative formats for people with disabilities? Please email: **oewd.procurement@sfgov.org**

Each date is subject to change. For the latest schedule, check the RFP website at https://www.sf.gov/information--bid-opportunities.

*Note: Substantive questions regarding the program area 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 with substantive questions regarding the program area, or technical assistance needs. Applicants are responsible for reviewing all portions of this RFP, including the attached Addenda and seeking clarification of any ambiguity, discrepancy, omission, or error in the RFP, prior to submitting their Proposal.

G. Contract Terms and Negotiations

The successful Proposer will be required to enter into a contract similar to the form attached hereto, although the contract may be updated prior to execution. For Proposers applying to grants, see Attachment C, City's Grant Agreement Terms; for Proposers applying to Professional Services Contracts, see Attachment D, City's Contract Terms.

If a satisfactory contract(s) cannot be negotiated in a reasonable time, the City, in its sole discretion, may terminate negotiations. Upon termination of negotiations, City may begin negotiation with the Proposer that meets the Submission Requirements of this Solicitation whose Proposal receives the next highest-ranking score.

II. GOODS AND SERVICES REQUESTED

A. Goods and/or Services Requested

This Solicitation is being issued by OEWD. OEWD is seeking qualified Proposers to provide Proposals for the following: the areas outlined below.

Applicants may submit proposals for multiple program areas; however, if an applicant applies for the Specialized Job Center or the Disability Services Coordinator program areas, and the Applicant is one of the highest scoring proposals, they shall be eligible to receive **only one (1) of those awards**. All applicants **shall not receive more than five (5) awards in total under this RFP**. If an Applicant applies to multiple programs, they will be awarded only in their top 5 scoring program areas and will be ineligible for additional awards

Applicants can apply for the both the Specialized Job Center or the Disability Services Coordinator program areas, but they shall be eligible to receive **only one (1) of those awards.**

Workforce Development Division: Grants

Program Area #	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
A	Centralized Job Center	$6,500,000	5 or more	$150,000 to $3,250,000	4 Years	Nonprofit
B	Young Adult Job Center	$2,000,000	5-7	$150,000 to $1,000,000	4 Years	Nonprofit
C	Specialized Job Center	$1,300,000	2-6	$150,000 to $650,000	2 Years	Nonprofit
D	Work-Based Learning Center	$875,000	2-6	$150,000 to $437,500	4 Years	Nonprofit
E	Disability Services Coordinator	$325,000	1	$150,000 to $325,000	4 Years	Nonprofit

Workforce Development Division: Sector and CityBuild Grants

#	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
F	HealthCare Academy Occupational Skills Training	$1,900,000	5-8	$150,000 to $950,000	4 Years	Nonprofit
G	Hospitality Initiative Occupational Skills Training	$1,650,000	5-8	$150,000 to $825,000	4 Years	Nonprofit
H	TechSF Occupational Skills Training	$950,000	4-8	$150,000 to $475,000	2 Years	Nonprofit
I	TechSF Sector Workforce On-Ramp	$1,200,000	3-6	$150,000 to $600,000	2 Years	Nonprofit
J	Sector Workforce Registered Apprenticeship	$500,000	1	$150,000 to $500,000	2 Years	Nonprofit

K	Industries of Opportunity Occupational Skills Training	$2,200,000	5-8	$150,000 to $1,100,000	2 Years	Nonprofit
L	San Francisco Bay Occupations and Apprenticeship Training (SFBOAT)	$500,000	1-2	$150,000 to $500,000	2 Years	Nonprofit
M	San Francisco Business Academy (SFBA)	$500,000	1-3	$150,000 to $500,000	2 Years	Nonprofit
N	San Francisco Climate Academy	$500,000	1-3	$150,000 to $500,000	2 Years	Nonprofit
O	Construction Career Pathways	$1,000,000	1	$1,000,000	4 Years	Nonprofit
P	CityBuild Academy Occupational Skills Training	$500,000	1	$500,000	4 Years	Nonprofit
Q	CityBuild Occupational Skills Training (OST) Specialized Trades	$400,000	1	$400,000	4 Years	Nonprofit
R	CityBuild Occupational Skills Training (OST) Multi-Craft Core Curriculum (MC3)	$110,000	1	$110,000	4 Years	Nonprofit
S	Construction Career Advancement	$275,000	1	$275,000	4 Years	Nonprofit

	and Retention Program					
T	Construction Administrative and Professional Services Academy (CAPSA)	$300,000	1	$300,000	4 Years	Nonprofit
U	Violence Prevention On-Ramp	$150,000	1	$150,000	4 Years	Nonprofit

Workforce Development Division: Professional Services Contracts

#	Title of Program or Project	Total Funding Available	Anticipated Number of Awards	Anticipated Annual Funding Per Contract (min/max)	Term of Service	Eligible Applicants
V	One Stop Operator	$125,000	1	$125,000	4 Years as needed	Both nonprofit and for-profit
W	Planning and Designing Workforce Services	$25,000	1-4	$6,250 to $25,000	4 Years as needed	Both nonprofit and for-profit
X	Grant Development Services	$25,000	1-4	$6,250 to $25,000	4 Years as needed	Both nonprofit and for-profit
Y	Workforce Services Compliance and Policy Analysis	$25,000	1-4	$6,250 to $25,000	4 Years as needed	Both nonprofit and for-profit

Program Area A: Centralized Job Center (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $6,500,000 for 12 months of service as funds are available.

Anticipated Number of Awards: 5 or more

Anticipated Annual Funding Per Contract: $150,000 - $3,250,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of program enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary:
In order to best assist job seekers and employers with accessing San Francisco's workforce system, the Office of Economic and Workforce Development (OEWD) partners with local community-based organizations to provide a network of Job Centers that offer a range of workforce development services. These services are designed to assess a job seeker's interests and aptitudes, develop a plan to attain employment, and deliver or refer participants to targeted services within or outside the workforce system that allow individuals to realize their employment goals. This is done in partnership with core partners as required by the Workforce Innovation and Opportunity Act (WIOA), including the Employment Development Department (EDD), the Human Services Agency (HSA), City College of San Francisco (CCSF), the Department of Rehabilitation (DOR), and the Department of Child Support Services (DCSS). Grantees are expected to actively cultivate partnerships with each of these entities to strengthen co-enrollment, expand available resources, and provide coordinated support that enhance participants' overall success.

Centralized Job Center (CJC): The Centralized Job Centers will be located in geographic areas that suffer from higher unemployment rates than San Francisco's average. Centralized Job Centers allow community-based access to an array of comprehensive workforce services, light-touch services, referrals to workforce programs within the OEWD network, and connections to supportive services and resources. The CJC will predominantly serve low-income and vulnerable communities to address their immediate needs and directly connect them with essential services. They provide culturally

competent services to the residents of the neighborhood and serve as community-based entry points to the larger workforce system.

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

Unless indicated, all Job Centers in San Francisco's workforce system must deliver (or make available to job seekers) a comprehensive, in-person, and virtual menu of required Job Center services including outreach, intake and assessment, career planning and exploration, job search assistance, job readiness training, referrals to education and training services, referrals to wrap around service(s) to remove intensive barriers, and access to computers, internet, scanners, and copy machines.

Job Center grantees must tailor delivery of Job Center services and other services to the needs, barriers, assets, and interests of individual job seekers, who may benefit from all or a portion of the services available. Job Centers will utilize effective assessment and case management practices to determine and facilitate access to appropriate services, based on the needs of each job seeker. Job Centers shall be open to everyone seeking services, and nobody will be turned away from, nor prioritized for services due to their race, ethnicity, gender, sexual orientation, or national origin.

Interested CJC applicants can also apply to serve as a Federal-and State-recognized Comprehensive America's Job Center of California (Comprehensive AJCC). In addition, if interested, they can apply to serve as the administrator of Individual Training Accounts (ITA) and On-the-Job Training (OJT) funds. Detailed requirements are listed under Service Description.

Minimum and Preferred Qualifications:

OEWD seeks applicants to serve San Francisco's workforce system as Centralized Job Centers (CJCs). CJCs provide accessible, comprehensive workforce services in neighborhoods that face geographic isolation or experience disproportionately high levels of unemployment and poverty. Strategically located in areas with the greatest need, CJCs serve as vital hubs for connecting residents to essential services and employment and training opportunities. Through a network of CJCs and satellite offices in other underserved neighborhoods, OEWD leverages local assets to strengthen its core programs, policies, tools, and services.

Neighborhood-based employment services offered through the CJCs must include a blend of workforce development, education, job readiness, barrier removal, and light-touch services. These offerings should be complemented by referrals and supportive services that address immediate needs and help residents achieve long-term economic stability and overall well-being.

OEWD places a strong emphasis on equity and providing workforce services for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed, and underrepresented individuals. The CJCs must serve job seekers with a diversity of skills and levels of job-readiness, providing tiers of service appropriate to those with significant barriers, as well as those ready for employment.

In addition to delivering an extensive menu of WIOA workforce services in-person or virtually, the CJCs will serve as accessible entrypoints into San Francisco's larger public workforce and education systems. The CJCs will offer comprehensive, onsite Job Readiness Training (JRT), Computer Skills

Training (CST), and financial capability services. These services must be connected to the Job Center services system and may occur in partnership with other workforce services providers (Specialized Job Centers, Sector Subject Matter Experts, and Young Adult Workforce providers) at the provider's location and/or at other sites throughout the City that are accessible.

The CJCs will collaborate with the larger workforce system and other partners, including: Specialized Job Centers, Sector Workforce Programs, Young Adult Workforce providers, and WIOA Core Partners, also known as WIOA Mandated Core Partners, California Employment Development Department (EDD), California Department of Rehabilitation (DOR), City College of San Francisco (CCSF) Career Technical Education and Adult Education programs, San Francisco Human Services Agency (HSA)/Temporary Assistance for Needy Families (TANF) programs, and Department of Child Support Services (DCSS).

Scope of Work:

Centralized Job Center (CJC) applicants must demonstrate that each of the Job Center services required will be available to job seekers and employers. Services must be delivered in-person at the CJCs or virtually. When any service is delivered offsite (such as satellite office hours, offsite intake or case management meeting), the delivery site must have appropriate space, technology, and other necessary materials. In addition, CJCs supported by federal funds must participate in the certification process for the State of California's Hallmarks of Excellence for America's Job Centers of California (AJCC). AJCCs provide job seekers and employers access to the programs, services, and activities of one or more AJCC partners.

CJC applicants interested in serving as a Federal- and State-recognized Comprehensive America's Job Center of California (Comprehensive AJCC) will also have these primary functions:

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

- Serving in this role, the Comprehensive AJCC must meet certain requirements (detailed under Service Description and Minimum and Preferred Qualifications) in regard to its physical space and infrastructure, staffing capacity and personnel, and the ability to offer a wide range of workforce services.

- CJC applicants interested in the administration of Individual Training Account (ITA) and On-the-Job Training (OJT) funds will also have these primary functions:

- The CJC ITA and OJT administrator will be responsible for administering funds across OEWD's workforce system. They will set aside a number of ITA slots, established in coordination with the OEWD Program Specialist, for use by Job Centers serving job seekers interested in training opportunities. The CJC ITA and OJT administrator will facilitate coordination among Job Centers to support equitable access to these funds. Additionally, in collaboration with OEWD, the CJC may assist with oversight of local training providers included on the California Eligible Training Provider List (ETPL).

Service Description

Several service delivery strategies distinguish the Centralized Job Centers (CJCs) from other elements of the workforce system. CJC applicants must demonstrate their capacity and intent to deliver the following:

- Manage and coordinate the CJC and satellite office hours as an accessible, community-based facility delivering comprehensive workforce services.
- Conduct outreach and recruitment strategies that include formally partnering with agencies and local community-based organizations that can identify targeted groups of neighborhood residents and connect them to the Job Center; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Coordinate formal partnerships across multiple agencies—including local community-based organizations—to deliver holistic, culturally competent services that address barriers to employment. These efforts aim to support job seekers facing multiple challenges and create a strong pipeline of candidates referred to the Job Center for comprehensive workforce development services.
- Leverage other neighborhood community partners' spaces to provide satellite office hours to expand outreach and services to San Francisco communities.
- Staff the Job Center with culturally competent personnel who will serve as workforce experts, reach neighborhood residents through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Ensure access to services are provided to persons with Limited English Proficiency (LEP).
- Offer intake, assessment, and "light touch" services to the general population. These services include access to computers and internet for job research and application; in-person and virtual job seeker events such as workshops and employer information sessions; workforce system navigation and one-off job search assistance (i.e., resume review, online application assistance); and enrollment and referral to more comprehensive services with partners.
- When assessment identifies participants' need for essential services, the grantee must successfully refer and directly connect individuals to identified services and information on how to access services. Essential services include (but are not limited to) support for the following:
    - Housing
    - Unemployment Insurance
    - Public Benefits
    - Mental Wellness
    - Legal Services
    - Transportation Assistance

- Provide activities that facilitate connection and community among newcomer families, including providing entry points to school district services (enrollments and transfers in the district, signing up for after-school programming, case management coordination at school campuses, etc.)
- Provide services primarily to neighborhood job seekers to ensure needs of surrounding community are met.
- Maintaining, coordinating, and expanding formal partnerships with multiple agencies, including local community-based organizations, to provide a continuum of care/services.
- Providing space to WIOA core, workforce, and community partners to provide office hours to expand outreach and services to the San Francisco Community.
- As needed, facilitating the co-location of Specialized Job Centers and Young Adult Workforce services to accommodate referrals.

- Provide services during non-traditional hours, including evenings and/or weekends, to meet the needs of job seekers who are working.
- Plan and design in-person and virtual services relevant and customized to neighborhood-specific needs and assets.
- Deliver customized job readiness training and barrier removal services to address the needs of neighborhood residents.
- Connect residents to sustainable employment opportunities with career pathways and advancement by collaborating with a variety of employer partners.
- Collaborating with all sector-based occupational skills training providers to gain a deeper understanding of their programs and to develop a streamlined, effective referral process.
- In collaboration with OEWD, develop, deploy, and collect participant satisfaction surveys to enhance the participant experience and improve service delivery.
- Serve the broader network of Job Centers and other workforce system partners by assisting with the coordination of referrals to and from the CJCs.
- ShoCoordinating and publishing monthly online calendars that include the services and events of all CJCs.
- Coordinate closely with OEWD Employer Services to develop relationships with local businesses and with businesses whose hiring needs match the skills of neighborhood job seekers; and collaborate with OEWD to host employer workshops, spotlights, hiring events and career fairs, and support partnerships with larger, regional employers.

CJC applicants interested in serving as the Comprehensive America's Job Center of California (Comprehensive AJCC) will have the following service descriptions related to the primary functions outlined above:

- California's Employment Development Department (EDD) defines a Comprehensive AJCC as a site where job seekers and employers can access the programs, services, and activities of all required Comprehensive AJCC partners, with at least one WIOA Title IB staff person physically present. EDD further defines excellence in Comprehensive AJCC operations as:
- In a physical location that enhances the customer experience.
- A site that offers universal access, with an emphasis on individuals with barriers to employment. The Comprehensive AJCC should embrace principles of Universal Design and implement veterans preference and priority of service requirements.
- A key partner and leader within its local system of local job centers and WIOA Core Partners.
- A purveyor of integrated, customer-centered workforce services, including providing access for job seekers to all WIOA Core Partners.
- An On-Ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.
- A participant in the broader local and regional strategy to engage industry and labor and support regional sector strategies through an integrated business service strategy that focuses on quality jobs. An employer of high-quality, well-informed, and cross-trained staff.
- An organization that achieves business results through data-driven continuous improvement.
- Other activities and responsibilities related to serving as San Francisco's Comprehensive AJCC include:
- Participating in periodic Equal Opportunity reviews of Comprehensive AJCC policies, procedures, and facilities, and responding to recommendations for improvements.
- Participating in and passing the Comprehensive AJCC certification process for the state of California's Hallmarks of Excellence for America Job Centers of California.
- Participating in the San Francisco WIOA Core Partners working group.

CJC applicants interested in administration of Individual Training Account (ITA) and On-the-Job Training (OJT) funds will have the following service descriptions related to the primary functions outlined above:

- Grantee will oversee select WIOA funding, OJT, and ITA administration. Grantee will collaborate with workforce system partners and employers (other Job Centers, WIOA Core Partners) to connect job seekers to OJT and ITA opportunities.
- Create OJT contracts with employers (developed directly or referred by Job Centers); identify, accept, and place qualified job seekers (developed directly or referred by Job Centers) into OJT; and provide support to both job seekers and employers during the OJT contracted period. Employer site visits, evaluations, and regular meetings will be required.
- Develop contracts with eligible training providers and work with OEWD's workforce system partners to make ITAs available on an individualized and customized basis as appropriate for job seekers; and provide support to both job seeker and educational institution during the ITA contracted period.

Eligible Activities

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

1. **Outreach and Recruitment**

   Outreach and recruitment services must enhance general awareness of the workforce services available at Job Centers and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers. Following OEWD's Principles of Employment Equity (see Attachment H), selected Contractors must ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders such as the San Francisco Human Rights Commission's Opportunities for All program and the San Francisco Human Services Agency's Foster Youth program. Competitive proposals will have existing or proposed plans to establish formal partnerships and a Memoranda of Understanding (MOUs) with these entities.

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

   a. **Information:** Each Job Center must provide participants with information on employment opportunities and how to access services within the Job Center and the broader public workforce system, both in-person and virtually. Information on employment opportunities should include employment statistics for in-demand industries and occupations, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information can be made available in a self-service resource room, through individualized referrals, and/or in group workshops. The Job Center should, at minimum, maintain a self-service resource room and a job board with information on employment, sector training, and postsecondary education opportunities.

   b. **Orientation:** Each Job Center must offer both in-person and virtual orientations that comprehensively present the full range of services and activities available across all Job Centers and the broader workforce system, including those provided by partner agencies and community organizations. Information should be provided on how to access these services, as well as eligibility and expectations for successful program participation. Orientations can occur regularly in a group workshop format or through individual participant appointments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

   c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals. Assessment also identifies barriers to employment that are relevant to the individual participant as well as any needed supportive services. Assessment helps determine the incoming participant's eligibility and appropriateness for workforce programs and services. An objective assessment should evaluate at least the following: education; basic occupational skills; interests and aptitudes; prior work experience; employability; supportive services and developmental needs; and initial assessment of need and corresponding referral for public aide assistance (if currently not receiving aide and would benefit from services).

   d. **Enrollment:** Enrollment activities must establish documentation of eligible individual's participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. Referral to General Workforce System, Workforce Innovation and Opportunity Act (WIOA) Core Partners and Training Services

General Workforce and WIOA Core Partners System Referrals: For those job seekers who require supportive or direct services in order to achieve their overarching employment objectives, Job Centers must have the ability to successfully refer and connect individuals to required services across the larger workforce system and/or WIOA Core Partners. Referral services must provide job seekers with information on how to access services and must

include guided referrals to workforce programs and services that are appropriate to the individual's eligibility, preparedness, and assessment-driven goals.

Each Job Center must: be a primary receiver and provider of referrals; document all referrals (incoming and outgoing) and services provided; provide updates to referring and receiving agencies and organizations on client progress, challenges, and outcomes as appropriate.

Sector Training Referrals: When assessment identifies a job seeker's need for and interest in technical or occupational training, the Job Center may refer the individual to an OEWD Sector Training partner. For WIOA-funded grantees, training included on California's Eligible Training Provider List (ETPL) should be prioritized. Each Job Center must develop and maintain effective partnerships and referral relationships with OEWD's Centralized Job Center administering Individual Training Account (ITA) and On-the-Job Training (OJT) funds and Sector Training Subject Matter Experts in order to inform individuals of available training subsidies, such as ITAs available to eligible job seekers through the grantee or Occupational Skills Training through the sector training programs.

4. **Individual Planning and Case Management**

All Job Centers are required to provide in-person or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Job Center must work jointly with eligible program participants who are being referred to training and develop Individual Employment Plans (IEP) or Individual Service Strategies (ISS) that, at a minimum: (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify any barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve their employment and educational goals. The Job Center should monitor the participant's progress and continuously modify the IEP or ISS to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

The Job Center grantee will provide holistic and culturally competent barrier remediation services targeted to participants with multiple barriers that adversely impact successful job search and employment. The grantee will assist participants in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will also identify the barriers to achieving these goals,

work with participants to develop a barrier removal action plan, and connect participants to one-on-one, small group, public, and other support services available in the community through warm and direct referrals as needed to help the participant achieve their employment goals. Competitive proposals will have existing or proposed plans to establish formal partnerships and Memoranda of Understandings (MOUs) with these entities.

Through intensive services, the following barriers (but not limited to) will be addressed to enhance employability: work authorization support, need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services, justice system involvement, drug and/or alcohol substance use issues, limited technology and internet access, lack of basic computer skills, lack of high school diploma/GED, housing insecurity, lack of valid driver's license, or mental health supports.

6. **Supportive Services**

Participants in need of support to enter, participate in, and succeed in workforce services must be provided with or connected to supportive services through the Job Center. The provider must work with participants to address barriers impacting participants' ability to obtain or retain employment. Such supportive services may include (but are not limited to): tuition or training expenses, testing fees, childcare services, transportation assistance, driver's license acquisition or driving record remediation, drug testing, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All Job Centers must provide accurate information regarding the availability of supportive services in the local area, and referral to such services, including referrals to San Francisco Human Services Agency for Public Aide assistance as a form of support, as appropriate. Supportive services should complement services available through the Job Center and its partners as much as possible and should be delivered in a culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. All supportive services provided must be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. **Job Readiness Training**

Job seekers who face barriers to participating in vocational training or securing employment must be provided with Job Readiness Training (JRT). This training is designed to equip them with essential skills, attitudes, and behaviors needed to succeed in both the workplace and classroom environments. Training should include topics such as:

- Employer expectations (i.e., appropriate work attire and culture)
- Workplace communication skills Self-assessment tools
- Job search skills
- Interview skills
- Job seeker portfolio development (i.e., resume, applications, online profiles)
- Training should include computer literacy skills essential for both job searching and performing common workplace tasks
- Managing a work-life balance
- Career awareness; career exploration; career preparation

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

Each Job Center must provide job-ready participants with in-person or virtual workforce services, including job search, employment, and retention services that support participants with securing employment, assessing their progress, and determining need for additional services focused on helping participants adjust and thrive in their new work environment. Participants who enter the Young Adult Services Program may also receive post-secondary education, advanced vocational training, or paid work-based learning experience search services. Participants who enter the Job Center with limited or no barriers to employment may be prepared to advance directly to job search services upon enrollment. The intensity of workforce services, including job search, employment, and retention services, will depend upon the assessed job seeker's individual needs and priorities.

a. **Job Search and Employment:** Job search services are designed to equip job seekers with the tools and support necessary to conduct an effective job search while staying informed about available employment opportunities. Each Job Center must offer a comprehensive range of services, including individualized support with job search strategies such as résumé development, interview preparation, and networking. In addition, Job Centers must provide access to computers and digital tools, along with staff assistance to help navigate online job search platforms. Job seekers should also be connected to employer partners and referred to current job openings as part of these services. Connecting job seekers to viable employment opportunities is a key responsibility of the Job Center grantee. Job Centers must market job seekers to local employers and facilitate the application and hiring process to the extent feasible. Job Centers must maintain rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

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

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

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

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

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

To enhance employment opportunities for program participants, coordination with OEWD's Employer Services Unit (ESU) is required. Under the leadership of the OEWD ESU, each Job Center must make space available to accommodate employers to conduct one-on-one interviews, group interviews, and association or business group meetings, including virtual events. In addition, Job Centers will co-host career and hiring fairs and schedule space at the Job Center or coordinate virtually for one-on-one and/or group job interviews and employer and industry spotlights. Job Centers must coordinate with ESU staff/providers to leverage employer relationships, First Source Hiring Program, and other business service strategies to maximize employment opportunities. Job Centers are required to utilize OEWD's job matching data system (tps://workforcelinksf.org/en/) and other OEWD data systems, if any, to effectively track First Source referrals.

11. **Basic Computer Skills Training**

Job Centers should directly provide Basic Computer Skills Training (CST) whenever possible. If CST is not available on-site, job seekers must be referred to qualified external CST providers to ensure access to this essential training. CST must equip participants with the technical skills and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement.

CST modules should include (but are not be limited to) computer skills training relevant to job searches, including use of email, web browser, basic internet search, artificial intelligence (AI) basic literacy, key job search websites, safety and security on the web, training in software applications used on the job (e.g., Microsoft Office Suite), and training on use of job search and personal branding websites (e.g., LinkedIn). CST providers must collect data needed for pre- and post-assessment of computer skills.

12. **Financial Capability Services**

Financial capability services or financial literacy should be provided directly by the Job Centers or referred to other financial capability service providers if financial capability service is not offered by the Job Center. Financial capability services and training should prepare participants to manage employment income and a household budget. Job Centers should provide financial capability services or financial literacy training directly. If these services are not available on-site, participants must be referred to qualified external providers. The goal of financial capability services is to help participants effectively manage their employment income and household budgets. These services should include one or more of the following components: individualized financial coaching; the ability to create and manage household budgets; the development of savings plans; and support for making informed personal financial decisions. Services should also help participants effectively manage spending, credit,

and debt—including credit card debt—and build awareness of the importance and availability of credit reports and credit scores. Additionally, activities should address the specific financial literacy needs of non-English speakers by offering multilingual materials and culturally responsive support. Financial capability service providers are encouraged to align their programs with, and facilitate participant access to, services offered through San Francisco's Office of Financial Empowerment.

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

To assess the effectiveness of programming and support participants in successfully entering and advancing within sector-specific career pathways, the following performance measures should be integrated into training and coordination efforts:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of recognized credentials/certificates : secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

14. **On-the-Job Training – Applicable to Centralized Job Center administering On-the-Job Training**

CJC applicants interested in the administration of On-the-Job Training (OJT) funds must meet certain requirements (detailed under Service Description and Minimum and Preferred Qualifications). Grantee will create and enter into contracts with employers providing On-the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria: (1) Provide knowledge or skills essential to the full and adequate performance of the job; (2) Provide reimbursement to the employer of up to 50 percent of the wage rate of the

participant, for the costs of providing the training and additional supervision related to the training; and (3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Grantee will administer an OJT fund designated to serve the entire workforce system and will serve as the primary point of contact with participating OEWD grantees and employers. Grantee and other provider partners must develop OJT leads with eligible employers, make information about OJT opportunities available to job seekers and screen and prepare interested candidates. Grantee must also solicit and accept referrals of qualified and interested individuals to participate in OJT and must work with the referring Job Center to facilitate the individual's hire into an OJT position.

15. **Individual Training Accounts – Applicable to Centralized Job Center administering Individual Training Accounts**

CJC applicants interested in the administration of Individual Training Account (ITA) funds must meet certain requirements (detailed under Service Description and Minimum and Preferred Qualifications). Individual Training Accounts (ITAs) reimburse the cost of training that will earn the individual a certificate/credential in order to enter or better compete in the workplace and retain employment. Training services reimbursed through ITAs may include: occupational skills training; programs that combine workplace training with related instruction; training programs operated by the private sector; skills upgrading and retraining; training to address employer needs; entrepreneurial training; and adult education and literacy activities integrated with services described above.

Grantee will administer an ITA fund designated to serve the entire workforce system. In coordination with the workforce system and following WIOA program guidance, grantee will inform eligible job seekers about ITAs and facilitate their access as appropriate. Job seekers, in consultation with grantee staff, must select training services that are listed on the California Eligible Training Provider List (ETPL) for WIOA-funded participants and are related to career goals as determined through an assessment.

Service Performance Measures

Performance Measure	**OEWD Performance Goal**
Placement in unsubsidized employment **Up to 25% may be placed in the following:* *1) advanced training or postsecondary education that leads to certificate/license attainment preparing for employment at exit* *2) completion of intensive barrier remediation such as, but not limited to, achieving high school diploma or GED, increasing ESL level, securing housing, etc.*	70-80% of participants enrolled
Attainment of a State/Industry recognized credential (within 4th quarter after exit) - **Only for Centralized Job Center administering Individual Training Account**	70-80% of participants enrolled in Individual Training Accounts
Measurable skills gain (before client exit) - **Only for Centralized Job Center administering Individual Training Account**	70-80% of participants enrolled in Individual Training Accounts

Follow-Up of Participants Placed in Unsubsidized Employment at 2nd and 4th Quarter after exit	70-80% of all participants placed in unsubsidized employment
Employment from hiring events and career fairs	Percentage of employment outcomes to be determined as needed

Other Major Deliverables	
Certify as an America's Job Center of California, per EDD guidance.	Every three years
The Centralized Job Centers (CJCs) will receive referrals from WIOA Core Partners. The CJC grantees will work with WIOA Core partners to establish staff-level relationships and processes that result in warm hand-offs of participants between agencies that are documented and tracked.	Ongoing throughout the program year
Facilitate co-location with WIOA Core partners per the MOUs developed between OEWD and the WIOA Core Partners.	As needed
The CJCs will provide Light Touch Services (intake, assessment, referral) to Essential Services. CJCs will receive referrals from employer and community events, City departments, WIOA Core partners etc.	Ongoing
Host hiring events, career fairs, and other events to bring better alignment to the workforce services system in San Francisco	As needed
CJC administering Individual Training Accounts (ITAs) will work with its staff and CJC partners to market the ITA process. In addition, will assess job seekers eligibility and work in collaboration with CJC partners to ensure ITA enrollment goals are achieved.	Ongoing

Minimum Qualifications:
Successful Centralized Job Center (CJC) applicants will demonstrate the following minimum qualifications:

- CJC applicants – whether as a single agency, or a collaborative under a Lead Applicant agency – must submit a single proposal to deliver or otherwise provide access to all Job Center services detailed in the Service Description.
- CJC applicants must provide justification for locating a CJC in the community they are proposing to serve. If proposing ability to provide satellite office hours, be sure to detail justification for satellite office hours and need in identified community. Competitive proposals will have the ability to provide satellite office hours.
- Pre-existing relationships and referral networks with a wide range of workforce, education, and supportive service providers, such as, but not limited to housing, mental health, legal services, etc. in San Francisco. Competitive proposals will have the ability to provide co-

location with referral networks for accessible comprehensive workforce development and essential services.
- Pre-existing relationships with employers in industries generating significant employment opportunities in San Francisco.
- A comprehensive understanding of the unique needs of San Francisco's job seekers and employers.
- History of successful participant recruitment and retention strategies that are appropriately aligned with program model and goals.
- Demonstrated experience providing workforce services to incumbent workers by providing services to meet the specific needs of entry-level, mid-level, and high-skilled workers.
- Demonstrated experience and expertise delivering job readiness training and providing onsite participant access to computers and classrooms.
- Demonstrated initiative to develop virtual service strategies that employ technology and basic artificial intelligence (AI) literacy to serve job seekers. Examples might include:
    - Virtual orientations, intake, job readiness workshops, ongoing case management;
    - Web conference interviews with employers, virtual hiring events, employer spotlights;
    - Facilitating access to online job readiness tools and AI-powered resources for job seekers.
- Demonstrated experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Ability to host hiring events, career fairs, and other events to bring better alignment to the workforce services system in San Francisco.
- Experience in developing culturally and linguistically appropriate outreach materials.
- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.
- Experience working with participants with multiple barriers that may adversely impact successful employment. Formal collaborative proposals with community partners that have a history of providing barrier remediation and essential services will be strongly considered. Please include details on how barrier removal services and essential services will be provided in a seamless manner either in-house, referred out to a partner organization(s), or hybrid.
- CJC applicants interested in administration of Individual Training Account (ITA) and On-the-Job Training (OJT) funds must meet the following minimum qualifications:
- Have a high level of financial/accounting capacity necessary for the administration of OJT contracts and ITAs.
- Capacity to provide support for oversight of local training providers that are on the California Eligible Training Provider List (ETPL).

Preferred Qualifications

Applicants describing past success in engaging or collaborating with residents and businesses to implement workforce services to entry, mid to high-skilled job seekers are strongly preferred.

- Applicants who demonstrate strong, formal partnerships with local community-based organizations—established through subcontract agreements—and present joint strategies for targeted outreach, intensive barrier removal, and delivery of essential services will be given preference.
- Access to mobile technology, such as, but not limited to, laptops, tablets, mobile wi-fi, etc., which will be used for job search/hiring events.

- To expand outreach to vulnerable communities, OEWD is looking for Centralized Job Center (CJC) proposals that will offer hours and staffing at satellite locations. CJC applicants who demonstrate strong partnerships with community organizations—particularly those that provide access to partner spaces for satellite office hours—will be given preference, especially in neighborhoods with significant workforce service needs.
- Applicants with established employer partnerships and demonstrated success—supported by data—in placing program participants into sustainable employment with opportunities for career advancement will be given preference.
- Access to appropriate classroom space to conduct workshops, networking events, and other training.
- To ensure job seekers who are working can access workforce services, OEWD is looking for CJC applicants with the ability to provide services during non-traditional hours, including evenings and/or weekends.
- CJC applicants with the ability to conduct cohort-based Computer Skills Training (CST) and financial literacy courses will be given preference.
- OEWD will make funds available for OJT and ITA activities to be administered by the successful applicant. Applicants do not need to include this amount in their proposed budget. The OJT and ITA funding will be in addition to the maximum grant range noted in this program area. Applicants should include anticipated costs for the administration of those funds in their proposal budget; and also address anticipated activities, staff qualifications, and other appropriate information in their proposal narrative concerning how this programming will be coordinated and administered across the workforce system.

Supplementary Questions

Please respond to any additional Supplementary Questions and Attachments as required by the Program Area. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

1. Which local community-based organization(s) have you partnered or co-located with to conduct targeted outreach to vulnerable communities—including unemployed, underemployed, underrepresented individuals and public benefits recipients? Please provide detailed plans and strategies for these partnerships.
2. Please describe the referral networks you have in place to provide integrated, comprehensive services that address the complex needs of job seekers with multiple employment barriers, supporting both job placement and retention. Be sure to detail formal referral processes to partner organization(s) and include letters of support or MOUs for existing and new partnerships.
3. If submitting a proposal with non-traditional hours, outline how your strategy will meet the service needs of job seekers who are working.
4. What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?
5. 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, produce monthly reports, and include the number of dedicated full-time employee(s) you have to support this work.
6. How does your organization build staff capacity and professional development to ensure the unique needs of neighborhood residents are met in a sufficient manner?

*Additional Supplemental Questions for Centralized Job Center applicants interested in administering On-the-Job Training (OJT) and Individual Training Account (ITA) Fund :

1. Describe your financial/accounting capacity for the administration of OJT and ITA contracts.
2. Describe your experience and/or how you plan to collaborate with CJC partners to ensure ITAs enrollment goals are achieved. Be specific in your response about how you will outreach and engage with CJC partners.

Supplementary Materials: 6-12 total attachments to be uploaded.

Supplementary Materials Criteria

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

- Submit two (2) to four (4) letters of support—at least one from a resident and one from a community-based organization—that speak to your organization's ability to deliver high-quality, culturally competent services.
- Submit between two (2) and four (4) letters of support from community-based organizations—representing either existing or new partnerships—that will collaborate with your organization to provide intensive barrier removal services, including through referrals, to help participants achieve their employment goals.
- Submit two (2) to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area B: Young Adult Job Center (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $2,000,000

Anticipated Number of Awards: 5-7

Anticipated Annual Funding Per Contract: $150,000 - $1,000,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary:

OEWD seeks to identify applicants to serve San Francisco's workforce system as Young Adult Job Centers. Young Adult Job Centers allow tailored and accessible workforce services to young adults that are in need of specific career guidance and opportunities for individuals at the beginning of their career path. The network of Young Adult Job Centers will leverage community assets and build upon existing programs, policies, tools, and services. Young Adult Job Center employment services will offer a variety of workforce, education, barrier removal, and wrap-around supportive services to assist young adults in achieving economic stability and general well-being.

In addition to delivering a comprehensive menu of WIOA workforce services, the Young Adult Job Centers will serve as the premier entry points into San Francisco's larger public workforce and education systems through both in-person and virtual connections. Programs will be widely promoted across the city to provide access to workforce development and case management services to targeted young adult populations. In addition to serving young adult communities at large, OEWD seeks to identify applicants to provide workforce development services that can be customized to the needs and assets of a special population of young adults including: immigrants, homeless/unhoused, and at-risk young adults from neighborhoods with high levels of poverty and violence including reentry/justice-involved. OEWD will highly consider applications proposing to create and implement specialized job services to provide job readiness and employment services for one or more targeted populations of young adults in addition to serving the young adult population at large.

Specialized services can be delivered in addition to general youth workforce development services to young adults beyond target population. A Young Adult Job Center can serve target low-income young adults at large without population emphasis and specialized services, but priority will be given to proposals that address the needs of the most vulnerable young adult populations.

Scope of Work

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

Service Description

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

- Manage and coordinate the Young Adult Job Centers as an accessible, community-based facility delivering comprehensive workforce services targeting and tailored to young adults ages 16-24, with an emphasis on serving opportunity youth, and young people not in school or working. Funding preferences will be given to proposals that address outreach to and a demonstrated service delivery model for opportunity youth.
- Conduct outreach and recruitment that may include partnering with schools, agencies, and organizations that can identify and refer targeted young adults; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or fairs.
- Provide culturally competent personnel services, including targeted language accessibility for individuals with Limited English Proficiency (LEP), able to reach young adults through trusted multiple channels.
- Operate services with a dual customer (job seeker/employer) approach.
- Conduct youth-friendly intake processes that determine eligibility and inform individual service plans.
- Offer regular hours of business for young adults to have readily available access to drop-in services and a safe youth-friendly environment either onsite or virtually. Regular hours of business should accommodate varied youth schedules including non-traditional hours of service or offering alternative ways for youth to participate in programming.
- Refer young adults who are program ineligible or are not selected to participate in OEWD-funded activities to other workforce system or community providers.
- Coordinate partnerships among community-based organizations, employers, and government agencies serving similar populations.
- Plan and design in-person and online services relevant and customized to young adults' assets and needs.
- Serve the broader network of Job Centers and other workforce system partners by facilitating referrals to and from the Young Adult Job Centers to ensure representation of targeted young adult populations.
- Develop relationships with local businesses whose hiring needs match the skills of young adult job seekers; while coordinating closely with OEWD's Employer Services and Comprehensive Job Center to facilitate connections to larger, regional businesses and to host workshops or events onsite or virtually. Coordination with employers should support

placement and co-designing training through designated career pathways for growth and promotive opportunities.
- Plan and design in-person and virtual services relevant and customized to young adult-specific needs and desired career path.
- Provide holistic and culturally competent barrier removal services targeted to and as appropriate for participants with multiple barriers requiring resolution in order to fully benefit from workforce development services including but not limited to: immigrants, homeless/unhoused, at-risk young adults from neighborhoods with high levels of poverty and violence, including reentry/justice-involved.
- Leverage community partners' spaces to provide satellite office hours to expand outreach to San Francisco communities if applicable.

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

- Tutoring, study skills, and education retention strategies.
- Alternative secondary school services including high school diploma, GED, and high school equivalency credential.
- Postsecondary preparation, application, and enrollment including but not limited to career technical education courses.
- Work-based learning employment opportunities that are directly linked to academic and occupational learning that may include: summer employment, paid and unpaid work experiences, internships, job shadowing, on-the-job training opportunities, pre-apprenticeships, and apprenticeships.
- Occupational skills training, which includes priority consideration for training programs that lead to industry-recognized postsecondary credentials, including but not limited to OEWD Sector Training Programs.
- Leadership development opportunities, community services and peer-centered activities.
- Adult mentoring and connection to professional networks.
- Entrepreneurial skills training.
- Activities that help young adults prepare for a career and/or transition to postsecondary education and training such as soft skills development, personal management, and career pathways exploration.

Applicants are invited to propose curriculum and services specifically targeting young adults at greatest risk of failure, or with the poorest employment and academic performance. These services must be designed to connect or reconnect these individuals with employment, education or training during and/or after their participation in OEWD-funded services.

Eligible Activities

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

1. Outreach and Recruitment

Outreach and recruitment services must enhance general awareness of the workforce services available at Job Centers and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers. Following OEWD's Principles of Employment Equity (see Attachment H) , selected Contractors must ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders such as the San Francisco Human Rights Commission's Opportunities for All program and the San Francisco Human Services Agency's Foster Youth program. Competitive proposals will have existing or proposed plans to establish formal partnerships and a Memoranda of Understanding (MOUs) with these entities.

2. Information, Orientation, Assessment, and Enrollment

a. **Information:** Each Job Center must provide participants with information on employment opportunities and how to access services within the Job Center and the broader public workforce system, both in-person and virtually. Information on employment opportunities should include employment statistics for in-demand industries and occupations, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information can be made available in a self-service resource room, through individualized referrals, and/or in group workshops. The Job Center should, at minimum, maintain a self-service resource room and a Job Board with information on employment, sector training, and postsecondary education opportunities.

b. **Orientation:** Each Job Center must offer both in-person and virtual orientations that comprehensively present the full range of services and activities available across all Job Centers and the broader workforce system, including those provided by partner agencies and community organizations. Information should be provided on how to access these services, as well as eligibility and expectations for successful program participation. Orientations can occur regularly in a group workshop format or through individual participant appointments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals. Assessment also identifies barriers to employment that are relevant to the individual participant as well as any needed supportive services. Assessment helps determine

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

d. **Enrollment:** Enrollment activities must establish documentation of eligible individual's participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. Referral to General Workforce System, Workforce Innovation and Opportunity Act (WIOA) Core Partners and Training Services

a. **General Workforce and WIOA Core Partners System Referrals:** For those job seekers who require supportive or direct services in order to achieve their overarching employment objectives, Job Centers must have the ability to successfully refer and connect individuals to required services across the larger workforce system and/or WIOA Core Partners. Referral services must provide job seekers with information on how to access services and must include guided referrals to workforce programs and services that are appropriate to the individual's eligibility, preparedness, and assessment-driven goals. Each Job Center must: be a primary receiver and provider of referrals; document all referrals (incoming and outgoing) and services provided; provide updates to referring and receiving agencies and organizations on client progress, challenges, and outcomes as appropriate.

b. **Sector Training Referrals:** When assessment identifies a job seeker's need for and interest in technical or occupational training, the Job Center may refer the individual to an OEWD Sector Training partner. For WIOA-funded grantees, training included on California's Eligible Training Provider List (ETPL) should be prioritized. Each Job Center must develop and maintain effective partnerships and referral relationships with OEWD's Centralized Job Center administering Individual Training Account (ITA) and On-the-Job Training (OJT) funds and Sector Training Subject Matter Experts in order to inform individuals of available training subsidies, such as ITAs available to eligible job seekers through the grantee or Occupational Skills Training through the sector training programs.

4. **Individual Planning and Case Management**

All Job Centers are required to provide in-person or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Job Center must work jointly with eligible program participants who are being referred to training and develop Individual Employment

Plans (IEP) or Individual Service Strategies (ISS) that, at a minimum: (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify any barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve their employment and educational goals. The Job Center should monitor the participant's progress and continuously modify the IEP or ISS to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

The Job Center grantee will provide holistic and culturally competent barrier remediation services targeted to participants with multiple barriers that adversely impact successful job search and employment. The grantee will assist participants in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will also identify the barriers to achieving these goals, work with participants to develop a barrier removal action plan, and connect participants to one-on-one, small group, public, and other support services available in the community through warm and direct referrals as needed to help the participant achieve their employment goals. Competitive proposals will have existing or proposed plans to establish formal partnerships and Memoranda of Understandings (MOUs) with these entities.

Through intensive services, the following barriers (but not limited to) will be addressed to enhance employability: work authorization support, need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services, justice system involvement, drug and/or alcohol substance use issues, limited technology and internet access, lack of basic computer skills, lack of high school diploma/GED, housing insecurity, lack of valid driver's license, or mental health supports.

6. S**upportive Services**

Participants in need of support to enter, participate in, and succeed in workforce services must be provided with or connected to supportive services through the Job Center. The provider must work with participants to address barriers impacting participants' ability to obtain or retain employment. Such supportive services may include (but are not limited to): tuition or training expenses, testing fees, childcare services, transportation assistance, driver's license acquisition or driving record remediation, drug testing, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All Job Centers must provide accurate information regarding the availability of supportive services in the local area, and referral to such services, including referrals to San Francisco Human Services Agency for Public Aide assistance as a form of support, as appropriate. Supportive services should complement services available through the Job Center and its partners as much as possible and should be delivered in a culturally sensitive manner. The grantee must identify, assemble, and facilitate

access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. All supportive services provided must be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. **Job Readiness Training**

Job seekers who face barriers to participating in vocational training or securing employment must be provided with Job Readiness Training (JRT). This training is designed to equip them with essential skills, attitudes, and behaviors needed to succeed in both the workplace and classroom environments. Training should include topics such as:

- Employer expectations (i.e., appropriate work attire and culture)
- Workplace communication skills Self-assessment tools
- Job search skills
- Interview skills
- Job seeker portfolio development (i.e., resume, applications, online profiles)
- Training should include computer literacy skills essential for both job searching and performing common workplace tasks
- Managing a work-life balance
- Career awareness; career exploration; career preparation

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

Each Job Center must provide job-ready participants with in-person or virtual workforce services, including job search, employment, and retention services that support participants with securing employment, assessing their progress, and determining need for additional services focused on helping participants adjust and thrive in their new work environment. Participants who enter the Young Adult Services Program may also receive post-secondary education, advanced vocational training, or paid work-based learning experience search services. Participants who enter the Job Center with limited or no barriers to employment may be prepared to advance directly to job search services upon enrollment. The intensity of workforce services, including job search, employment, and retention services, will depend upon the assessed job seeker's individual needs and priorities.

a. **Job Search and Employment:** Job search services are designed to equip job seekers with the tools and support necessary to conduct an effective job search while staying informed about available employment opportunities. Each Job Center must offer a comprehensive range of services, including individualized support with job search strategies such as résumé development, interview preparation, and networking. In addition, Job Centers must provide access to computers and digital tools, along with staff assistance to help navigate online job search platforms. Job seekers should also be connected to employer partners and referred to current job openings as part of these services. Connecting job seekers to viable employment opportunities is a key responsibility of the Job Center grantee. Job Centers must market job seekers to local employers and facilitate the application and hiring process to the extent feasible. Job Centers must maintain rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

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

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

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

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

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

To enhance employment opportunities for program participants, coordination with OEWD's Employer Services Unit (ESU) is required. Under the leadership of the OEWD ESU, each Job Center must make space available to accommodate employers to conduct one-on-one interviews, group interviews, and association or business group meetings, including virtual events. In addition, Job Centers will co-host career and hiring fairs and schedule space at the Job Center or coordinate virtually for one-on-one and/or group job interviews and employer and industry spotlights. Job Centers must coordinate with ESU staff/providers to leverage employer relationships, First Source Hiring Program, and other business service strategies to maximize employment opportunities. Job Centers are required to utilize OEWD's job matching data system (https://workforcelinksf.org/en/) and other OEWD data systems, if any, to effectively track First Source referrals.

11. **Basic Computer Skills Training**

Job Centers should directly provide Basic Computer Skills Training (CST) whenever possible. If CST is not available on-site, job seekers must be referred to qualified external CST providers to ensure access to this essential training. CST must equip participants with the technical skills

and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement.

CST modules should include (but are not be limited to) computer skills training relevant to job searches, including use of email, web browser, basic internet search, artificial intelligence (AI) basic literacy, key job search websites, safety and security on the web, training in software applications used on the job (e.g., Microsoft Office Suite), and training on use of job search and personal branding websites (e.g., LinkedIn). CST providers must collect data needed for pre- and post-assessment of computer skills.

12. **Financial Capability Services**

Financial capability services or financial literacy should be provided directly by the Job Centers or referred to other financial capability service providers if financial capability service is not offered by the Job Center. Financial capability services and training should prepare participants to manage employment income and a household budget. Job Centers should provide financial capability services or financial literacy training directly. If these services are not available on-site, participants must be referred to qualified external providers. The goal of financial capability services is to help participants effectively manage their employment income and household budgets. These services should include one or more of the following components: individualized financial coaching; the ability to create and manage household budgets; the development of savings plans; and support for making informed personal financial decisions. Services should also help participants effectively manage spending, credit, and debt—including credit card debt—and build awareness of the importance and availability of credit reports and credit scores. Additionally, activities should address the specific financial literacy needs of non-English speakers by offering multilingual materials and culturally responsive support. Financial capability service providers are encouraged to align their programs with, and facilitate participant access to, services offered through San Francisco's Office of Financial Empowerment.

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

To assess the effectiveness of programming and support participants in successfully entering and advancing within sector-specific career pathways, the following performance measures should be integrated into training and coordination efforts:

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

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of recognized credentials/certificates : secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

    - In-School Youth Participants - Credential Attainment: In-school youth participants enrolled in secondary education who earn a high school diploma or its recognized equivalent during program participation or within one year of exiting the program must also enroll in postsecondary education or obtain unsubsidized employment within one year of program exit in order to meet the credential attainment. The following are examples of recognized credentials/certificates: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (e.g. Certified Nursing Assistant license); occupational certificate, including registered apprenticeship and career and technical education certificates: occupational certification (e.g. Automotive Service Excellence certification); other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment; other industry-recognized credentials.

Service Performance Measures

Performance Measures	OEWD Performance Goals
Placement in unsubsidized employment, post-secondary education, and/or advanced vocational training *Placement in unsubsidized employment 1) **Up to 25% may be placed in the following:* *1) advanced training or postsecondary education that leads to certificate/license attainment preparing for employment at exit* *2) completion of intensive barrier remediation such as, but not limited to, achieving high school diploma or GED, increasing ESL level, securing housing, etc.* 2) *Specified subsidized employment or paid work-based learning placements (internships, apprenticeships, paid work-experience, etc.)*	70-80% of all participants enrolled
Measurable Skill Gains ** To qualify for a measurable skill gains, the participant needs to be enrolled in education or training at the time of participation.*	70% of participants enrolled in-school
Credential Attainment ** To qualify for a credential attainment, the participant needs to be enrolled in education or training at the time of participation.*	60% of participants enrolled in-school
Follow-Up Services 1st, 2nd, 3rd, and 4th QTR after exit	100% of participants enrolled
Retention in placement (during 2nd and 4th quarter after exiting the program)	60% of all participants placed in employment or approved training/postsecondary education

Minimum Qualifications

Successful Young Adult Job Centers applicants are required to demonstrate the following:

- Demonstrated success providing youth workforce development programming and/or serving young adults in employment and education/training services.
- Demonstrated experience and established partnerships to implement job readiness training, barrier removal, and supportive services for young adults. Please include details on how

barrier removal services will be provided seamlessly, either in-house, referred to a partner organization(s), or hybrid.
- Demonstrated success connecting young adults to paid employment or work-based learning opportunities, including work experience, internships, and service learning.
- Demonstrated success engaging private sector employers to provide unsubsidized job opportunities, work-based learning, or mentorship.
- Equipped with an appropriate facility capable of hosting Young Adult Workforce Services, with available rooms for individual client meetings, computer access and high-speed internet, participant drop-in accessibility, and compliant with ADA regulations.
- Demonstrated success providing culturally competent and effective services for targeted young adult populations, including but not limited to: immigrants, homeless/unhoused, at-risk young adults from neighborhoods with high levels of poverty and violence, including reentry/justice-involved.
- Demonstrated hiring practices for the organization's staff, consultants, and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.
- Experience in developing culturally and linguistically appropriate outreach materials.
- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

Preferred Qualifications
Highly competitive Young Adult Job Center applicants will be deemed highly competitive if they demonstrate the following:

- Young Adult Job Center applicants – whether as a single agency, or a collaborative under a Lead Applicant agency – must submit a single proposal to deliver or otherwise provide access to all Young Adult Workforce services detailed in the Job Center overview.
- Young Adult Job Center applicants describing past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.
- Young Adult Job Center applicants with established relationships or a network of partnerships with citywide service providers and resources (such as the SF Human Rights Commission's Opportunities for All Initiative, SF Department of Children, Youth and Their Families, SF Unified School District, and other city-led efforts) for targeted population through letters or support or Memorandum of Understanding agreements will be given preference.
- Young Adult Job Center applicants with the ability to provide multilingual services for target young adult populations will be given preference.
- Young Adult Job Center applicants with the ability to provide digital and financial literacy courses will be given preference. Digital literacy can include basic knowledge and navigation of Artificial Intelligence (AI) platforms and tools.
- Young Adult Job Center applicants detailing strong community partnerships with a plan to leverage community partners' spaces to provide satellite office hours will be given preference.

Supplementary Questions
In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel):

1. What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable young adult communities, and unemployed, underemployed, and underrepresented individuals, including public benefits recipients? Please include detailed plans and strategies.
2. Please describe the referral networks you have in place to provide integrated, comprehensive services that address the complex needs of job seekers with multiple employment barriers, supporting both job placement and retention. Be sure to detail formal referral processes to partner organization(s) and include letters of support or MOUs for existing and new partnerships.
3. What is your service delivery plan for job readiness and case management to ensure young adults will have meaningful access to the services provided?
4. 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, produce monthly reports, and include the number of dedicated full-time employee(s) you have to support this work.
5. How does your organization build staff capacity to ensure the unique needs of young adults are met?

Supplementary Materials: 6-12 total attachments to be uploaded.

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

- Submit at least two (2) and up to four (4) letters of support from residents or community organizations that speak to your organization's ability to provide quality, culturally competent services. A minimum of one (1) from each is required.
- Submit at least two (2) and up to four (4) letters of support from community organizations that will partner with your organization, existing or new partnerships, for intensive barrier removal services, (if referring out), to help participants achieve their employment goals.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area C: Specialized Job Center (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $1,300,000 for 12 months of service as funds are availble.

Anticipated Number of Awards: 2-6 NOTE: If an Applicant applies for the Specialized Job Center or the Disability Services Coordinator program areas, they shall be eligible to receive only one (1) of those awards.

Anticipated Annual Funding Per Contract: $150,000 - $650,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 2 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary
In order to best assist job seekers and employers with accessing San Francisco's workforce system, the Office of Economic and Workforce Development (OEWD) partners with local community-based organizations to provide a network of Job Centers that offer a range of workforce development services. These services are designed to assess a job seeker's interests and aptitudes, develop a plan to attain employment, and deliver or refer participants to targeted services within or outside the workforce system that allow individuals to realize their employment goals. This is done in partnership with WIOA Core and Required Partners as required by the Workforce Innovation and Opportunity Act (WIOA), including the Employment Development Department (EDD), the Human Services Agency (HSA), City College of San Francisco (CCSF), the Department of Rehabilitation (DOR), and Department of Child Support Services (DCSS). Grantees are expected to actively cultivate partnerships with each of these entities to strengthen co-enrollment, expand available resources, and provide coordinated supports that enhance participants' overall success.

Specialized Job Center (SJC): The Specialized Job Centers will provide specialized workforce programming that are customized to the needs and assets of a special population. Specialized Job Centers solicited through this RFP may include but are not limited to the following specialized populations: individuals with disabilities, individuals involved with the justice system, or veterans.

Each Job Center must coordinate service offerings amongst OEWD Adult Workforce Services, OEWD Young Adult Workforce Services, OEWD Sector Workforce Programs, and OEWD Employer Services, as appropriate, in order to ensure that participants are accessing the services most appropriate to their individual employment goals. Unless indicated, all Job Centers in San Francisco's workforce system must deliver (or make available to job seekers) a comprehensive, in-person, and virtual menu of required Job Center services including outreach, intake and assessment, career planning and exploration, job search assistance, job readiness training, referrals to education and training services, referrals to wrap around service(s) to remove intensive barriers, and access to computers, internet, scanners, and copy machines.
Job Center grantees must tailor delivery of Job Center services and other services to the needs, barriers, assets, and interests of individual job seekers, who may benefit from all or a portion of the services available. Job Centers will utilize effective assessment and case management practices to determine and facilitate access to appropriate services, based on the needs of each job seeker.

OEWD seeks applicants to serve San Francisco's workforce system as Specialized Job Centers (SJCs). SJCs will provide specialized workforce programming that are customized to the needs and assets of a special population such as, but not limited to: veterans, reentry/justice involved, persons with disabilities, immigrants, mature workers, or the LGBTQI+ community. OEWD places a strong emphasis on equity and providing workforce services for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals. OEWD seeks through this RFP to identify SJCs to provide job readiness, barrier removal, and employment services for job seekers from specialized populations. OEWD will consider applications proposing to create and implement SJCs to provide job readiness and employment services for one or more targeted populations of job seekers.

The SJC will build upon existing programs, policies, tools, and services, including but not limited to counseling services, workshops, and employment assistance customized to and targeting the employment needs of specialized populations. Each of OEWD's SJCs will provide workforce development services that are customized to the needs and assets of a special population of job seekers, accelerating their attainment of training, postsecondary education, and unsubsidized employment. The SJC must deliver services at its own designated location, as well as during scheduled hours at the Centralized Job Centers (CJCs), as appropriate, in order to spread awareness of SJC services and build a pipeline of specialized population job seekers in need of services. The proposed SJC services must also be connected to the CJCs as appropriate through built-in, cross-referral mechanisms and must demonstrate relationships with key public, private, and non-profit partners relevant to the education, training, and employment success of the targeted population(s).

Scope of Work
The SJC must provide or facilitate access to all Job Center services detailed above and ensure that these services are accessible by and targeted to the specific workforce needs of the proposed population. Some of these services may be available through co-location with or referral to other Job Centers. In such cases, the SJC grantee is responsible for facilitating access and ensuring that job seeker clients receive culturally culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

Service Description
- Several service delivery strategies distinguish the SJC from other elements of the workforce system. SJC applicants must demonstrate their capacity and intent to deliver the following:
- Collaborate with public, private, and non-profit partners to effectively conduct outreach and recruit individuals from the target population in need of education, training, and employment

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

- Deliver services during designated hours at the Centralized Job Centers (CJC). Identify viable employment opportunities for participants and, in coordination with OEWD Employer Services, engage in targeted relationship-building with employers interested in hiring individuals from the SJC's priority populations. Provide follow-up retention services up to 12 months following placement in unsubsidized employment.
- Plan and design in-person and virtual services relevant and customized to participant-specific needs and assets.
- Provide holistic, culturally competent services to address and remove barriers for participants—particularly those facing multiple challenges—in order to ensure they can fully engage in and benefit from workforce development programs. Provide culturally competent personnel services, including targeted language accessibility for individuals with Limited English Proficiency (LEP), able to reach specialized population through trusted channels.
- Serve as an educational partner to the OEWD workforce system to provide group trainings and individualized informational sessions to educate workforce partners on workforce best practices for the specialized population.

Eligible Activities

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

1. **Outreach and Recruitment**

   Outreach and recruitment services must enhance general awareness of the workforce services available at Job Centers and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers. Following OEWD's Principles of Employment Equity (see Attachment H), selected Contractors must ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders such as the San Francisco Human Rights Commission's Opportunities for All program and the San Francisco Human Services Agency's Foster Youth program. Competitive proposals will have existing or proposed plans to establish formal partnerships and a Memoranda of Understanding (MOUs)

with these entities.

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

    a. **Information:** Each Job Center must provide participants with information on employment opportunities and how to access services within the Job Center and the broader public workforce system, both in-person and virtually. Information on employment opportunities should include employment statistics for in-demand industries and occupations, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information can be made available in a self-service resource room, through individualized referrals, and/or in group workshops. The Job Center should, at minimum, maintain a self-service resource room and a Job Board with information on employment, sector training, and postsecondary education opportunities.

    b. **Orientation:** Each Job Center must offer both in-person and virtual orientations that comprehensively present the full range of services and activities available across all Job Centers and the broader workforce system, including those provided by partner agencies and community organizations. Information should be provided on how to access these services, as well as eligibility and expectations for successful program participation. Orientations can occur regularly in a group workshop format or through individual participant appointments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

    c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals. Assessment also identifies barriers to employment that are relevant to the individual participant as well as any needed supportive services. Assessment helps determine the incoming participant's eligibility and appropriateness for workforce programs and services. An objective assessment should evaluate at least the following: education; basic occupational skills; interests and aptitudes; prior work experience; employability; supportive services and developmental needs; and initial assessment of need and corresponding referral for public aide assistance (if currently not receiving aide and would benefit from services).

    d. **Enrollment:** Enrollment activities must establish documentation of eligible individual's participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to General Workforce System, Workforce Innovation and Opportunity Act (WIOA) Core Partners and Training Services**

    a. **General Workforce and WIOA Core Partners System Referrals:** For those job seekers who require supportive or direct services in order to achieve their overarching employment objectives, Job Centers must have the ability to successfully refer and connect individuals to required services across the larger workforce system and/or

WIOA Core Partners. Referral services must provide job seekers with information on how to access services and must include guided referrals to workforce programs and services that are appropriate to the individual's eligibility, preparedness, and assessment-driven goals. Each Job Center must: be a primary receiver and provider of referrals; document all referrals (incoming and outgoing) and services provided; provide updates to referring and receiving agencies and organizations on client progress, challenges, and outcomes as appropriate.

b. **Sector Training Referrals:** When assessment identifies a job seeker's need for and interest in technical or occupational training, the Job Center may refer the individual to an OEWD Sector Training partner. For WIOA-funded grantees, training included on California's Eligible Training Provider List (ETPL) should be prioritized. Each Job Center must develop and maintain effective partnerships and referral relationships with OEWD's Centralized Job Center administering Individual Training Account (ITA) and On-the-Job Training (OJT) funds and Sector Training Subject Matter Experts in order to inform individuals of available training subsidies, such as ITAs available to eligible job seekers through the grantee or Occupational Skills Training through the sector training programs.

4. **Individual Planning and Case Management**

All Job Centers are required to provide in-person or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Job Center must work jointly with eligible program participants who are being referred to training and develop Individual Employment Plans (IEP) or Individual Service Strategies (ISS) that, at a minimum: (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify any barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve their employment and educational goals. The Job Center should monitor the participant's progress and continuously modify the IEP or ISS to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

The Job Center grantee will provide holistic and culturally competent barrier remediation services targeted to participants with multiple barriers that adversely impact successful job

search and employment. The grantee will assist participants in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will also identify the barriers to achieving these goals, work with participants to develop a barrier removal action plan, and connect participants to one-on-one, small group, public, and other support services available in the community through warm and direct referrals as needed to help the participant achieve their employment goals. Competitive proposals will have existing or proposed plans to establish formal partnerships and Memoranda of Understandings (MOUs) with these entities.

Through intensive services, the following barriers (but not limited to) will be addressed to enhance employability: work authorization support, need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services, justice system involvement, drug and/or alcohol substance use issues, limited technology and internet access, lack of basic computer skills, lack of high school diploma/GED, housing insecurity, lack of valid driver's license, or mental health supports.

6. **Supportive Services**

Participants in need of support to enter, participate in, and succeed in workforce services must be provided with or connected to supportive services through the Job Center. The provider must work with participants to address barriers impacting participants' ability to obtain or retain employment. Such supportive services may include (but are not limited to): tuition or training expenses, testing fees, childcare services, transportation assistance, driver's license acquisition or driving record remediation, drug testing, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All Job Centers must provide accurate information regarding the availability of supportive services in the local area, and referral to such services, including referrals to San Francisco Human Services Agency for Public Aide assistance as a form of support, as appropriate. Supportive services should complement services available through the Job Center and its partners as much as possible and should be delivered in a culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. All supportive services provided must be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. **Job Readiness Training**

Job seekers who face barriers to participating in vocational training or securing employment must be provided with Job Readiness Training (JRT). This training is designed to equip them with essential skills, attitudes, and behaviors needed to succeed in both the workplace and classroom environments.

Training should include topics such as:

- Employer expectations (i.e., appropriate work attire and culture)
- Workplace communication skills Self-assessment tools
- Job search skills
- Interview skills
- Job seeker portfolio development (i.e., resume, applications, online profiles)

- Training should include computer literacy skills essential for both job searching and performing common workplace tasks
- Managing a work-life balance
- Career awareness; career exploration; career preparation

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

Each Job Center must provide job-ready participants with in-person or virtual workforce services, including job search, employment, and retention services that support participants with securing employment, assessing their progress, and determining need for additional services focused on helping participants adjust and thrive in their new work environment. Participants who enter the Young Adult Services Program may also receive post-secondary education, advanced vocational training, or paid work-based learning experience search services. Participants who enter the Job Center with limited or no barriers to employment may be prepared to advance directly to job search services upon enrollment. The intensity of workforce services, including job search, employment, and retention services, will depend upon the assessed job seeker's individual needs and priorities.

a. **Job Search and Employment:** Job search services are designed to equip job seekers with the tools and support necessary to conduct an effective job search while staying informed about available employment opportunities. Each Job Center must offer a comprehensive range of services, including individualized support with job search strategies such as résumé development, interview preparation, and networking. In addition, Job Centers must provide access to computers and digital tools, along with staff assistance to help navigate online job search platforms. Job seekers should also be connected to employer partners and referred to current job openings as part of these services. Connecting job seekers to viable employment opportunities is a key responsibility of the Job Center grantee. Job Centers must market job seekers to local employers and facilitate the application and hiring process to the extent feasible. Job Centers must maintain rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

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

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

Partner development activities initiate, build, and maintain partnerships with organizations

that offer services relevant and complementary to the needs of job seekers utilizing the Job Centers. As much as possible, services of OEWD's entire provider network should be leveraged to maximize support for job seekers. Funding preference will be given to high-quality partnerships, collaborations, or subcontracting arrangements, particularly those that leverage resources from other sources.

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

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

To enhance employment opportunities for program participants, coordination with OEWD's Employer Services Unit (ESU) is required. Under the leadership of the OEWD ESU, each Job Center must make space available to accommodate employers to conduct one-on-one interviews, group interviews, and association or business group meetings, including virtual events. In addition, Job Centers will co-host career and hiring fairs and schedule space at the Job Center or coordinate virtually for one-on-one and/or group job interviews and employer and industry spotlights. Job Centers must coordinate with ESU staff/providers to leverage employer relationships, First Source Hiring Program, and other business service strategies to maximize employment opportunities. Job Centers are required to utilize OEWD's job matching data system (https://workforcelinksf.org/en/) and other OEWD data systems, if any, to effectively track First Source referrals.

11. **Basic Computer Skills Training**

Job Centers should directly provide Basic Computer Skills Training (CST) whenever possible. If CST is not available on-site, job seekers must be referred to qualified external CST providers to ensure access to this essential training. CST must equip participants with the technical skills and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement.

CST modules should include (but are not be limited to) computer skills training relevant to job searches, including use of email, web browser, basic internet search, artificial intelligence (AI) basic literacy, key job search websites, safety and security on the web, training in software applications used on the job (e.g., Microsoft Office Suite), and training on use of job search and personal branding websites (e.g., LinkedIn). CST providers must collect data needed for pre- and post-assessment of computer skills.

12. **Financial Capability Services**

Financial capability services or financial literacy should be provided directly by the Job Centers or referred to other financial capability service providers if financial capability service is not offered by the Job Center. Financial capability services and training should prepare participants to manage employment income and a household budget. Job Centers should provide financial capability services or financial literacy training directly. If these services are not available on-site, participants must be referred to qualified external providers. The goal of

financial capability services is to help participants effectively manage their employment income and household budgets. These services should include one or more of the following components: individualized financial coaching; the ability to create and manage household budgets; the development of savings plans; and support for making informed personal financial decisions. Services should also help participants effectively manage spending, credit, and debt—including credit card debt—and build awareness of the importance and availability of credit reports and credit scores. Additionally, activities should address the specific financial literacy needs of non-English speakers by offering multilingual materials and culturally responsive support.

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

Service Performance Measures

Performance Measure	OEWD Performance Goal
Placement in unsubsidized employment **Up to 25% may be placed in the following: 1) advanced training or postsecondary education that leads to certificate/license attainment preparing for employment at exit 2) completion of intensive barrier remediation such as but not limited to achieving high school diploma or GED, increase ESL level, securing housing, etc.*	70-80% of participants enrolled
Follow-Up of Participants Placed in Unsubsidized Employment at 2nd and 4th Quarter after exit	70-80% of all participants placed in unsubsidized employment

Minimum Qualifications

Successful Specialized Job Center applicants (including but not limited to SJCs serving veterans, reentry/justice-involved, persons with disabilities, immigrants, mature workers, or the LGBTQI+ community, etc.) will demonstrate the following minimum qualifications:

- Present a well-supported rationale demonstrating the specific workforce development needs of this priority population and the importance of targeted services to address those needs. Ability to make a strong case for the creation of a Job Center serving the proposed targeted population.
- Demonstrated success in providing employment services and employment barrier remediation services to the proposed targeted population.
- Established relationships with citywide service providers and resources for the targeted population.
- Strong collaboration, partnership, and referral relationships with City and County San Francisco Departments and other key stakeholders for the specialized population.
- Strong collaboration and partnership with providers of educational assessment, tutoring, and high school diploma and equivalency services.
- Ability to address multiple barriers to employment, including inadequate/outdated vocational skills, low literacy and numeracy skills, limited digital literacy, mental or behavioral health issues, and substance use disorder issues.

- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Demonstrated initiative to develop virtual service strategies that employ technology and basic artificial intelligence (AI) literacy to serve job seekers. Examples might include:
- Virtual orientations, intake, job readiness workshops, ongoing case management;
- Web conference interviews with employers, virtual hiring events, employer spotlights;
- Connection of job seekers to online job readiness tools and resources such as AI.
- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Experience in developing culturally and linguistically appropriate outreach materials.
- Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.
- Demonstrated hiring practices for the organization's staff, consultants, and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

Preferred Qualifications

- Applicants should identify the industries and sectors that are appropriate to the populations being served and will be targeted through the program. Applicants should ensure their program design clearly demonstrates an emphasis on job readiness, barrier removal, and employment services.
- Applicants are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference will be given to high-quality subcontracting arrangements, partnerships, MOUs, or collaborations that leverage from other sources. Applicants should not only describe the services to be provided, but also address which of the Specialized Job Center services will be delivered directly by the applicant, and which will be delivered by the Comprehensive Job Center or Neighborhood Job Center, by another onsite partner, or by referral.
- Onsite participant access to computers.
- Applicants describing past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel):

1. What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable communities, populations, unemployed, underemployed and underrepresented individuals, and public benefits recipients? Please include detailed plans and strategies.
2. What referral networks do you have to assist job seekers with multiple barriers to employment? Be sure to detail referral process. Please include letters of support or MOUs for existing partnerships.
3. What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?

4. How does your organization build staff capacity and professional development to ensure the unique needs of local residents are met in a sufficient manner?
5. 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, produce monthly reports, and include the number of dedicated full-time employee(s) you have to support this work.

Supplementary Materials: 6-12 total attachments to be uploaded.

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

- Submit at least two (2) and up to four (4) letters of support from residents or community organizations that speak to your organization's ability to provide quality, culturally competent services. A minimum of 1 from each category is required.
- Submit at least two (2) and up to four (4) letters of support from community organizations that will partner with your organization, existing or new partnerships, for intensive barrier removal services, (if referring out), to help participants achieve their employment goals.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area D: Work-Based Learning Center (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $875,000

A**nticipated Number of Awards**: 2-6

Anticipated Annual Funding Per Contract: $150,000 - $437,500

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Physical Location: San Francisco

Target Population(s): Citywide

Program Area Summary

OEWD seeks to identify applicants to serve San Francisco's workforce system as a Work-Based Learning Center program. Work-based learning allows young adults to get on track towards a career pathway through paid work experience and connections with employers. Work-based learning will equip young adults with the skills and opportunities needed to get on a promising career path. The program model combines Job Readiness Training (JRT), paid work experience with stipends or wages, and intensive support.

Work-based learning supports young people to build the skills they need to access quality jobs and meet their career goals by discovering careers, creating professional contacts and exposure, and developing practical skills. Work-based learning should combine vocational education instruction with valuable workplace experiences to lead to better employment outcomes and addresses employers' critical need for a steady supply of highly skilled talent. The Work-Based Learning Center program creates an opportunity for young adults gain experience and skills from paid internships, on-the-job training, subsidized employment, pre-apprenticeship and/or apprenticeship. The program aims to provide young people exposure to the workplace, work readiness and/or technical skills training, and a valuable work experience that enhances their employability skills and career awareness while supporting their overall personal development. The Work-Based Learning Center program will target a variety of industry sector(s) and occupation(s) which have accessible and

technical career pathways. High demand career pathways feature practical connections to living wages positions with employee benefits and opportunities for advancement.

Targeted industry sectors can include, but are not limited to, the following:

- Healthcare and Social Assistance
- Professional, Scientific, and Technical
- Administrative and Support Services
- Hospitality
- Professional and Business Services
- Entrepreneurship
- Other targeted industry sectors with high entry wages and career pathways approved by OEWD.

Scope of Work

Work-Based Learning Center programs will provide the subset of the services described below, combined with a mandatory stipend or paid work experience component in a targeted industry sector. Services will be targeted to and appropriate for participants with multiple barriers requiring resolution to realize their maximum potential from participating in employment or education. Services will be tailored to and appropriate for young adult participants and facilitate their success in entering a career pathway in the designated field.

Service Description

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

- Conduct targeted outreach and recruitment through other youth-serving organizations, community-based networks, and citywide service providers such as San Francisco's Human Service Agency HOPE SF, San Francisco's Adult Probation Department, etc., to identify and enroll eligible young adults who will benefit from work-based learning services.
- Conduct an intensive assessment of each young adult's educational level, workforce history, interests, and current barriers to employment. This assessment must inform the development of an Individual Service Strategy (ISS) that includes an employment objective and a plan for career experience.
- Design a program that is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market information and trends.
- Provide paid work experience with stipends or wages following completion or in conjunction with job readiness training. Each participating young adult must be connected to a work-based learning opportunity such as an internship, on-the-job training, subsidized employment, pre-apprenticeship, and/or apprenticeship. Jobs and internships must include an on-the-job training component as well as wrap-around supports.
- Provide career coaching and case management during the JRT period to complement case management with work-based learning services.
- Assign a job coach, mentor, or counselor during the work experience component to work individually with participants to monitor their performance, assist them with workplace challenges, connect them with outside support services as needed (e.g., childcare,

transportation, substance use disorder services, etc.), and prepare them to seamlessly transition in their career path.

- Deliver job readiness training, in-person or virtually, that builds workplace skills, develops positive attitudes and behaviors, and provides soft skills development to enhancement employability, as well as prepares a participant to transition to paid work experience. Job readiness training should incorporate digital and financial literacy services.
- Administer pre-assessments of participants to help identify appropriate work-based learning opportunities.
- Orient young adult participants to sector-specific requirements, skills, and expectations to prepare them for work-based learning.
- Orient work-based learning worksite supervisors to ensure that work-based learning experiences will provide on-the-job learning and prepare participants for advancement in the industry sector.
- Provide ongoing support to young adults throughout participation in subsidized employment that include the following:
    - Conduct site visits to ensure the work-based learning offers meaningful career experiences and career advancement potential, and to troubleshoot issues or grievances.
    - Support worksite supervisors with professional development, information, or coaching necessary to fully support young adults' work-based learning experience including professional mentorship and access to professional networks at worksite.
    - Conduct post-work-based learning skills assessments to determine effectiveness of work-based support and training.
- Establish eligibility, enrollment, documentation, payroll, assessments, and administrative systems needed to support subsidized employment through reimbursement to employers for employer paid wages to participants.
- Establish formal agreements with employers' partners to state specific skills and competencies employers will train participants in and anticipation to either hire, assist in placement in comparable occupation at another site, or level of skills attainment.
- Provide placement assistance to ongoing employment or education/training during and upon completion of work-based learning experience as appropriate to their education and employment goals.
- Propose strategies to connect participants to intensive supports for education and training programs as appropriate, including GED, high school equivalency credential, and high school diploma services.

Work-Based Learning Center program will deliver a career pathways approach program inclusive of case management, career coaching, wrap-around support, occupational skills training, and/or academic support, as appropriate to the individual. Work-based learning should be complemented with barrier removal services such as behavioral health and substance use disorder information and referral services, as appropriate to the individual.
Applicants should demonstrate a curriculum responsive to the key principles of work-based learning in the design of direct services for young adults:

- Maintaining high standards and expectations
- Acknowledging and addressing personal barriers to success
- Building up skills and competencies
- Coaching and support throughout the process

Work-Based Learning Center must provide young adults who do not complete the program with needed support and connections to resources to address individual barriers to employment and/or to achieve program completion. These referral connections should include but are not limited to behavioral/mental health services, housing services, substance use disorder services, and health services.

Applicants are invited to propose curriculum and services specifically targeting young adults at greatest risk of failure, especially those identified in the priority populations.

Eligible Activities

Each Work-Based Learning Center grantee for Young Adult Workforce Services to contribute to a comprehensive and aligned workforce system. This will involve attending regularly scheduled meetings, trainings, peer exchanges, sharing of best practices, networking, and other activities to enhance overall service coordination and program implementation. In addition to aligning and collaborating with the workforce system, Work-Based Learning Center grantees will provide the below outlined services, in-person or virtually, to support a fully comprehensive workforce services program model.

1. **Outreach and Recruitment**

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

   Standard marketing tools such as brochures, social media, ads, and flyers should be utilized to attract individuals eligible for services to the Work-Based Learning Center and the broader workforce system. In addition, outreach and recruitment materials and strategies may be tailored to the Work-Based Learning Center's target population (e.g., veterans outreach or youth outreach).

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders such as the San Francisco Human Rights Commission's Opportunities for All program and the San Francisco Human Services Agency's Foster Youth program. Competitive proposals will have existing or proposed plans to establish formal partnerships and a Memoranda of Understanding (MOUs) with these entities.

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

   a. **Information:** Each Work-Based Learning Center must provide participants with information on employment opportunities and how to access services within the Work-Based Learning Center and the broader public workforce system, both in-person and virtually. Information on employment opportunities should include employment statistics for in-demand industries and occupations, labor market

(local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information can be made available in a self-service resource room, through individualized referrals, and/or in group workshops. The Work-Based Learning Center should, at minimum, maintain a self-service resource room and a Job Board with information on employment, sector training, and postsecondary education opportunities.

b. **Orientation:** Each Work-Based Learning Center must offer both in-person and virtual orientations that comprehensively present the full range of services and activities available across all Work-Based Learning Centers and the broader workforce system, including those provided by partner agencies and community organizations. Information should be provided on how to access these services, as well as eligibility and expectations for successful program participation. Orientations can occur regularly in a group workshop format or through individual participant appointments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals. Assessment also identifies barriers to employment that are relevant to the individual participant as well as any needed supportive services. Assessment helps determine the incoming participant's eligibility and appropriateness for workforce programs and services. An objective assessment should evaluate at least the following: education; basic occupational skills; interests and aptitudes; prior work experience; employability; supportive services and developmental needs; and initial assessment of need and corresponding referral for public aide assistance (if currently not receiving aide and would benefit from services).

d. **Enrollment:** Enrollment activities must establish documentation of eligible individual's participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to General Workforce System, Workforce Innovation and Opportunity Act (WIOA) Core Partners and Training Services**

a. **General Workforce and WIOA Core Partners System Referrals:** For those job seekers who require supportive or direct services in order to achieve their overarching employment objectives, Work-Based Learning Centers must have the ability to successfully refer and connect individuals to required services across the larger workforce system and/or WIOA Core Partners. Referral services must provide job seekers with information on how to access services and must include guided referrals to workforce programs and services that are appropriate to the individual's eligibility, preparedness, and assessment-driven goals. Each Work-Based Learning Center must: be a primary receiver and provider of referrals; document all referrals (incoming and

outgoing) and services provided; provide updates to referring and receiving agencies and organizations on client progress, challenges, and outcomes as appropriate.

b. **Sector Training Referrals:** When assessment identifies a job seeker's need for and interest in technical or occupational training, the Work-Based Learning Center may refer the individual to an OEWD Sector Training partner. For WIOA-funded grantees, training included on California's Eligible Training Provider List (ETPL) should be prioritized. Each Work-Based Learning Center must develop and maintain effective partnerships and referral relationships with OEWD's Centralized Job Center administering Individual Training Account (ITA) and On-the-Job Training (OJT) funds and Sector Training Subject Matter Experts in order to inform individuals of available training subsidies, such as ITAs available to eligible job seekers through the grantee or Occupational Skills Training through the sector training programs.

4. **Individual Planning and Case Management**

All Work-Based Learning Centers are required to provide in-person or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Work-Based Learning Center must work jointly with eligible program participants who are being referred to training and develop Individual Employment Plans (IEP) or Individual Service Strategies (ISS) that, at a minimum: (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify any barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve their employment and educational goals. The Work-Based Learning Center should monitor the participant's progress and continuously modify the IEP or ISS to reflect changes in the participant's needs and goals.

b. **Case Management:** The Work-Based Learning Center must provide integrated case management services to prepare job seekers for a successful job search process that leads to employment and/or postsecondary education/training. Case management services can be individualized or provided in group settings through motivational counseling. The services should include follow-up on referrals and connections to wrap around service(s) to remove intensive barriers, education, training and employment, and advocacy on behalf of the participant, as needed.

5. **Barrier Removal Services**

The Work-Based Learning Center grantee will provide holistic and culturally competent barrier remediation services targeted to participants with multiple barriers that adversely impact successful job search and employment. The grantee will assist participants in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will also identify the barriers to achieving these goals, work with participants to develop a barrier removal action plan, and connect participants to one-on-one, small group, public, and other support services available in the

community through warm and direct referrals as needed to help the participant achieve their employment goals. Competitive proposals will have existing or proposed plans to establish formal partnerships and Memoranda of Understandings (MOUs) with these entities.

Through intensive services, the following barriers (but not limited to) will be addressed to enhance employability: lack of federal work authorization, need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services, justice system involvement, drug and/or alcohol substance use issues, limited technology and internet access, lack of basic computer skills, lack of high school diploma/GED, housing insecurity, lack of valid driver's license, or mental health supports.

6. **Supportive Services**

Participants in need of support to enter, participate in, and succeed in workforce services must be provided with or connected to supportive services through the Work-Based Learning Center. The provider must work with participants to address barriers impacting participants' ability to obtain or retain employment. Such supportive services may include (but are not limited to): tuition or training expenses, testing fees, childcare services, transportation assistance, driver's license acquisition or driving record remediation, drug testing, and assistance with work-related expenses (uniforms, supplies, tools, etc.).

All Work-Based Learning Centers must provide accurate information regarding the availability of supportive services in the local area, and referral to such services, including referrals to San Francisco Human Services Agency for Public Aide assistance as a form of support, as appropriate. Supportive services should complement services available through the Work-Based Learning Center and its partners as much as possible and should be delivered in a culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. All supportive services provided must be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. **Job Readiness Training**

Job seekers who face barriers to participating in vocational training or securing employment must be provided with Job Readiness Training (JRT). This training is designed to equip them with essential skills, attitudes, and behaviors needed to succeed in both the workplace and classroom environments.

Training should include topics such as:

- Employer expectations (i.e., appropriate work attire and culture)
- Workplace communication skills Self-assessment tools
- Job search skills
- Interview skills
- Job seeker portfolio development (i.e., resume, applications, online profiles)
- Training should include computer literacy skills essential for both job searching and performing common workplace tasks
- Managing a work-life balance
- Career awareness; career exploration; career preparation

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

Each **Work-Based Learning Center** must provide job-ready participants with in-person or virtual workforce services, including job search, employment, and retention services that support participants with securing employment, assessing their progress, and determining need for additional services focused on helping participants adjust and thrive in their new work environment. Participants who enter the Young Adult Services Program may also receive post-secondary education, advanced vocational training, or paid work-based learning experience search services. Participants who enter the Work-Based Learning Center with limited or no barriers to employment may be prepared to advance directly to job search services upon enrollment. The intensity of workforce services, including job search, employment, and retention services, will depend upon the assessed job seeker's individual needs and priorities.

a. **Job Search and Employment:** Job search services are designed to equip job seekers with the tools and support necessary to conduct an effective job search while staying informed about available employment opportunities. Each Work-Based Learning Center must offer a comprehensive range of services, including individualized support with job search strategies such as résumé development, interview preparation, and networking. In addition, Work-Based Learning Centers must provide access to computers and digital tools, along with staff assistance to help navigate online job search platforms. Job seekers should also be connected to employer partners and referred to current job openings as part of these services. Connecting job seekers to viable employment opportunities is a key responsibility of the Work-Based Learning Center grantee. Work-Based Learning Centers must market job seekers to local employers and facilitate the application and hiring process to the extent feasible. Work-Based Learning Centers must maintain rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

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

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

Partner development activities initiate, build, and maintain partnerships with organizations that offer services relevant and complementary to the needs of job seekers utilizing the Work-Based Learning Centers. As much as possible, services of OEWD's entire provider network should be leveraged to maximize support for job seekers. Funding preference will be given to high-quality

partnerships, collaborations, or subcontracting arrangements, particularly those that leverage resources from other sources.

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

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

To enhance employment opportunities for program participants, coordination with OEWD's Employer Services Unit (ESU) is required. Under the leadership of the OEWD ESU, each Work-Based Learning Center must make space available to accommodate employers to conduct one-on-one interviews, group interviews, and association or business group meetings, including virtual events. In addition, Work-Based Learning Centers will co-host career and hiring fairs and schedule space at the Work-Based Learning Center or coordinate virtually for one-on-one and/or group job interviews and employer and industry spotlights. Work-Based Learning Centers must coordinate with ESU staff/providers to leverage employer relationships, First Source Hiring Program, and other business service strategies to maximize employment opportunities. Work-Based Learning Centers are required to utilize OEWD's job matching data system (https://workforcelinksf.org/en/) and other OEWD data systems, if any, to effectively track First Source referrals.

11. **Basic Computer Skills Training**

Work-Based Learning Centers should directly provide Basic Computer Skills Training (CST) whenever possible. If CST is not available on-site, job seekers must be referred to qualified external CST providers to ensure access to this essential training. CST must equip participants with the technical skills and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement. CST modules should include (but are not be limited to) computer skills training relevant to job searches, including use of email, web browser, basic internet search, artificial intelligence (AI) basic literacy, key job search websites, safety and security on the web, training in software applications used on the job (e.g., Microsoft Office Suite), and training on use of job search and personal branding websites (e.g., LinkedIn). CST providers must collect data needed for pre- and post-assessment of computer skills.

12. **Financial Capability Services**

Financial capability services or financial literacy should be provided directly by the Work-Based Learning Centers or referred to other financial capability service providers if financial capability service is not offered by the Work-Based Learning Center. Financial capability services and training should prepare participants to manage employment income and a household budget. Work-Based Learning Centers should provide financial capability services or financial literacy training directly. If these services are not available on-site, participants must be referred to qualified external providers. The goal of financial capability services is to help participants effectively manage their employment income and household budgets. These services should include one or more of the following components: individualized financial coaching; the ability to create and manage household budgets; the development of savings plans; and support for

making informed personal financial decisions. Services should also help participants effectively manage spending, credit, and debt—including credit card debt—and build awareness of the importance and availability of credit reports and credit scores. Additionally, activities should address the specific financial literacy needs of non-English speakers by offering multilingual materials and culturally responsive support.

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

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

To assess the effectiveness of programming and support participants in successfully entering and advancing within sector-specific career pathways, the following performance measures should be integrated into training and coordination efforts:

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

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

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

school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

- **In-School Youth Participants – Credential Attainment:** In-school youth participants enrolled in secondary education who earn a high school diploma or its recognized equivalent during program participation or within one year of exiting the program must also enroll in postsecondary education or obtain unsubsidized employment within one year of program exit in order to meet the credential attainment. The following are examples of recognized credentials/certificates: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (e.g., Certified Nursing Assistant license); occupational certificate, including registered apprenticeship and career and technical education certificates; occupational certification (e.g., Automotive Service Excellence certification); other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment; other industry-recognized credentials.

Service Performance Measures

Performance Measures	**OEWD Performance Goals**
Placement in paid work-based learning	90% of participants enrolled
Completion of paid work-based learning	70-80% of participants enrolled
Measurable Skill Gains **To qualify for a measurable skill gains, the participant needs to be enrolled in education or training at the time of participation.*	70% of participants who qualify for one of the measurable skill gains
Credential Attainment **To qualify for a credential attainment, the participant needs to be enrolled in education or training at the time of participation.*	60% of participants who qualify for one of the credential attainments
Follow-Up Services 1st, 2nd, 3rd, and 4th QTR after exit	100% of participants enrolled
Retention in placement (during 2nd and 4th quarter after exiting the program)	60% of all participants placed in unsubsidized employment or approved training/postsecondary education

Minimum Qualifications

Successful Work-Based Learning Center applicants are required to demonstrate the following:

- Demonstrated success providing youth workforce development programming and/or young adults in employment and education/training services.
- Demonstrated expertise and experience implementing job readiness training, barrier removal, and supportive services for young adults. Please include details on how barrier removal services will be provided seamlessly, either in-house, referred out to a partner organization(s), or hybrid.
- Demonstrated success connecting young adults to paid work-based learning opportunities.
- Demonstrated success in engaging private sector employers to provide work-based learning opportunities.
- Equipped with an appropriate facility capable of hosting young adult workforce services, with available rooms for individual client meetings, computer access, and high-speed internet.
- Demonstrated hiring practices for the organization's staff, consultants, and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.
- Experience in developing culturally and linguistically appropriate outreach materials.
- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Demonstrated capacity to customize program to meet real-time industry requirements and alignment to targeted sector occupation standards.
- Demonstrated understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

Preferred Qualifications

Highly competitive Work-Based Learning Center applicants will be deemed highly competitive if they demonstrate the following:

- Whether as a single agency, or a collaborative under a Lead Applicant agency – must submit a single proposal to deliver or otherwise provide access to all young adult workforce services detailed in the Job Center overview.
- Past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.
- Established relationships or network of partnerships with citywide service providers, and resources (such as DCYF, SFUSD, etc.) for the targeted population through letters of support or Memorandum of Understanding agreements will be given preference.
- Established partnerships with employers through letters of support or Memorandum of Understanding agreements will be given preference.
- Ability to provide digital and financial literacy courses will be given preference. Digital literacy can include basic knowledge and navigation of Artificial Intelligence (AI) platforms and tools.
- Ability to utilize existing funds or employer wages to cover the cost of participant work-based learning stipend or wages will be given preference.
- Demonstrated delivery of paid work-based learning with employer partnerships in alignment with proposed career pathway will be given preference.

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of

files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel):

1. What local community-based organization(s) have you partnered with to conduct targeted outreach to vulnerable young adult communities, populations, unemployed, underemployed, underrepresented individuals, and public benefits recipients? Please include detailed plans and strategies.
2. Please describe the referral networks you have in place to provide integrated, comprehensive services that address the complex needs of job seekers with multiple employment barriers, supporting both job placement and retention. Be sure to detail formal referral processes to partner organization(s) and include letters of support or MOUs for existing and new partnerships.
3. What is your service delivery plan for job readiness and case management to ensure young adults will have meaningful access to the services provided?
4. 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, produce monthly reports, and include the number of dedicated full-time employee(s) you have to support this work.
5. How does your organization build staff capacity to ensure the unique needs of young adults are met?

Supplementary Materials: 6-12 total attachments to be uploaded.

Supplementary Materials Criteria

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

- Submit at least two (2) and up to four (4) letters of support from residents or community organizations that speak to your organization's ability to provide quality, culturally competent services. A minimum of one (1) from each is required.
- Submit at least two (2) and up to four (4) letters of support from community organizations that will partner with your organization, existing or new partnerships, for intensive barrier removal services, (if referring out), to help participants achieve their employment goals.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area E: Disability Services Coordinator (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $325,000

Anticipated Number of Awards: 1 NOTE: If an Applicant applies for the Specialized Job Center or the Disability Services Coordinator program areas, they shall be eligible to receive only one (1) of those awards.

Anticipated Annual Funding Per Contract: $150,000 - $325,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

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

OEWD seeks an applicant to serve San Francisco's workforce system as a Disability Services Coordinator (DSC) to deliver and coordinate workforce and employment services targeting people with disabilities. OEWD places a strong emphasis on equity and providing workforce services for San Francisco's most vulnerable communities and populations, as well as serving unemployed,

underemployed, and underrepresented individuals. Proposals for the DSC must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities, are not limited to those outlined below. Successful proposals will indicate how the applicant(s) will build upon and leverage existing programs, policies, tools, and services.

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

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

The DSC will be responsible for the administration of San Francisco's Ticket to Work program. Ticket to Work is a federal program that supports career development for Social Security disability beneficiaries aged 18 through 64 who want to work. The Ticket to Work program helps people with disabilities progress toward financial independence and is free and voluntary.

Providers throughout San Francisco's public workforce system must refer eligible individuals to the DSC for access to Ticket to Work resources.

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

Scope of Work

The DSC must provide or facilitate access to all job center services detailed above and ensure that these services are accessible by and targeted to the specific workforce needs of people with disabilities. Some of these services may be available through co-location with or referral to another job center and/or workforce provider partner. In such cases, the DSC grantee will be responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's assets, disabilities, needs, and barriers. DSC activities should be tailored and targeted to meet service priorities and targeted outcomes for individuals with disabilities.

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

Participant Outreach and Recruitment: In collaboration with workforce system partners, the DSC is responsible for conducting outreach, education, and recruitment efforts to raise awareness among San Francisco residents and employers about available services, and to identify and enroll eligible participants in workforce development programs. Collaborate with all of the disability and other workforce program partners, including DOR, and act as the lead in service coordination and

implementation of program activities, including initial outreach, recruitment, assessment and referral for disability workforce program portfolio.

- Outreach and recruitment services must enhance general awareness of the workforce services available and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers.
- The DSC shall organize and execute community-based orientations and trainings to introduce community members to programming designed for individuals with disabilities and best practices to serve this community.

Job Placement Services: The DSC will deliver direct employment services to job seekers as they reach job readiness, ensuring timely support aligned with their individual progress. The DSC will:

- Prepare job seekers to conduct an effective job search and create ample appropriate employment opportunities for the job seekers as they conduct their searches.
- Collaborate with workforce programs partners to ensure participants have access to direct job placement services.
- Provide direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.

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

- Conduct disabilities services-specific assessment to determine a participant's skill level (for referrals from non-disability services provider partners), interests, aptitude and ability, barriers to employment, to refer orientation participants to appropriate services.
- Ensure specific assessments reference and complement assessments delivered by the Job Centers and other workforce system partners.
- Create participant referral pipelines to the disability portfolio and workforce provider partners.

OEWD Disability Services Strategy Support

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

- In close consultation with OEWD, the DSC coordinates all activities and services provided through the Disability Services workforce program, a partnership that includes employers, training providers, community-based organizations, secondary and postsecondary educational institutions, workforce system partners, and other stakeholders.
- Enhance alignment between Disability Services workforce program and strategic partners within the Job Centers (Comprehensive, Neighborhood, Specialized, and Young Adult), Sector Programs (Construction, Health Care, Hospitality, Tech), DOR, and other collaborative partners to support cross referrals, participation, and enrollment between programs.
- Collaborate with the DOR to align employment services and resources. This includes partnering with DOR to provide trainings, education and information to the OEWD workforce system and employer networks.
- Deliver Disability Services program orientations that provide an overview of the services, detailed information about services and trainings provided through workforce programs for individuals with disabilities. The DSC will be responsible for conducting regular orientations

citywide at various Job Centers. Orientations will provide a clear process of referrals to services and programs through workforce programs and next steps for assessment and enrollments.

Employer Relations Building: Support OEWD in the development and implementation of an effective employer engagement strategy, including:

- Work closely with OEWD to leverage First Source hiring agreements, on-the-job training (OJT) opportunities, hiring tax credits, federal bonding program services, and other business service strategies.
- Assist OEWD in convening a Citywide WISF Disability Committee and/or formal employer convenings to discuss labor market trends and create mechanisms for collaboration and commitment.
- In collaboration with OEWD's Employer Services unit (particularly in relation to First Source employers), grantee will generate job leads for participants and develop a system for distributing them to disability services partners, referring appropriate candidates accordingly.
- Engage employers in formal convenings, such as roundtables, employer panels, job clubs, etc., and develop job leads and openings with local and regional employers in order to connect job seekers seeking experience in relevant employment.
- Build and share employer relationships and connections with Disability Workforce providers to help build continuity among programs and expand Disability Services workforce program awareness.

Eligible Activities

Required Job Center services are the following:

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

1. **Outreach and Recruitment**

   Outreach and recruitment services must enhance general awareness of the workforce services available at Job Centers and identify appropriate/eligible participants to be enrolled in workforce programs and services including low-income, unemployed, underemployed, and dislocated workers. Following OEWD's Principles of Employment Equity (see Appendix H), selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

outreach by a Young Adult Job Center).

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders such as the San Francisco Human Rights Commission's Opportunities for All program and the San Francisco Human Services Agency's Foster Youth program. Competitive proposals will have existing or proposed plans to establish formal partnerships and a Memoranda of Understanding (MOUs) with these entities.

2. Information, Orientation, Assessment, and Enrollment

a. **Information:** Each Job Center must provide participants with information on employment opportunities and how to access services within the Job Center and the broader public workforce system, both in-person and virtually. Information on employment opportunities should include employment statistics for in-demand industries and occupations, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information can be made available in a self-service resource room, through individualized referrals, and/or in group workshops. The Job Center should, at minimum, maintain a self-service resource room and a job board with information on employment, sector training, and postsecondary education opportunities.

b. **Orientation:** Each Job Center must offer both in-person and virtual orientations that comprehensively present the full range of services and activities available across all Job Centers and the broader workforce system, including those provided by partner agencies and community organizations. Information should be provided on how to access these services, as well as eligibility and expectations for successful program participation. Orientations can occur regularly in a group workshop format or through individual participant appointments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals. Assessment also identifies barriers to employment that are relevant to the individual participant as well as any needed supportive services. Assessment helps determine the incoming participant's eligibility and appropriateness for workforce programs and services. An objective assessment should evaluate at least the following: education; basic occupational skills; interests and aptitudes; prior work experience; employability; supportive services and developmental needs; and initial assessment of need and corresponding referral for public aide assistance (if currently not receiving aide and would benefit from services).

d. **Enrollment:** Enrollment activities must establish documentation of eligible individual's participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to General Workforce System, Workforce Innovation and Opportunity Act (WIOA) Core Partners and Training Services**

    a. **General Workforce and WIOA Core Partners System Referrals:** For those job seekers who require supportive or direct services in order to achieve their overarching employment objectives, Job Centers must have the ability to successfully refer and connect individuals to required services across the larger workforce system and/or WIOA Core Partners. Referral services must provide job seekers with information on how to access services and must include guided referrals to workforce programs and services that are appropriate to the individual's eligibility, preparedness, and assessment-driven goals. Each Job Center must: be a primary receiver and provider of referrals; document all referrals (incoming and outgoing) and services provided; provide updates to referring and receiving agencies and organizations on client progress, challenges, and outcomes as appropriate.

    b. **Sector Training Referrals:** When assessment identifies a job seeker's need for and interest in technical or occupational training, the Job Center may refer the individual to an OEWD Sector Training partner. For WIOA-funded grantees, training included on California's Eligible Training Provider List (ETPL) should be prioritized. Each Job Center must develop and maintain effective partnerships and referral relationships with OEWD's Centralized Job Center administering Individual Training Account (ITA) and On-the-Job Training (OJT) funds and Sector Training Subject Matter Experts in order to inform individuals of available training subsidies, such as ITAs available to eligible job seekers through the grantee or Occupational Skills Training through the sector training programs.

4. **Individual Planning and Case Management**

    All Job Centers are required to provide in-person or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

    a. **Individual Planning:** The Job Center must work jointly with eligible program participants who are being referred to training and develop Individual Employment Plans (IEP) or Individual Service Strategies (ISS) that, at a minimum: (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify any barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve their employment and educational goals. The Job Center should monitor the participant's progress and continuously modify the IEP or ISS to reflect changes in the participant's needs and goals.

    b. **Case Management:** The Job Center must provide integrated case management services to prepare job seekers for a successful job search process that leads to employment and/or postsecondary education/training. Case management services can be individualized or provided in group settings through motivational counseling. The services should include follow-up on referrals and connections to wrap around service(s) to remove intensive barriers, education, training and employment, and

advocacy on behalf of the participant, as needed.

5. Barrier Removal Services

The Job Center grantee will provide holistic and culturally competent barrier remediation services targeted to participants with multiple barriers that adversely impact successful job search and employment. The grantee will assist participants in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will also identify the barriers to achieving these goals, work with participants to develop a barrier removal action plan, and connect participants to one-on-one, small group, public, and other support services available in the community through warm and direct referrals as needed to help the participant achieve their employment goals. Competitive proposals will have existing or proposed plans to establish formal partnerships and Memoranda of Understandings (MOUs) with these entities.

Through intensive services, the following barriers (but not limited to) will be addressed to enhance employability: work authorization support, need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services, justice system involvement, drug and/or alcohol substance use issues, limited technology and internet access, lack of basic computer skills, lack of high school diploma/GED, housing insecurity, lack of valid driver's license, or mental health supports.

6. **Supportive Services**

Participants in need of support to enter, participate in, and succeed in workforce services must be provided with or connected to supportive services through the Job Center. The provider must work with participants to address barriers impacting participants' ability to obtain or retain employment. Such supportive services may include (but are not limited to): tuition or training expenses, testing fees, childcare services, transportation assistance, driver's license acquisition or driving record remediation, drug testing, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All Job Centers must provide accurate information regarding the availability of supportive services in the local area, and referral to such services, including referrals to San Francisco Human Services Agency for Public Aide assistance as a form of support, as appropriate. Supportive services should complement services available through the Job Center and its partners as much as possible and should be delivered in a culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. All supportive services provided must be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. **Job Readiness Training**

Job seekers who face barriers to participating in vocational training or securing employment must be provided with Job Readiness Training (JRT). This training is designed to equip them with essential skills, attitudes, and behaviors needed to succeed in both the workplace and classroom environments. Training should include topics such as:

a. Employer expectations (i.e., appropriate work attire and culture)
b. Workplace communication skills Self-assessment tools

c. Job search skills
d. Interview skills
e. Job seeker portfolio development (i.e., resume, applications, online profiles)
f. Training should include computer literacy skills essential for both job searching and performing common workplace tasks
g. Managing a work-life balance
h. Career awareness; career exploration; career preparation

8. Direct Job Search, Employment, and Retention Services

Each Job Center must provide job-ready participants with in-person or virtual workforce services, including job search, employment, and retention services that support participants with securing employment, assessing their progress, and determining need for additional services focused on helping participants adjust and thrive in their new work environment. Participants who enter the Young Adult Services Program may also receive post-secondary education, advanced vocational training, or paid work-based learning experience search services. Participants who enter the Job Center with limited or no barriers to employment may be prepared to advance directly to job search services upon enrollment. The intensity of workforce services, including job search, employment, and retention services, will depend upon the assessed job seeker's individual needs and priorities.

a. **Job Search and Employment:** Job search services are designed to equip job seekers with the tools and support necessary to conduct an effective job search while staying informed about available employment opportunities. Each Job Center must offer a comprehensive range of services, including individualized support with job search strategies such as résumé development, interview preparation, and networking. In addition, Job Centers must provide access to computers and digital tools, along with staff assistance to help navigate online job search platforms. Job seekers should also be connected to employer partners and referred to current job openings as part of these services. Connecting job seekers to viable employment opportunities is a key responsibility of the Job Center grantee. Job Centers must market job seekers to local employers and facilitate the application and hiring process to the extent feasible. Job Centers must maintain rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

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

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

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

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

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

To enhance employment opportunities for program participants, coordination with OEWD's Employer Services Unit (ESU) is required. Under the leadership of the OEWD ESU, each Job Center must make space available to accommodate employers to conduct one-on-one interviews, group interviews, and association or business group meetings, including virtual events. In addition, Job Centers will co-host career and hiring fairs and schedule space at the Job Center or coordinate virtually for one-on-one and/or group job interviews and employer and industry spotlights. Job Centers must coordinate with ESU staff/providers to leverage employer relationships, First Source Hiring Program, and other business service strategies to maximize employment opportunities. Job Centers are required to utilize OEWD's job matching data system (https://workforcelinksf.org/en/) and other OEWD data systems, if any, to effectively track First Source referrals.

11. **Basic Computer Skills Training**

Job Centers should directly provide Basic Computer Skills Training (CST) whenever possible. If CST is not available on-site, job seekers must be referred to qualified external CST providers to ensure access to this essential training. CST must equip participants with the technical skills and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement.

CST modules should include (but are not be limited to) computer skills training relevant to job searches, including use of email, web browser, basic internet search, artificial intelligence (AI) basic literacy, key job search websites, safety and security on the web, training in software applications used on the job (e.g., Microsoft Office Suite), and training on use of job search and personal branding websites (e.g., LinkedIn). CST providers must collect data needed for pre- and post-assessment of computer skills.

12. **Financial Capability Services**

Financial capability services or financial literacy should be provided directly by the Job

Centers or referred to other financial capability service providers if financial capability service is not offered by the Job Center. Financial capability services and training should prepare participants to manage employment income and a household budget. Job Centers should provide financial capability services or financial literacy training directly. If these services are not available on-site, participants must be referred to qualified external providers. The goal of financial capability services is to help participants effectively manage their employment income and household budgets. These services should include one or more of the following components: individualized financial coaching; the ability to create and manage household budgets; the development of savings plans; and support for making informed personal financial decisions. Services should also help participants effectively manage spending, credit, and debt—including credit card debt—and build awareness of the importance and availability of credit reports and credit scores. Additionally, activities should address the specific financial literacy needs of non-English speakers by offering multilingual materials and culturally responsive support.

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

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

- Deliver services during scheduled hours at the Comprehensive, Neighborhood and Specialized Job Centers, as appropriate.
- Provide or facilitate access to a wide range of targeted services to address inadequate/outdated vocational skills, health, mental health, transportation, substance use disorder , childcare, assistive technology or special work accommodations, and other needs as appropriate.
- Provide culturally competent personnel services, including targeted language accessibility for individuals with Limited English Proficiency (LEP), able to reach individuals with disabilities through trusted channels.
- Act as a resource for job seekers, businesses, government agencies, and community-based organizations regarding the unique assets and barriers of the disabled job seeker population.
- Identify viable job opportunities and coordinate with OEWD Employer Services Unit to build relationships with employers interested in hiring and advancing the population.
- Plan and design in-person and virtual services relevant and customized to participant-specific needs and assets.
- Provide holistic and culturally competent barrier removal services targeted to and as appropriate for participants with multiple barriers requiring resolution in order to fully benefit from workforce development services.

Service Performance Measures

Performance Measure	OEWD Performance Goal
Placement in unsubsidized employment **Up to 25% may be placed in the following: 1) advanced training or postsecondary education that leads to certificate/license attainment preparing for employment at exit*	70-80% of participants enrolled

2) completion of intensive barrier remediation such as but not limited to achieving high school diploma or GED, increase ESL level, securing housing, etc.	
Follow-Up of Participants Placed in Unsubsidized Employment at 2nd and 4th Quarter after exit	70-80% of all participants placed in unsubsidized employment

Minimum Qualifications

*The Disabilities Services Coordinator cannot qualify to be a Disability Specialized Job Center. OEWD will only grant an award to a Grantee for one or another.
Successful Disability Service Coordinator (DSC) applicants will demonstrate the following minimum qualifications:

- All DSC applicants must demonstrate formal connections to the Job Centers (Centralized, Specialized and Young Adult) the Department of Rehabilitation (DOR), Sector Programs (Construction, Health Care, Hospitality and Tech) and community-based organizations serving individuals with disabilities.
- Coordinate the overall delivery of Disability Services outreach, recruitment, orientations, and services in partnership with the Comprehensive, Neighborhood, Specialized Job Centers, Sector, and Young Adult Workforce Services.
- Coordinate a comprehensive referrals service model amongst the disability employment programs and the DOR and act as a liaison to DOR and other stakeholders.
- Develop policy and procedure recommendations which articulate a comprehensive program model serving job seekers with disabilities and disseminate these amongst Job Centers and other workforce and education system partners.
- Administer the Social Security Administration's Ticket to Work program, including attending relevant meetings and webinars, coordinating with Ticket to Work service providers, and reporting on Ticket to Work performance outcomes.
- Provide Ticket to Work services to participants enrolled in San Francisco's Disability Employment Initiative, including career planning, job accommodations, job coaching/training, employment assistance services, ongoing employment support/job retention, special language capacity, and other employment-related services.
- Organize and coordinate employer events (including roundtables and panels) to increase the employer network committed to hiring persons.
- Train staff at the Comprehensive, Neighborhood, Specialized Job Centers, Young Adult and Sector Workforce Programs on disability awareness through group trainings and individualized sessions.
- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Train employers on supporting employees with disabilities and facilitate connection to viable employment opportunities and retention, including any necessary accommodations.
- In coordination with OEWD Employer Services Unit, engage employers with interest in hiring and advancing individuals with disabilities.
- Demonstrated initiative to develop virtual service strategies that employ technology and basic artificial intelligence (AI) literacy to serve job seekers. Examples might include:
    - Virtual orientations, intake, job readiness workshops, ongoing case management;
    - Web conference interviews with employers, virtual hiring events, employer spotlights;
    - Connection of job seekers to online job readiness tools and resources such as AI.
- Provide onsite participant access to computers.

- Experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Experience in developing culturally and linguistically appropriate outreach materials.
- Ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.
- Demonstrated hiring practices for the organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

Preferred Qualifications

Applicants should identify the industries and sectors that are appropriate to the populations being served and will be targeted through the program. Additionally, applicants should ensure their program design clearly demonstrates an emphasis on barrier removal combined with the attainment of in-demand certificates.

- Applicants are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference will be given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources. Applicants should not only describe the services to be provided but also address which of the Job Center services will be delivered directly by the applicant, and which will be delivered by the Comprehensive or Neighborhood Job Centers, by another onsite partner, or by referral.
- Applicants describing past success in engaging or collaborating with residents and businesses to implement the proposed program are strongly preferred.

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel):

1. Which local community-based organization(s) have you partnered or co-located with to conduct targeted outreach to vulnerable communities—including unemployed, underemployed, underrepresented individuals, and public benefits recipients? Please provide detailed plans and strategies for these partnerships
2. Please describe the referral networks you have in place to provide integrated, comprehensive services that address the complex needs of job seekers with multiple employment barriers, supporting both job placement and retention. Be sure to detail formal referral processes to partner organization(s) and include letters of support or MOUs for existing and new partnerships.
3. What is your plan for language access to ensure persons with Limited English Proficiency (LEP) will have meaningful access to the services provided?
4. 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, produce monthly reports, and include the number of dedicated full-time employee(s) you have to support this work.
5. How does your organization build staff capacity and professional development to ensure the unique needs of local residents are met in a sufficient manner?

Supplementary Materials: 6-12 total attachments to be uploaded.

Supplementary Materials Criteria

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

- Submit at least two (2) and up to four (4) letters of support from residents or community organizations that speak to your organization’s ability to provide quality, culturally competent services. A minimum of one (1) from each category is required.
- Submit at least two (2) and up to four (4) letters of support from community organizations that will partner with your organization, existing or new partnerships, for intensive barrier removal services, (if referring out), to help participants achieve their employment goals.
- Submit at least two (2) and up to four (4) letters of commitment from businesses/employers that intend to partner and hire from your program.

Program Area F: HealthCare Academy Occupational Skills Training (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $1,900,000 for 12 months of service.

Anticipated Number of Awards: 5-8

Anticipated Annual Funding Per Contract: $150,000 - $950,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

OEWD's San Francisco HealthCare Academy prepares San Francisco job seekers for both clinical and non-clinical positions in a wide variety of settings and across levels of education and skill.

According to Lightcast economic modeling software (2025 Q4), healthcare and social assistance ("healthcare") is one of the largest industries in San Francisco County. The healthcare industry and healthcare occupations have been identified on the national, state, and local levels as priorities for workforce investment due to increasing demand for new workers, high retirement risk, and increasing skills development in response to new technologies, treatment options, and service delivery systems. In San Francisco, healthcare's Gross Regional Product (GRP) was $9.2B in 2024. The industry accounted for over 83,000 jobs in 2024, and it is expected to grow 11% through 2029. Over the last several years, the San Francisco HealthCare Academy has demonstrated strong outcomes, including a consistent over 80% training completion and training placement rate. Due to these factors, OEWD

intends to continue to resource the San Francisco HealthCare Academy to support talent development in this industry.

Target occupations described in this RFP reflect current and projected hiring needs. Over the last year, the top skills for this industry included nursing, medical records, electronic medical record, workflow management, mental health, case management, medical terminology, treatment planning, psychology, social work, project management, care coordination, pediatrics, billing, and home healthcare. Respondents are encouraged to consider these skills, among others, in the development of their programming.

Program Overview

Sector Workforce Programs are designed to improve the responsiveness of San Francisco's workforce system to the demands of these significant and growing industries, providing employers with skilled workers and expanding employment opportunity for residents through a dual customer approach. These programs deliver a full spectrum of no-cost services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities; including sector subject matter experts (SMEs) who help to systematize and support all activities and services provided through a sector workforce program, and assist in the connections of participants to sector related unsubsidized employment.

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as Registered Apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

While each Sector Workforce Program component is solicited and awarded separately, OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate the submission of proposals. Competitive proposals will document leveraged resources or training, evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

Sector Workforce Programs target adults (ages 18 and over) and transitional aged youth (16 to 25), San Francisco residents who are unemployed, underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations. Priority is given to participants who are among the priority populations as defined previously in this RFP.

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service

priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) in order to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how the credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Scope of Work

The local healthcare sector remains one of the City's strongest entry points for job seekers, and supporting essential healthcare workers is more important than ever. As San Francisco continues to grow, a well-prepared and qualified healthcare workforce will be vital to sustaining the City's economy and ensuring the health and safety of its residents.

Through partnerships with local healthcare employers, industry associations, labor organizations, educational institutions, and training and service providers, OEWD coordinates workforce efforts in this industry through healthcare workforce programs. These HealthCare Academy Sector Workforce Programs enable San Francisco job seekers from diverse backgrounds to enter and succeed in both clinical and non- clinical positions, in a wide variety of settings; requiring various levels of education and skill. While OEWD places a strong emphasis on equity and providing training for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed, and underrepresented individuals within the healthcare sector, nobody who otherwise qualifies for program services will be turned away due to their race, ethnicity, gender, sexual orientation, or national origin.

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

Targeted Industry	Example Occupations
Healthcare	• Home Health Aides • Medical Assistants • Medical Administrative Assistants • Patient Navigators and Access Representatives • Addiction & Recovery Counselors • Medi-Cal Peer Support Specialists • Medical Secretary • Medical Coding & Billing Specialists • Pharmacy Technicians • Patient Care Assistants • Certified Nurse Assistants (Acute Care) • Home Care Providers • Specialized Medical Technicians • Phlebotomists • Dental Assistants • Licensed Vocational Nurses • Registered Nurses • Emergency Medical Technicians • Contact Tracers • Radiologic Technologist • Veterinarian Technician • Community Health Workers, and others.

The HealthCare Academy has existing employer, education, training, and community-based partners that provide collaborative services to job seekers and employers in clinical and non-clinical healthcare occupations across industries in the pursuit of three goals:

1) Help address the local healthcare workforce talent supply and demand by connecting job seekers and employers.
2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in healthcare occupations; and
3) Partner with secondary, postsecondary, and other education partners to develop career pathways and opportunities for a future pipeline of healthcare workers. Partners must serve as industry experts with a dual-customer approach; they must serve both job seekers and employers in order to effectively support the industry's workforce supply and demand needs.

Description of Services

HealthCare Academy Occupational Skills Training (OST) providers must create, vet, and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training–related employment or create advancement opportunities.

Healthcare-specific OST can be designed to support either young adult or adult populations. OEWD is soliciting through this RFP Occupational Skills Training in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST
- Employer-Customized OST
- Incumbent Worker/Skills Advancement
- Pre-Apprenticeship Training
- Apprenticeship Training
- Earn & Learn Paid Training

HealthCare Academy Workforce Programs are designed to provide job seekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. All HealthCare Academy Occupational Skills Training Providers should design their robust training program and should provide in-person, hybrid or virtual training models. HealthCare Academy Workforce Programs must provide (but are not limited to) the following career trainings and supportive services:

- Job preparation
- Vocational training
- Credentialing and certification
- Increasing interpersonal, interviewing, and overall soft skills relevant to sector needs
- Job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within healthcare career paths;
- Barrier removal (interpersonal, social, and economic)
- Employment assistance
- Internships, externships, or work-based learning opportunities
- Referrals to other vocational training (as needed)
- Job retention
- Other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement.

The HealthCare Academy Occupational Skills Training Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. For healthcare, OST Workforce Programs will be responsible for collaborating with the HealthCare Academy Sector Subject Matter Expert (SME) to ensure proper referrals, synced programming, and other essential requirements of OST Providers. OST Providers must coordinate program logistics and training delivery with OEWD and with the Sector SME to ensure trainings are aligned with other OEWD sector OST programs and marketed accurately across the workforce ecosystem.
In addition to meeting the general Sector Workforce Program requirements above, Sector OST Programs must also address the following specific requirements:

Curriculum Development

- With OEWD's collaboration and approval, design an OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for healthcare sector occupations, based on current employer and/or labor organization demands, labor market

trends, and validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree, and clearly exhibits skill development.
- Deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain the credentials and experience necessary to obtain employment or career advancement opportunities. Proposals that include implementation of industry-credentialed curricula, as well as clearly established partnerships or connections to employer partners and/or labor unions for direct linkages to employment opportunities, will be strongly considered.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear justification for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
- For providers whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.
- For providers whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.
- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, pre-apprenticeship and/or apprenticeship pathways, and contextualized work-based learning strategies, including those that are earn-and-learn.
- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation

- Ensure all programming is offered through in-person, hybrid, or virtual mechanisms.
- Incorporate experiential learning, including paid internships, externships, work-based learning, pre-apprenticeships and/or apprenticeships, or credit-based learning into training.
- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.
- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and support services.
- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.
- Coordinate and partner formally with employers and/or unions to assist participants to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities and mid-level opportunities with employment and/or registered apprenticeships for Sector Program participants.
- For training that targets incumbent workers, formally coordinate and partner with employers and/or unions to help entry-level employees gain the skills needed to advance into higher-wage roles. These advancement opportunities, in turn, create new entry-level openings and expand pathways— including employment and registered apprenticeships—for Sector Program participants.
- Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

   a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: lack of right-to-work documentation; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility

requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

   Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

   d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.
   e. **Life Skills:** Participants attain life skills that address goal achievement, development of support systems, and balancing work and home.

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

   Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

   To assess program effectiveness and strengthen participants' success in entering and

advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

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

job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

a. Provides knowledge or skills essential to the full and adequate performance of the job.

b. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and

c. Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures	**OEWD Performance Goals**
Number of participants assessed, complete IEP, and enroll in Occupational Skills Training.	100% of all participants enrolled
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment. **Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training.*	70%-80% of all OST participants enrolled
Attainment of a State/industry recognized credential (within 4th quarter after exit). **Of participants enrolled, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification or an OEWD approved*	75% of participants enrolled in occupational skills training

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

* Unsubsidized employment is the targeted outcome of all Sector Programs. In some cases, OEWD may approve the inclusion of educational outcomes that provide participants with industry-approved, certified training that supports their pathway to unsubsidized employment. In some cases, OEWD may also approve the inclusion of educational outcomes tied to informal/non-certified training offered through the current system of workforce training partners, provided that applicants make a clear case for how that training will support participants to successfully mitigate barriers to securing unsubsidized employment. If proposing educational outcomes, please include details in your proposal regarding the education/training provider(s) and course(s) being offered, and how that training will lead to unsubsidized employment. You can find more information on the existing network of workforce service providers at: https://www.sf.gov/find-job-training-and-support-industry

The HealthCare Academy and OEWD may negotiate measurable deliverables contingent on competitive and/or alternative funding. In addition to the performance measures noted above for all sector programs. HealthCare Sector Workforce providers should also be prepared to track and report on measures such as:

- Training attendance
- Interpersonal and communication skills attainment
- Occupational skills attainment
- Attainment of certification, credential or degree
- Paid internship, externships, work-based learning opportunities and/or stipends (as applicable)

Minimum Qualifications

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

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.

- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and/or through a hybrid model.
- Applicant should support communities with digital literacy, basic AI skills, and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco, and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the healthcare industry.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.

Preferred Qualifications

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

- Applicant should demonstrate agility in adjusting OST program occupations to match shifting labor market demands, ensuring better training-to-placement outcomes.
- Applicant with existing strategies to train for unionized employment with clear pathways and labor partnerships to access those opportunities.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations.
- Applicant should have experience working with education systems, including unified school districts, community colleges, and other institutes of higher education.
- Develop and implement earn-and-learn models.
- For apprenticeable occupations in industries, applicants should consider proposing a pre-apprenticeship pathway to state-approved apprenticeship.
- 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. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
    - Customized training in partnership with employers.
    - Incumbent worker training to advance workers in the sector.
    - Other contextualized work-based learning strategies, such as internships.
    - Pre-apprenticeship training (training articulated to an apprenticeship)
    - Apprenticeship training (note: classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a Federal- or State-approved registered apprenticeship credential.

    - Wraparound support services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Applicant can be a regionally- or nationally accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.
- Experience managing federal workforce funds including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds (CDBG), and/or other funding streams that may require complex eligibility documentation.

Supplementary Questions

Please respond to any additional Supplementary Questions and Attachments as required by the Program Area. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel):

(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 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 curriculum addresses these needs. Description should include specific employers/hiring opportunities associated with the training. Please describe what services and opportunities provided through the proposed training, placement, and retention services will be provided to enable an individual to advance in a career pathway.

(b) Describe how your organization will provide job placement services to a wide array of unique participants who are experiencing barriers to employment. Please detail how your organization will integrate job search and placement services throughout the course of training and once training is completed; include details regarding the specific services provided, cadence, dosage, etc.; and also detail how the participant will be supported to ensure retention with new employer.

(c) Describe how your organization will conduct outreach to marginalized communities, including public benefits recipients, 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; including staff practices and overall programmatic design that result in equitable and inclusive services, instruction, supports, etc. In addition, please highlight how your outreach efforts will engage communities and populations underrepresented in this sector.

(d) Describe your organization's experience partnering with industry employers and/or labor unions to provide participants with internships, externships, work-based learning opportunities, or apprenticeships (paid opportunities preferred); as well as employment opportunities upon completion of training.

(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, and include the number of dedicated FTEs you have to support this work.

Additional Subject Matter Expert Supplemental Questions

*Optional and only for applicants interested in providing both Occupational Skills Training and Subject Matter Expert services. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel):

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

b) Describe your experience and/or how you plan to partner with postsecondary education and workforce training partners in order to expose job seekers to higher education, career pathways, additional vocational training, and industry credentials. Be specific in your response about what partnership and pathways your organization has provided, as well as the job seeker experience in accessing these partnerships. In your response, please include a summary of the organizations with whom you currently partner or intend to partner with for such services, the scope of these services, and any formal agreements planned or in place to deliver services.

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

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the Supplementary Questions, submit at least two (2) and no more than four (4) Memoranda of Understanding (MOUs) and/or letters of support (LOS). Please note that one of the MOUs or LOS should be from an industry/employer partner or organized labor who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities, and/or apprenticeships (paid opportunities are preferred). The MOUs and LOSs should detail how the OST Provider will do the following:

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations. Develop and implement an outreach plan to target specific communities not fully represented in this industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

- 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 G: Hospitality Initiative Occupational Skills Training (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $1,650,000

Anticipated Number of Awards: 5-8

Anticipated Annual Funding Per Contract: $150,000 - $825,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

The Hospitality Initiative provides free training programs for new entrants and experienced hospitality workers. Over the last two years, the Hospitality Initiative has demonstrated consistent, strong outcomes, including an over 90% training completion rate and an over 75% training placement rate. Due to these factors, OEWD intends to continue to resource the Hospitality Initiative.

Additionally, the Mayor's Heart of the City directive necessitates investment in the San Francisco downtown corridor. Downtown is San Francisco's front door to the world, the Bay Area's primary transit nexus, and our economic engine. Downtown has historically accounted for more than 40% of the City's resident employment, tax revenue, and number of small businesses. The Mayor's strategy to boost tourism, hospitality, residency, and education in the Downtown corridor require a robust hospitality workforce to support people who live, work, play, and learn in the City.

According to Lightcast economic modeling software (2025 Q4), Accommodation and Food Services ("Hospitality") occupies a significant market share of the local economy, at over 66,700 jobs and $6.6B GRP. The supply of hospitality jobs are about equal to the national average, the industry is expected to grow 4% from 2024 – 2029, and the retirement risk for the industry is high. Over three-quarters of workers are in food preparation and serving related occupations (75.3%), followed by building and grounds cleaning and maintenance (6.4%), management (4.6%), office and administrative support (3.9%), and other areas.

Target occupations described in this RFP reflect current and projected hiring needs. Over the last year, the top skills for this industry included restaurant operation, food safety and sanitation, housekeeping, marketing, food services, cash handling, customer complaint resolution, cooking auditing, food preparation, services standards, finance, inventory management, accounting, and collective bargaining. Respondents are encouraged to consider these skills, among others, in the development of their programming.

Sector Workforce Programs are designed to improve the responsiveness of San Francisco's workforce system to the demands of these significant and growing industries, providing employers with skilled workers and expanding employment opportunity for residents through a dual customer approach. These programs deliver a full spectrum of no-cost services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities; including Sector Subject Matter experts (SMEs) who help to systematize and support all activities and services provided through a sector workforce program, and assist in the connections of participants to sector related unsubsidized employment.

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as registered apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

While each Sector Workforce Program component is solicited separately, OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate the submission of proposals. Competitive proposals will document leveraged resources or training, evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

Sector Workforce Programs target adults (ages 18 and over) and transitional aged youth (16 to 25), San Francisco residents who are unemployed, underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry. While OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, nobody who otherwise qualifies for program services will be turned away due to their race, ethnicity, gender, sexual orientation, or national origin.

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) in order to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how the credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Scope of Work

The hospitality sector is essential to sustaining the backbone of San Francisco's economy. This industry and its related occupations are experiencing regional recovery and growth, employ a significant share of the workforce, and face ongoing staffing shortages—while also offering career pathways that support self-sufficiency and economic mobility. OEWD coordinates workforce efforts in this industry through hospitality workforce programs, via partnerships with local hospitality employers, industry associations, labor organizations, educational institutions, and service providers. Hospitality Initiative Sector Workforce Programs enable San Francisco job seekers from diverse backgrounds and with varying levels of work experience to succeed within the ever-evolving hospitality industry.

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

Targeted Industry	Example Occupations
Hospitality Industry	**Food and Beverage Services** • Cooks/Prep Cooks • Counter Attendants (Dining Room, Cafeteria, Deli, Bar, Fast Food) • Restaurant Bussers/Servers • Hosts • Bartenders • Restaurant Managers • Entrepreneurship **Hotel Guest Services and Accommodations** • Hotel Desk Clerk • Hotel Concierge • Reservations Agent • Catering Event Staff • Customer Service Representatives • Sales Associates **Commercial Cleaning** • Janitorial/Maintenance Worker • Housekeepers **Facilities Safety/Security** • Safety and Security Personnel **Related Occupations** • In areas such as entertainment, arts, events, sports, recreation, etc.

The Hospitality Initiative has existing employer, education, training, and community-based partners that provide collaborative services to job seekers and employers in hospitality occupations pursuant to three goals:

1) Help address the local hospitality industry workforce talent supply and demand by connecting job seekers and employers.

2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in hospitality industry occupations; and

3) Partner with secondary, postsecondary, and other education partners to develop career pathways and opportunities for a future pipeline of hospitality industry workers. Partners must serve as industry experts with a dual-customer approach; they must serve both job seekers and employers in order to effectively support the industry's workforce supply and demand needs.

Description of Services

Hospitality Initiative Occupational Skills Training (OST) providers must create, vet, and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s), or degree(s) that lead to training–related employment or create advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST
- Employer-Customized OST
- Incumbent Worker/Skills Advancement
- Pre-Apprenticeship Training
- Apprenticeship Training
- Earn-and-Learn Paid Training

Hospitality Initiative Sector Workforce Programs are designed to provide job seekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. All Hospitality Initiative Occupational Skills Training Providers should design their services to last at minimum one program year, and should be provided in-person, hybrid, or through a virtual training model. Hospitality Initiative Sector Workforce Programs must provide (but are not limited to) the following career trainings and supportive services:

- Job preparation
- Vocational training
- Credentialing and certification
- Increasing interpersonal, interviewing and overall soft skills relevant to sector needs
- Job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within technical career paths
- Barrier removal (interpersonal, social and economic)
- Employment assistance
- Internships, externships, or work-based learning opportunities (paid are preferred)
- Referrals to other vocational training (as needed)
- Job retention
- Other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement.

Hospitality Initiative Occupational Skills Training Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. For hospitality, OST Workforce Programs will be responsible for collaborating with the Hospitality Initiative Sector Subject Matter Expert (SME) to ensure proper referrals, synced programming, and other essential requirements of OST Providers. OST Providers must coordinate program logistics and training delivery with OEWD and with the Sector SME to ensure trainings are aligned with other OEWD sector OST programs and marketed accurately across the workforce ecosystem.

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

Curriculum Development

- With OEWD's collaboration and approval, design an OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer and/or labor organization demands, labor market trends, and validated by research and data; and (2) leads to industry-recognized credential(s), certification(s), or degree, and clearly exhibits skill development.
- Deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain the credentials and experience necessary to obtain employment or career advancement opportunities. Proposals that include implementation of industry-credentialed curricula, as well as clearly established partnerships or connections to employer partners and/or labor unions for direct linkages to employment opportunities, will be strongly considered.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
- For providers whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.
- For providers whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.
- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, pre-apprenticeship and/or apprenticeship pathways, and contextualized work-based learning strategies, including those that are earn-and-learn.
- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation

- Ensure all programming is offered through in-person, hybrid, or virtual mechanisms.
- Incorporate experiential learning, including paid internships, externships, work-based learning, pre-apprenticeships and/or apprenticeships, or credit- based learning into training.
- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.
- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and support services.
- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.
- Coordinate and partner formally with employers and/or unions to assist participants to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities and mid-level opportunities with employment and/or registered apprenticeships for Sector Program participants.
- Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

   a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: lack of right-to-work documentation; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include

(but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

   Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

   d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

   Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

   To assess program effectiveness and strengthen participants' success in entering and

advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as

offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize

https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

a. Provides knowledge or skills essential to the full and adequate performance of the job.

b. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and

c. Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures:

Performance Measures	**OEWD Performance Goals**
Number of participants assessed and enroll in Occupational Skills Training	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment.	70% - 80% of all OST participants enrolled
Attainment of a State/industry recognized credential (within 4th quarter after exit).	75% of participants enrolled in occupational skills training
Measurable skills gain (within 4th quarter after exit).	75% of participants enrolled in advanced training or postsecondary education
Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 2nd and 4th quarter after Exit	75% of all participants placed in unsubsidized employment and postsecondary education

* Unsubsidized employment is the targeted outcome of all Sector Programs. In some cases, OEWD may approve the inclusion of educational outcomes that provide participants with industry-approved, certified training that supports their pathway to unsubsidized employment. In some cases, OEWD may also approve the inclusion of educational outcomes tied to informal/non-certified training offered through the current system of workforce training partners, provided that applicants make a clear case for how that training will support participants to successfully mitigate barriers to securing unsubsidized employment. If proposing educational outcomes, please include details in your

proposal regarding the education/training provider(s) and course(s) being offered, and how that training will lead to unsubsidized employment. You can find more information on the existing network of workforce service providers at the following website: https://www.sf.gov/find-job-training-and-support-industry

In addition to the performance measures noted above for all sector programs, Hospitality Sector Workforce providers should also be prepared to track and report on measures such as:

- Training attendance
- Interpersonal and communication skills attainment
- Occupational skills attainment
- Attainment of certification, credential or degree
- Paid internship, externships, work-based learning opportunities and/or stipends (as applicable)

Minimum Qualifications

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

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, hybrid, and /or through a virtual model.
- Applicant should support communities with digital literacy, basic AI skills, and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the hospitality industry.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.
- All proposed culinary training programs must include Food Handler (ServSafe) and California Responsible Beverage Service (RBS) certifications. For any training programs outside of culinary pathways, they should include opportunities to obtain relevant industry certifications where applicable.

Preferred Qualifications

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

- Applicant should demonstrate agility in adjusting OST program occupations to match shifting labor market demands, ensuring better training-to-placement outcomes.
- Applicant with existing strategies to train for unionized employment with clear pathways and labor partnerships to access to those opportunities.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations.
- Applicant should have experience working with education systems, including unified school districts, community colleges, and other institutes of higher education.
- Develop and implement earn-and-learn models.
- For apprenticeable occupations in industries, applicants should consider proposing a pre-apprenticeship pathway to state-approved apprenticeship.
- 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. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
    - Customized training in partnership with employers.
    - Incumbent worker training to advance workers in the sector.
    - Other contextualized work-based learning strategies, such as internships.
    - Pre-apprenticeship training (training articulated to an apprenticeship).
    - Apprenticeship training (note: classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a Federal- or State-approved registered apprenticeship credential).
    - Wraparound support services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Applicant can be a regionally- or nationally accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.
- Experience managing federal workforce funds including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds and/or other funding streams that may require complex eligibility documentation.

Supplementary Questions

Please respond to any additional Supplementary Questions and Attachments as required by the Program Area. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.)

(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 curriculum addresses these needs. Description should include specific employers/hiring opportunities associated with the training. If

occupations targeted do not provide a living wage, please describe what services and opportunities provided through the proposed training, placement and retention services will be provided to enable an individual to advance in a career pathway.

(b) Describe how your organization will provide job placement services to a wide array of unique participants who are experiencing barriers to employment. Please detail how your organization will integrate job search and placement services throughout the course of training and once training is completed; include details regarding the specific services provided, cadence, dosage, etc.; and also detail how the participant will be supported to ensure retention with new employer.

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population; including staff practices and overall programmatic design that result in equitable and inclusive services, instruction, supports, etc. In addition, please highlight how your outreach efforts will engage communities and populations underrepresented in this sector.

(d) Describe your organization's experience partnering with industry employers and/or labor unions to provide participants with internships, externships, work-based learning opportunities or apprenticeships (paid opportunities preferred); as well as employment opportunities upon completion of training.

(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 and include the number of dedicated FTEs you have to support this work.

Additional Subject Matter Expert Supplemental Questions

*Optional and only for applicants interested in providing both Occupational Skills Training and Subject Matter Expert services. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

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

b) Describe your experience and/or how you plan to partner with postsecondary education and workforce training partners in order to expose job seekers to higher education, career pathways, additional vocational training, and industry credentials. Be specific in your response about what partnership and pathways your organization has provided, as well as the job seeker experience in accessing these partnerships. In your response, please include a summary of the organizations with whom you currently partner or intend to partner with for such services, the scope of these services and any formal agreements planned or in place to deliver services.

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

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how the OST Provider will do the following; please note that one of the MOUs or LOS should be from and industry/employer partner or organized labor who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities and/or apprenticeships (paid opportunities are preferred):

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations. Develop and implement an outreach plan to target specific communities not fully represented in this Industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other post-secondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations. Establish referral networks with citywide service providers and resources, as well as with Organized Labor and Industry Associations.

Program Area H: TechSF Occupational Skills Training (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $950,000

Anticipated Number of Awards: 4-8

Anticipated Annual Funding Per Contract: $150,000 - $475,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 2 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

TechSF is a citywide economic and workforce initiative that provides education, training, and job placement assistance to both job seekers and employers, so that all benefit from the major job growth in technology occupations and opportunities.

According to Lightcast economic modeling software (2025 Q4), Information and Professional, Scientific, and Technical Services ("Tech") is one of the largest sectors in San Francisco County. Tech's Gross Regional Product (GRP) was $110.5B in 2024, and the sector accounted for over 194,000 jobs. Though growth plateaued in the last five years, tech is expected to grow 12% through 2029, and there are 3,500 employers competing for talent.

Target occupations described in this RFP reflect current and projected hiring needs. Over the last year, the top skills for this industry included artificial intelligence, marketing, scalability, project

management, workflow management, computer science, finance, python, software as a service, automation, machine learning, software engineering, Salesforce, SQL, and data analysis.
Sector Workforce Programs are designed to improve the responsiveness of San Francisco's workforce system to the demands of these significant and growing industries, providing employers with skilled workers, and expanding employment opportunities for residents through a dual customer approach. These programs deliver a full spectrum of no-cost services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities; including sector subject matter experts (SMEs) who help to systematize and support all activities and services provided through a sector workforce program, and assist in the connections of participants to sector-related unsubsidized employment.

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as registered apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

While each Sector Workforce Program component is solicited separately, OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate in the submission of proposals. Competitive proposals will document leveraged resources or training, evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

Sector Workforce Programs target adult (age 18 and over) and transition age youth (16 to 25) San Francisco residents who are unemployed, underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry. While OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, nobody who otherwise qualifies for program services will be turned away due to their race, ethnicity, gender, sexual orientation, or national origin.

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen

industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency, will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Scope of Work

TechSF is San Francisco's citywide technology sector initiative, providing education, training, and employment assistance to both job seekers and employers. By strengthening skills, expanding access, and supporting hiring needs, TechSF helps residents and businesses benefit from the City's growing opportunities in technology occupations. OEWD seeks data- and insights-driven technology training programs that demonstrate strong labor-market alignment and prepare San Franciscans with emerging, in-demand skills for high-growth, high-quality career pathways. Programs should include strategies for supporting participants in earning stackable credentials, industry-recognized certifications, and meaningful work experience. Additionally, OEWD is seeking training models that include a clear plan for keeping programming relevant and responsive to shifts in the local labor market.

OEWD seeks data- and insights-driven technology training programs that demonstrate strong labor-market alignment and prepare San Franciscans with emerging, in-demand skills for high-growth, high-quality career pathways. Programs should include strategies for supporting participants in earning stackable credentials, industry-recognized certifications, and meaningful work experience. Additionally, OEWD is seeking training models that include a clear plan for keeping programming relevant and responsive to shifts in the local labor market. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed, and underrepresented individuals within the technology sector.

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

Targeted Sector	Example Occupations
Technology	• **Information Security (Cyber Security** • **Data Analytics** • **Information Technology (IT)** o Support, Networking, Engineering **Cloud Support & Engineering** **Project/ Program Management (Tech)** **Programming Pathways for:** o Web and Software Development o Arts, Digital Media and Entertainment o Marketing and Sales **Artificial Intelligence (AI) Integration:** **Priority:** Integrate AI-focused curriculum and hands-on training across general AI readiness, software, hardware, and electrical programs to ensure the talent pipeline is equipped to meet the evolving workforce needs of AI-enabled industries. **Priority:** Explore AI solutions to streamline service delivery, data systems, program tracking, document tracking, reducing manual filing, and improving efficiency.

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

Description of Services

Technology-specific Occupational Skills Training (OST) providers must create, vet, and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training–related employment or create advancement opportunities.
Technology-specific OST can be designed to support either young adult or adult populations. OEWD is soliciting through this RFP Occupational Skills Training in the following categories:

- Entry-Level OST
- Mid-Skilled OST

- On-the-Job OST
- Employer-Customized OST
- Incumbent Worker/Skills Advancement
- Pre-Apprenticeship Training
- Apprenticeship Training
- Earn & Learn Paid Training

TechSF Workforce Programs are designed to provide job seekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. All TechSF Occupational Skills Training Providers should design their services to last at minimum, one program year, and should be provided in-person, in a hybrid format, or through a virtual model. TechSF Workforce Programs must provide (but are not limited to) the following career trainings and supportive services:

- Job preparation
- Vocational training
- Credentialing and certification
- Increasing interpersonal, interviewing, and overall soft skills relevant to sector needs
- Job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within technical career paths
- Barrier removal (interpersonal, social, and economic)
- Employment assistance
- Internships, externships, or work-based learning opportunities
- Referrals to other vocational training (as needed)
- Job retention
- Other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement.

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

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

Curriculum Development

- With OEWD's collaboration and approval, design an OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree, and clearly exhibits skill development.
- Deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain the credentials and experience necessary to obtain employment or career advancement opportunities. Proposals that include implementation of industry-credentialed

curricula, as well as clearly established partnerships or connections to employer partners and/or labor unions for direct linkages to employment opportunities, will be strongly considered.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear justification for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
- For providers, whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.
- For providers whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.
- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, pre-apprenticeship and/or apprenticeship pathways, and contextualized work-based learning strategies, including those that are earn-and-learn.
- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation

- Ensure all programming is offered through in-person, hybrid, or virtual mechanisms.
- Incorporate experiential learning, including paid internships, externships, work-based learning, pre-apprenticeships and/or apprenticeships, or credit- based learning into training.
- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.
- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and supportive services.
- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.
- Coordinate and partner formally with employers and/or unions to assist participants to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities and mid-level opportunities with employment and/or registered apprenticeships for Sector Program participants.
- Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must

conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

2. Information, Orientation, Assessment, and Enrollment

a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career

goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. Individual Planning and Case Management

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. Barrier Removal Services

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work support; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. Sector Specific Job Readiness Training (JRT)

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed

to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

a. **Measurable Skills Gain (MSG):** Participants enrolled in education or occupational skills training program (including On-the-Job Training [OJT] or customized training) must attain an MSG during the program year and prior to exiting the program. MSGs track a participant's interim progress; it is intended to capture important pathway progressions in "real time." The five types of measurable skill gains require documentation contingent on the type of training or education in which the participant is enrolled. The following are the five types of measurable skill gains: documented achievement of an increase of an educational functioning level (via pre- and post-test); documented attainment of a

secondary school diploma or equivalent; a secondary or postsecondary transcript or report card for sufficient credit hours demonstrating satisfactory academic progress; a satisfactory or better report of progress toward established milestones for training (such as OJT or pre-apprenticeship/apprenticeship); and passage of an exam required for an occupation or for demonstrating progress in achieving established benchmarks for attaining technical/occupational skills.

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

c. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

d. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This

follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

d. Provides knowledge or skills essential to the full and adequate performance of the job.

e. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and

f. Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider

Service Performance Measures

TechSF Sector Performance Measures	OEWD Performance Goals
Number of participants assessed, complete Individual Employment Plan (IEP), and enroll in Occupational Skills Training.	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment. **Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training.*	70% - 80% of all OST participants enrolled
Attainment of a State/industry recognized credential (within 4th quarter after exit) **Of participants enrolled, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification or an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment.*	75% of participants enrolled in occupational skills training
Measurable skills gain (within 4th quarter after exit)	75% of participants enrolled in advanced training or postsecondary education
Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2nd and 4th Quarter after Exit	75% of all participants placed in unsubsidized employment and postsecondary education

*Unsubsidized employment is the targeted outcome of all Sector OST Programs. In some cases, OEWD may approve the inclusion of educational outcomes that provide participants with industry-approved, certified training that supports their pathway to unsubsidized employment. In some cases, OEWD may

also approve the inclusion of educational outcomes tied to informal/non-certified training offered through the current system of workforce training partners, provided that applicants make a clear case for how that training will support participants to successfully mitigate barriers to securing unsubsidized employment. If proposing educational outcomes, please include details in your proposal regarding the education/training provider(s) and course(s) being offered, and how that training will lead to unsubsidized employment. You can find more information on the existing network of workforce service providers at: https://www.sf.gov/find-job-training-and-support-industry
TechSF and OEWD may negotiate measurable deliverables contingent on competitive and/or alternative funding. In addition to the performance measures noted above for all sector programs. Technology Sector Workforce providers should also be prepared to track and report on measures such as:

- Training attendance
- Interpersonal and communication skills attainment
- Occupational skills attainment
- Attainment of certification, credential, or degree
- Paid internship, externships, work-based learning opportunities and/or stipends (as applicable)

Minimum Qualifications

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

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate experience or the ability to provide robust mid to long-term training models or programs focused on participants that have foundational vocational skills, industry credentials, have completed TechSF On-Ramp programming, and/or are assessed as “job ready” to directly enter technology employment following the OST program. Program models should result in higher levels of wages and direct employment in the technology industry after completion of training.
- Develop and implement Earn-and-Learn Models with an emphasis on registered apprenticeship programs and/or established training programs or bootcamps with a demonstrated history of directly placing participants into employment in the technology industry after completion of training.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, hybrid, and/or through a virtual model.
- Applicant should support communities with digital literacy, basic AI skills, and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the Technology Industry.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.

Preferred Qualifications

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

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, ensuring better training to placement outcomes;
- Applicant with existing strategies to train for unionized employment with clear pathways and labor partnerships to access those opportunities.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- Applicant should have experience working with education systems, including unified school districts, community colleges, and other institutes of higher education.
- Develop and implement Earn-and-Learn Models
- For apprenticeable occupations in industries, applicants should consider proposing a pre-apprenticeship pathway to state-approved apprenticeship.
- 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. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
    - Customized training in partnership with employers
    - Incumbent worker training to advance workers in the sector
    - Other contextualized work-based learning strategies, such as internships.
    - Pre-apprenticeship training (training articulated to an apprenticeship)
    - Apprenticeship training (note: classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a Federal- or State-approved Registered Apprenticeship credential)
    - Wraparound support services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Applicant can be a regionally- or nationally accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.
- Experience managing federal workforce funds including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds (CDBG), and/or other funding streams that may require complex eligibility documentation.

Supplementary Questions

Please respond to any additional Supplementary Questions and Attachments as required by the Program Area. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.)

(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 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 curriculum addresses these needs. Description should include specific employers/hiring opportunities associated with the training. Please describe what services and opportunities provided through the proposed training, placement, and retention services will be provided to enable an individual to advance in a career pathway.

(b) Describe how your organization will provide job placement services to a wide array of unique participants who are experiencing barriers to employment. Please detail how your organization will integrate job search and placement services throughout the course of training and once training is completed; include details regarding the specific services provided, cadence, dosage, etc.; and also detail how the participant will be supported to ensure retention with new employer.

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout San Francisco, including public benefits recipients. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population; including staff practices and overall programmatic design that result in equitable and inclusive services, instruction, supports, etc. In addition, please highlight how your outreach efforts will engage communities and populations underrepresented in this sector.

(d) Describe your organization's experience partnering with industry employers and/or labor unions to provide participants with internships, externships, work-based learning opportunities or apprenticeships (paid opportunities preferred); as well as employment opportunities upon completion of training.

(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 and include the number of dedicated FTEs you have to support this work.

Additional Subject Matter Expert Supplemental Questions

*Optional and only for applicants interested in providing both Occupational Skills Training and Subject Matter Expert services. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

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

b) Describe your experience and/or how you plan to partner with postsecondary education and workforce training partners in order to expose job seekers to higher education, career pathways, additional vocational training, and industry credentials. Be specific in your response about which partnerships and pathways your organization has provided, as well as the job seeker experience in accessing these partnerships. In your response, please include a summary of the organizations with whom you currently partner or intend to partner with for such services, the scope of these services, and any formal agreements planned or in place to deliver services.
c) Describe how your organization will provide direct job placement services, using current labor market information, to a wide array of unique participants who are experiencing changes in the job market and other barriers to employment. Be descriptive about your system, partnerships, and how your services and programming will support an individual's career journey and employment opportunities.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Please note that one of the MOUs or LOS should be from and industry/employer partner or organized labor who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities and/or apprenticeships (paid opportunities are preferred). The MOUs and LOSs should detail how the OST Provider will do the following:

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations. Develop and implement an outreach plan to target specific communities not fully represented in this industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- 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 I: TechSF Sector Workforce On-Ramp (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $1,200,000 for 12 months of service.

Anticipated Number of Awards: 3-6

Anticipated Annual Funding Per Contract: $150,000 - $600,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 2 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

TechSF is a citywide economic and workforce initiative that provides education, training, and job placement assistance to both job seekers and employers, so that all benefit from the major job growth in technology occupations and opportunities.

According to Lightcast economic modeling software (2025 Q4), Information and Professional, Scientific, and Technical Services ("Tech") is one of the largest sectors in San Francisco County. Tech's Gross Regional Product (GRP) was $110.5B in 2024, and the sector accounted for over 194,000 jobs. Though growth plateaued in the last five years, tech is expected to grow 12% through 2029, and there are 3,500 employers competing for talent.

Target occupations described in this RFP reflect current and projected hiring needs. Over the last year, the top skills for this industry included artificial intelligence, marketing, scalability, project

management, workflow management, computer science, finance, python, software as a service, automation, machine learning, software engineering, Salesforce, SQL, and data analysis.

Program Overview

Sector Workforce Programs are designed to improve the responsiveness of San Francisco's workforce system to the demands of these significant and growing industries, providing employers with skilled workers and expanding employment opportunity for residents through a dual customer approach. These programs deliver a full spectrum of no-cost services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities; including sector subject matter experts (SMEs) who help to systematize and support all activities and services provided through a sector workforce program, and assist in the connections of participants to sector related unsubsidized employment.

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.
Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as Registered Apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

While each Sector Workforce Program component is solicited and awarded separately, OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate the submission of proposals. Competitive proposals will document leveraged resources or training, evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

Sector Workforce Programs target adults (ages 18 and over) and transitional aged youth (16 to 25), San Francisco residents who are unemployed, underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry. While OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, nobody who otherwise qualifies for program services will be turned away due to their race, ethnicity, gender, sexual orientation, or national origin.

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) in order to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the

industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how the credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Scope of Work

TechSF On-Ramps deliver sector-contextualized foundational learning and career exploration within the Technology Sector. On-Ramp services equip participants with skills so that they may participate fully in and benefit from intermediate or advanced sector training. TechSF On-Ramps serve as feeders to the TechSF Subject Matter Experts (SME) and to Occupational Skills Training (OST); provide an articulated path to postsecondary education and/or degree, further industry-recognized sector training (resulting in stacked certifications or credentials), or sector-related employment. Effective models will integrate postsecondary education enrollment, financial incentives, and work-based learning opportunities—enabling participants to earn credentials, gain practical skills, and generate income simultaneously. TechSF On-Ramp Programs may be designed to target young adults (ages 17-24) and adults, with a focus on communities with limited access to technical education, digital skills, and professional training, in an effort to remove barriers, and develop a pipeline of interested job seekers in pursuing a career in technology.

TechSF On-Ramp Programs are responsible for participants' program completion and outcomes; therefore, intensive support services through case management, barrier remediation, building job readiness, and academic supports are essential to ensure program retention and overall participant program success. Upon completion of On-Ramp programming, transition services must be provided to ensure participants are successfully connected to sector-related additional training and enrolled in a Sector OST program, enrolled in postsecondary education, or are job-ready.

TechSF On-Ramp Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. On-Ramp Workforce Programs will be responsible for collaborating with the TechSF SME and TechSF OST) providers to ensure proper referrals, synced programming, and other essential requirements of OST Providers.

For more information on current TechSF programming, including a list of current TechSF grantees, please visit the following site: https://sf.gov/apply-train-career-technology

Description of Services

OEWD is seeking proposals from organizations to provide the following TechSF Sector On-Ramp services:

Planning and Design

- Develop research-based occupational programming that is employer-driven, meets local and industry labor market needs, builds foundational technical skills, removes barriers to employment, and advances participants along career pathways targeted by OEWD's Sector Workforce Programs.
- Ensure On-Ramp training provider can offer in-person, hybrid and/or virtual delivery service models to participants to maximize accessibility.
- Develop formal transition linkages, or articulated agreements, to advanced job training leading to a certificate or degree, including TechSF OST programs, outside workforce providers, and/or higher education institutions.
- Ensure program design incorporates strong sector-specific Job Readiness Training (JRT) models.
- Ensure that On-Ramp program participants increase their digital proficiency. Proficiency gains can be captured through training using industry-recognized applications, lessons in cloud computing, lessons on information security, etc.

Coordination and Implementation

- Develop an Individual Employment Plan (IEP) for each participant, including measurement of digital proficiency (pre and post-training).
- Deliver innovative, classroom-based On-Ramps Program instruction, including the following:
    - Innovative delivery methods such as accelerated learning, online learning, and experiential learning.
    - Integrated instruction on soft skills, career exploration, career goals, pathways, and education planning.
    - Contextual work-based learning that integrates digital proficiency, exposure to sector professional networks, exposure to career trajectory options in technology, and opportunities for skills-based practice through paid internships, apprenticeships, mentorships, and/or on-the-job training.
    - Flexible programming to meet the needs of individual learning styles.
    - Provide sector-specific work-based learning models. Models might include pre-apprenticeship, paid internship, or mentorship opportunities during or upon completion of training.
    - Using each participant's Individualized Education Plan (IEP) as a foundation, provide tailored transition services that support their successful navigation of next steps after completing the On-Ramp Program.
    - Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.
    - Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Eligible Activities:

Each Sector Workforce Program grantee will actively participate in OEWD's Workforce Provider Network to contribute to a comprehensive and aligned workforce system. This will involve attending

regularly scheduled meetings, trainings, peer exchanges, sharing of best practices, networking, and other activities to enhance overall service coordination and program implementation. In addition to aligning and collaborating with the workforce system, Sector Workforce Programs will provide the following services, in-person, hybrid, or virtually, to support a fully comprehensive Sector Workforce Services program model:

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

   a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

   b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce

Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. Individual Planning and Case Management

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: lack of right-to-work documentation; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. Supportive Services

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include

(but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.:

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

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

and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

11. Coordination with OEWD Employer Services Unit and Programs

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria: 1) Provides knowledge or skills essential to the full and adequate performance of the job; 2) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures	OEWD Performance Goals
Number of participants assessed, complete Individual Employment Plan (IEP), and enroll in On-Ramp Skills Training.	100% of all enrolled participants
Completion of On-Ramp Skills Training	90% of participants in On-Ramp Skills Training
Placement in employment, advanced training, or postsecondary education	70%-80% of participants enrolled will be placed in unsubsidized employment, paid work-based learning paid internship, specified subsidized employment during program enrollment, postsecondary education or advanced technology vocational training including TechSF OST programs.
Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2nd and 4th Quarter after Exit	60%-70% of all participants placed in unsubsidized employment, work-based learning paid internship, specified subsidized employment during program enrollment, advanced training or postsecondary education.

*Placement percentages per employment, advanced training, or postsecondary education categories will be negotiated upon receipt of OEWD Sector On-Ramp funding. Contingent on competitive and alternative funding, OEWD and TechSF may negotiate adjustments to select measurable outcomes. This may include setting specific performance outcome goals; such as placement into Occupational Skills Training programs, post-secondary education, advanced training, or specific types of employment.

In addition to the performance measures noted above for all sector programs, Technology Sector Workforce providers should also be prepared to track and report on measures such as:

- Training attendance
- Interpersonal and communication skills attainment
- Occupational skills attainment
- Attainment of certification, credential or degree
- Paid internship, externships, work-based learning opportunities and/or stipends (as applicable)

Minimum Qualifications

Successful TechSF On-Ramp applicants will demonstrate the following Minimum Qualifications:

- Applicants must demonstrate a clear understanding of the professional and technical needs of local trainees, students, and job seekers who are pursuing—or interested in pursuing—careers in technology. They should also have established strategies and networks for effectively recruiting these participants. Applicants should prioritize delivering foundational vocational skills and industry-recognized certifications in the technology sector, while also enhancing targeted digital literacy, basic AI competencies, and essential technical education (e.g., using online applications, email, and digital job-seeking tools). This support should be tailored to communities with limited access to technical education, digital skills, and professional training, particularly those interested in pursuing careers in technology. Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Applicants must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, hybrid, and/or through a virtual model.
- 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 utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the technology industry.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.
- Applicant must demonstrate that the proposed TechSF On-Ramp training is aligned with industry needs and can be a feeder to existing or new TechSF Occupational Skills Training (OST) programming.

Preferred Qualifications

Highly competitive TechSF On-Ramp applicants will demonstrate the following Preferred Qualifications:

- OEWD will prioritize funding for proposals from partners (or collaborations) that present new and innovative approaches to this service area, particularly those that address equity gaps articulated in this RFP.
- Applicants should understand the OEWD Workforce System and how their programming will fit into the Sector Workforce Programming. For more information about the OEWD Workforce

System, visit this site: https://sf.gov/departments/office-economic-and-workforce-development/workforce-development-division

- Experience collaborating with, or have existing partnership(s) with, other City agencies, local community groups and/or grassroots organizations.
- Applicant should have experience working with education systems, including unified school districts, community colleges, and other institutes of higher education.
- Applicants should demonstrate agility in delivering On-Ramp training by continuously assessing and adjusting program components to align with evolving labor market demands. Training should be responsive to employer needs and industry trends, ensuring that participants gain relevant, in-demand skills. Additionally, applicants should establish and maintain strong referral pathways to advanced training, postsecondary education, and career development opportunities. Applicant should aim to provide wraparound services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Demonstrated qualifications for supporting communities currently under-represented in the technology sector occupation populations (including, but not limited to, veterans, reentry/justice-involved, persons with disabilities, immigrants, mature workers, or the LGBTQI+ community, etc.)
- A Board of Directors that is diverse, engaged, and representative of successful career pathways.
- Program models that incorporate work-based learning and/or pre-apprenticeship programming are strongly preferred.

Supplementary Questions

The following must be addressed under Section II, "Approach, Activities, and Outcomes" in your proposal narrative. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(a) TechSF On-Ramp training programs serve as foundational entry points for individuals of all backgrounds—regardless of prior experience or knowledge in technology—to build and strengthen technical skills in preparation for careers in the tech sector. Please describe how your organization will establish and maintain effective referral pipelines to ensure that program completers interested in pursuing advanced training, further education, or employment have access to the full range of opportunities available through the OEWD Workforce System. This includes connections to postsecondary institutions, advanced training providers, and employers. In your response, be specific about how your organization identifies participant interests and readiness for next steps, how referrals are tracked and followed up, how you will coordinate with OEWD partners to ensure seamless handoffs and shared support for participants, and how your staff will guide and assist On-Ramp participants in navigating their post-training options, including career counseling, application assistance, and ongoing mentorship or coaching.

(b) TechSF measures success with explicit activities such as enrollments and outcomes. In order to tell the full story of the job seeker experience, TechSF wants to know more about how your organization measures success within On-Ramp programming, after On-Ramp programming, and within your participants' professional journey. What are the ways your organization measures success, achievements, and skills gain within training and programming for participants?

(c) Tell us about your current data tracking system and how you both capture and quantify success within your organization's programming and include the number of dedicated FTEs

you have to support this work. Additionally, how do you use your data systems and other measures of capturing participant outcomes to produce reports?

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Please note that one of the MOUs or LOS should be from and industry/employer partner or organized labor who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities and/or apprenticeships (paid opportunities are preferred). The MOUs and LOSs should detail how the On-Ramp Provider will do the following:

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations. Develop and implement an outreach plan to target specific communities not fully represented in this industry.
- Partner with industry and labor partners 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 postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations. Establish referral networks with citywide service providers and resources, as well as with organized labor and industry associations.

Program Area J: Sector Workforce Registered Apprenticeship (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $500,000 for 12 months of service.

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $150,000 - $500,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 2 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility. The five main priority industry sectors identified by OEWD are:

Technology

TechSF is a citywide economic and workforce initiative that provides education, training, and job placement assistance to both job seekers and employers, so that all benefit from the major job growth in technology occupations and opportunities.
According to Lightcast economic modeling software (2025 Q4), Information and Professional, Scientific, and Technical Services ("Tech") is one of the largest sectors in San Francisco County. Tech's Gross Regional Product (GRP) was $110.5B in 2024, and the sector accounted for over 194,000 jobs. Though growth plateaued in the last five years, tech is expected to grow 12% through 2029, and there are 3,500 employers competing for talent.

Target occupations described in this RFP reflect current and projected hiring needs. Over the last year, the top skills for this industry included artificial intelligence, marketing, scalability, project management, workflow management, computer science, finance, python, software as a service, automation, machine learning, software engineering, Salesforce, SQL, and data analysis.

Healthcare

OEWD's San Francisco HealthCare Academy prepares San Francisco job seekers for both clinical and non-clinical positions in a wide variety of settings and across levels of education and skill.

According to Lightcast economic modeling software (2025 Q4), Health Care and Social Assistance ("Healthcare") is one of the largest industries in San Francisco County. The health care industry and health care occupations have been identified on the national, state, and local levels as priorities for workforce investment due to increasing demand for new workers, high retirement risk, and increasing skills development in response to new technologies, treatment options, and service delivery systems. In San Francisco, Healthcare's Gross Regional Product (GRP) was $9.2B in 2024. The industry accounted for over 83,000 jobs in 2024, and it is expected to grow 11% through 2029. Over the last several years, the San Francisco HealthCare Academy has demonstrated strong outcomes, including a consistent, over 80% training completion and training placement rate. Due to these factors, OEWD intends to continue to resource the San Francisco HealthCare Academy to support talent development in this industry.
Target occupations described in this RFP reflect current and projected hiring needs. Over the last year, the top skills for this industry included nursing, medical records, electronic medical record, workflow management, mental health, case management, medical terminology, treatment planning, psychology, social work, project management, care coordination, pediatrics, billing, and home health care. Respondents are encouraged to consider these skills, among others, in the development of their programming.

Hospitality

The Hospitality Initiative provides free training programs for new entrants and experienced hospitality workers. Over the last two years, the Hospitality Initiative has demonstrated consistent, strong outcomes, including an over 90% training completion rate and an over 75% training placement rate. Due to these factors, OEWD intends to continue to resource the
Hospitality Initiative.

Additionally, the Mayor's Heart of the City directive necessitates investment in the San Francisco downtown corridor. Downtown is San Francisco's front door to the world, the Bay Area's primary transit nexus, and our economic engine. Downtown has historically accounted for more than 40% of the City's resident employment, tax revenue, and number of small businesses. The Mayor's strategy to boost tourism, hospitality, residency, and education in the Downtown corridor require a robust hospitality workforce to support people who live, work, play, and learn in the City.

According to Lightcast economic modeling software (2025 Q4), Accommodation and Food Services ("Hospitality") occupies a significant market share of the local economy, at over 66,700 jobs and $6.6B GRP. The supply of hospitality jobs are about equal to the national average, the industry is expected to grow 4% from 2024 – 2029, and the retirement risk for the industry is high. Over three-quarters of workers are in food preparation and serving related occupations (75.3%), followed by building and grounds cleaning and maintenance (6.4%), management (4.6%), office and administrative support (3.9%), and other areas.

Target occupations described in this RFP reflect current and projected hiring needs. Over the last year, the top skills for this industry included restaurant operation, food safety and sanitation, housekeeping, marketing, food services, cash handling, customer complaint resolution, cooking auditing, food preparation, services standards, finance, inventory management, accounting, and collective bargaining. Respondents are encouraged to consider these skills, among others, in the development of their programming.

Industries of Opportunity

The Industries of Opportunity portfolio supports pilot training programs in emerging sectors or rapidly growing occupations outside of the four, established sector academies. Emerging sectors and growing occupations are identified based on labor market data and/or real-time industry need. Applicants should provide labor market information or real-time industry report to demonstrate the need for a program or service strategy under this portfolio.

Program Overview

Sector Workforce Programs are designed to improve the responsiveness of San Francisco's workforce system to the demands of these significant and growing industries, providing employers with skilled workers and expanding employment opportunity for residents through a dual customer approach. These programs deliver a full spectrum of no-cost services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities; including sector subject matter experts (SMEs) who help to systematize and support all activities and services provided through a sector workforce program, and assist in the connections of participants to sector related unsubsidized employment.

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as Registered Apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

While each Sector Workforce Program component is solicited and awarded separately, OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate the submission of proposals. Competitive proposals will document leveraged resources or training, evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

Sector Workforce Programs target adults (ages 18 and over) and transitional aged youth (16 to 25), San Francisco residents who are unemployed, underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry. While OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities

and populations, nobody who otherwise qualifies for program services will be turned away due to their race, ethnicity, gender, sexual orientation, or national origin.

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) in order to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how the credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Registered apprenticeship programs combine job-related technical instruction with structured on-the-job learning experiences. Apprenticeship approaches are flexible and can be easily customized to meet the needs of both the employer and the apprentice. Apprentices are employed and begin earning wages upon registration. As they progress through the apprenticeship training program and develop their skills, they receive wage increases that reflect their growing competencies. Upon successful completion of all phases of on-the-job learning and related instruction components, registered apprentices receive nationally recognized certificates of completion leading to long-term career opportunities.

OEWD anticipates funding one organization to coordinate between employers, OEWD sector training providers, public agencies, and participants to implement and expand a broad array of non-construction sector (e.g. technology, healthcare, hospitality, industries of opportunity, etc.,), pre-apprenticeship, and apprenticeship opportunities.

Scope of Work

Sector Workforce Registered Apprenticeship (RAP) services will provide a combination of direct client and employer services, guidance, coordination, and oversight for both apprenticeship and pre-apprenticeship service delivery. In close consultation with OEWD, the Sector Workforce Registered Apprenticeship provider will manage and coordinate all activities and services provided through

Sector Apprenticeship, a partnership that includes employers, training providers, community-based training organizations, secondary and postsecondary educational institutions, labor unions, sector associations, workforce system partners, and other stakeholders. The RAP is also responsible for the connection of both training and direct placement of program participants to registered apprenticeships. Services may be offered directly or through a consortium or partnership under one proposal.

The RAP will ensure program alignment in partnership with providers within sector training and internal jobseeker services. Central to the coordination and implementation of service delivery is the need to provide a broad continuum of employment and training services through a coordinated and seamless service delivery structure.

The RAP will serve as a single point of connection between participants and employers to implement pre-apprenticeships and apprenticeships while delivering the following services:

- **Recruitment:** Leverage existing partnerships with OEWD partners, including San Francisco Unified School District and City College of San Francisco, to recruit and connect participants to apprenticeship opportunities. Collaborate with OEWD's Sector Training partners and act as the lead in service coordination and implementation of apprenticeships, including initial outreach, recruitment, assessment, and referral for apprenticeship opportunities.
- **Assessments:** Administer participant assessments to determine appropriate interest, skill, and aptitude for apprenticeship, and ensure minimum readiness of participants prior to referral, including punctuality and attendance, interpersonal and communication skills, and appropriate workplace behavior.
- **Prepare:** Integrate sector specific Job Readiness Training (JRT) offerings as a pre-requisite for apprenticeship including, but not limited to, topics such as industry overview, occupational information, educational and career pathways, and career navigation services.
- **Case Management:** Provide ongoing wrap-around support to apprenticeship participants, including provision of soft skills and concurrent career development services such as career pathways information, educational attainment planning, retention services, coaching, and supports as necessary to ensure successful engagement in programming and longevity of participation.
- **Coordination:** Help strengthen programmatic coordination between the City and County of San Francisco's workforce system and local educational institutions, specifically the San Francisco Unified School District (SFUSD) and City College of San Francisco (CCSF). Increase coordination and alignment of apprenticeship offerings for students and other participants and streamline industry engagement and apprenticeship referral processes to support a network of service providers, educational institutions, and other stakeholders to access and participate in apprenticeships in a coordinated manner.
- **Referrals:** Directly connect participants and employers to implement apprenticeship programs. Help facilitate other innovative and evidence-based learning opportunities such as networking events, career panels, industry-led instruction, career expos, etc.
- **Networking:** Align apprenticeship programming to broader services and resources (as appropriate) for populations served. Develop referrals from Sector Training providers and institutions of higher learning to apprenticeship opportunities. Leverage existing OEWD programs and partnerships, other trainings, and hiring programs.
- **Planning:** Develop a detailed work plan to meet all proposed apprenticeship experience connection deliverables including details of program design, coordination, and implementation activities. Articulate how the intended deliverables, outcomes, and overall

programming offer a quality apprenticeship experience for participants, educators, employers and other stakeholders.

- **Technical Assistance:** Support OEWD Sector Training Programs to register and formalize pre-apprenticeships and registered apprenticeship programs through state and federal regulatory bodies, such as the California Division of Apprenticeship Standards and U.S. Department of Labor, and act as an intermediary to provide technical assistance and support for providers with public agencies.
- **Industry Engagement:** Assist OEWD and its Sector training providers and partners, including San Francisco Unified School District and City College of San Francisco, to coordinate industry engagement strategies and service implementation between educational institutions, industry organizations, and employers.
- **Cultivate:** Implement evidence-based industry engagement strategies to recruit, develop, and cultivate "Industry Champions" and advocates of the local public education and workforce development system. Progressively engage industry to participate in apprenticeship opportunities and in other workforce development activities, including but not limited to employment opportunities.
- **Engage:** Host events, webinars, and industry roundtables or implement other traditional or non-traditional strategies to garner real-time labor market information, curriculum review, and course/certificate/degree accreditation activities. Recruit industry members for appointment to advisory boards.
- **Maintain and Sustain:** Develop and maintain relationships with industry partners including ongoing engagement to assist employers to offer apprenticeship opportunities and other activities.
- **Plan:** Detail existing and proposed industry engagement practices and business services operations, articulate an overarching strategy, and describe a detailed business plan for engagement of key employers and distribution of apprenticeship opportunities for OEWD's Sector Training providers and partners, especially San Francisco Unified School District (SFUSD) and City College of San Francisco (CCSF).

Registered Apprenticeship Program Design and Registration:

The RAP will serve as the pre-apprenticeship and apprenticeship expert for all of the Sector Apprenticeship occupations of focus. This role and expertise will streamline the identification and referral process for apprenticeship candidates as well as the development of work process schedules, including the best possible options for a given registered apprenticeship program's related technical instruction.

- Applicant will provide Division of Apprenticeship Standards (DAS) and DOL required check-ins with apprentices and monitoring activities.
- Applicant will add pre-apprentice and apprenticeship program and participant data to the DOL's RAPIDS and DAS' databases. Online Apprenticeship Tracking: In agreement with OEWD, grantee will adopt and implement a third-party online tool for tracking apprenticeship progress. The technology support platform will be made available to all Sector stakeholders – apprentices, apprentice host employers, and OEWD-approved grantees.
- Applicant will build on the success of the Northern California Apprenticeship Network and Apprenticeship Bay Area, by codesigning an employer-focused apprenticeship consortium that emphasizes transparency and collaboration in the development and scalability of Bay Area registered apprenticeship programs.
- Applicant will maintain or, through sub-contracts, make online resources available for prospective apprentices to find information on Sector Apprenticeship (steps to enrollment,

training, and placement). Information must be provided to Sector Training Apprenticeship partners for system-wide circulation.

- Following the employer's commitment to a Sector Registered Apprenticeship, the applicant will gather program information from OEWD, apprenticeship providers, and partners, and collaborate with the employer to finalize the apprenticeship program.
- Applicant will draft the Employer and Apprenticeship Agreements and send for signatures; while compiling and submitting all completed forms to the Department of Labor (DOL) and the Division of Apprenticeship Standards (DAS) for program approval.
- Applicant will draft all prospective Work Process Schedules for the Sector Apprenticeship program utilizing the information obtained by employers.
- Applicant will generate Certification of Completion forms for all Sector Training Apprentices who complete their apprenticeships successfully.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

    a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

    b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

    c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

    d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, post-secondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

   All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

   a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

   Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

   Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work support; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation,

access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

   Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

   Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

   Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

   d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.:

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or post-secondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

OEWD values its partnership with the following WIOA Core partners: The Employment Development Department (EDD), the Human Services Agency (HSA), City College of San

Francisco (CCSF) and the Department of Rehabilitation (DOR). Grantees are required to broker and develop relationships with each of these partners to enhance co-enrollment in services and provide additional resources, support, and services to enhance program participants' overall success.

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

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

    Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize link at https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

    Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria: 1) Provides knowledge or skills essential to the full and adequate performance of the job; 2) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measure	Performance Goals
Placement in Apprenticeship	100% of Enrolled Apprenticeship Participants will be currently employed or newly placed into employment via Registered Apprenticeships.
Attainment of a Department of Labor-issued Registered Apprenticeship Credential	90% of Apprenticeship participants will complete the apprenticeship program and receive credential
Wage Gains and Career Advancement	70%-80% of participants who complete the apprenticeship program will be promoted and/or have their wages increased;
Registered Apprenticeship Employer of Record Exploration	In collaboration with OEWD, the Apprenticeship Subject Matter Expert will analyze options for Employer of Record Services for regional Pre-Apprenticeship and Registered Apprenticeship programming.

In addition to the performance measures noted above for all sector programs, Registered Sector Apprenticeship providers should also be prepared to track and report on measures such as:

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

Minimum Qualifications

Successful Registered Apprenticeship applicants will demonstrate the following Minimum Qualifications:

- Demonstrate capacity to customize pre-apprenticeship and apprenticeship opportunities to meet real-time industry needs.
- Demonstrate a clear understanding of the relevant industry sectors, including previous experience operating a successful workforce program(s) in these industries.
- Demonstrate a history of successful connection of trainees to apprenticeship-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.

- Applicants must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, hybrid, and/or through a virtual model.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.

Preferred Qualifications

Highly competitive Sector Workforce Registered Apprenticeship (RAP) applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting registered pre-apprenticeship and/or apprenticeship occupations to match shifting labor market demands, and to ensure better training to placement outcomes.
- Applicant with existing strategies to train for pre-apprenticeship and/or apprenticeship opportunities that lead to unionized employment with clear pathways and labor partnerships to access to those opportunities.
- 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. RAP applicants are encouraged to incorporate one or more of the following program priorities for pre-apprenticeships and/or apprenticeships:
    - Pre-apprenticeship training (training articulated to an apprenticeship).
    - Apprenticeship training (Note: Classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a Federal- or State-approved Registered Apprenticeship credential).
    - Wraparound support services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Applicant can be a regionally- or nationally accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.
- Experience managing federal workforce funds including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds (CDBG), and/or other funding streams that may require complex eligibility documentation.

Supplementary Questions

Please respond to any additional Supplementary Questions and Attachments as required by the Program Area. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.)

a) Describe how you will lead sector-specific registered apprenticeship (RAP) industry engagement (including outreach and coordination) for any large sector-wide recruiting, events, and hiring fairs or training-to-employment pipelines. Include how you will both engage the sector-specific industry and work with Sector Workforce Programs to align employers with participants.
b) Describe your experience and/or plans to collaborate with postsecondary education institutions and workforce training partners to connect Registered Apprenticeship Program (RAP) participants with opportunities in higher education, career pathways, vocational training, and industry-recognized credentials. Be specific in identifying the partnerships and pathways your organization has established or intends to develop, and detail how job seekers access and benefit from these opportunities. In your response, please include a summary of the organizations with which you currently partner (or intend to partner with) for such services, the scope of these services, and any formal agreements planned or in place to deliver services.
c) Describe your organization's experience partnering with industry employers and/or labor unions to provide participants with pre-apprenticeships (paid opportunities preferred) and apprenticeships.
d) Describe how your organization will provide direct job placement services, using current labor market information, to a wide array of unique participants who are experiencing changes in the job market and/or other barriers to employment. Be descriptive about your system, partnerships, and how your services and programming will support an individual's career journey and employment opportunities.
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 and include the number of dedicated FTEs you have to support this work.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Please note that one of the MOUs or LOS should be from and industry/employer partner or organized labor who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities and/or apprenticeships (paid opportunities are preferred). The MOUs and LOSs should detail how the Sector RAP Provider will do the following:

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations, including public benefits recipients. Develop and implement an outreach plan to target specific communities not fully represented in this industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.

- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- 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 K: Industries of Opportunity Occupational Skills Training (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $2,200,000

Anticipated Number of Awards: 5-8

Anticipated Annual Funding Per Contract: $150,000 - $1,100,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or federal Community Development Block Grant (CDBG)

Term of Service: 2 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

While the Office of Economic and Workforce Development (OEWD) has focused on providing nationally recognized, sector-specific training within construction, healthcare, hospitality, and technology, San Francisco has many industries that provide sustainable, livable wages with opportunities for growth. Through this program area, OEWD seeks proposals for Industries of Opportunity that aim to meet the demand for employment in a variety of occupations that are not covered explicitly in the other sector training program area through short-term training opportunities that lead to employment.

Through this program area, OEWD is interested in seeding and supporting workforce development activities in sectors that are in demand, face staffing shortages, and have the capacity to provide significant career pathway opportunities. OEWD seeks proposals that aim to meet the demand for employment in other industries through short-term training opportunities that lead to employment.

OEWD is open to all industries of opportunity, as long as the industry is matched with labor market demand and encourages short-term training leading to sustainable employment opportunities.

OEWD is soliciting Industries of Opportunity proposals that offer new strategies or approaches that, on a small scale, will help to test the feasibility of a new sector training approach and set of services. If successful, this may lead to larger-scale implementation based on need, demonstrated impact, and available resources.

Proposed trainings should be supported by research and Labor Market Information (LMI) data and demonstrate strong prospective employer partnerships. Trainings must also lead to industry-recognized credentials, certifications, or degrees, and clearly support measurable skill development. Additionally, OEWD places a strong emphasis on equity and providing services for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within high demand industries.

Industries of Opportunity Sector Workforce Programs prepare participants for occupations such as the following:

Targeted Industry	Example Occupations
Industries of Opportunity	**Social Services** • Social Services Aide or Assistant or Administrator • Residential Care, Clinical or Addictions Counselor Administration • Peer or Direct Support Specialist or Advocate • Youth Development Practitioner • Nonprofit Administrative Support for related Occupations Including but not limited to: o Marriage and Family therapists o Educational or Career Counselors and Advisors **Transportation and Logistics** • Heavy and Tractor-Trailor Truck Drivers • Shipping, Receiving, and Inventory Clerks • Cargo and Freight Agents • Shuttle or Delivery Driver • Transit Operator and Bus Driver **Early Childhood Education** • Teaching Assistant • Preschool Teacher • Education and Childcare Administrators **Maintenance and Repair** • Maintenance and Repair Worker • Mechanic and Installer **Personal Care and Service** • Barber and Cosmetology • Animal Care **Entrepreneurship and Worker-Owned Cooperatives** • Within example occupations or other occupations not listed **Other In-Demand Occupations Not Listed** • Excluding Occupations in OEWD Sector Training Programs o Construction, Healthcare, Hospitality, Technology, Etc.

Industries of Opportunity programs should establish or highlight existing employer, education, training, and community-based partners that provide collaborative services to job seekers and employers in dedicated occupations pursuant to three goals:

1) Help address the local identified industry workforce talent supply and demand by connecting job seekers and employers.

2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in the identified industry occupations; and

3) Partner with secondary, postsecondary, and other education partners to develop career pathways and opportunities for a future pipeline of industry workers. Partners must serve as industry experts with a dual-customer approach and must serve both job seekers and employers to effectively support the identified industry's workforce supply and demand needs.

Within a designated industry, proposals can feature pathways for entrepreneurship and worker-owned cooperatives as a program delivery option. Proposals do not need to include these elements, and programs that do feature entrepreneurship or worker-owned cooperatives will not be seen as more competitive. However, entrepreneurship and worker-owned cooperatives can remove barriers to employment through job training and placement in in-demand sectors of the economy. OEWD is interested in supporting the development of worker-owned cooperatives and entrepreneurship opportunities that directly address barriers for workers entering the labor force to create a ladder to higher income through worker ownership in targeted occupations. Related occupations should 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. These burgeoning programs should focus on helping economically vulnerable workers develop skills and increase earning potential, assets, and household income. Proposals that feature worker cooperatives should include central characteristics of the model, such as workers having ownership and participating in financial success based on their labor contribution to the cooperative and having democratic representation. Proposed trainings should be validated by research and Labor Market Information (LMI) data and should prove prospective employer partnerships. Where applicable, training should also lead to certification(s) or degrees and clearly exhibit skill development.

Program Overview

Sector Workforce Programs are designed to improve the responsiveness of San Francisco's workforce system to the demands of these significant and growing industries, providing employers with skilled workers and expanding employment opportunity for residents through a dual customer approach. These programs deliver a full spectrum of no-cost services necessary to develop job seekers' industry-relevant skills, experience, and knowledge, and to help them secure employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities; including sector subject matter experts (SMEs) who help to systematize and support all activities and services provided through a sector workforce program, and assist in the connections of participants to sector related unsubsidized employment.

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.
Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as Registered Apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

While each Sector Workforce Program component is solicited separately, OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate the submission of proposals. Competitive proposals will document leveraged resources or training,

evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

Sector Workforce Programs target adults (ages 18 and over) and transitional aged youth (16 to 25), San Francisco residents who are unemployed, underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry. While OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, nobody who otherwise qualifies for program services will be turned away due to their race, ethnicity, gender, sexual orientation, or national origin. .

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) in order to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how the credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Scope of Work

Industries of Opportunity Occupational Skills Training (OST) providers must create, vet, and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training–related employment or create advancement opportunities.

Industries of Opportunity-specific OST can be designed to support either young adult or adult populations. OEWD is soliciting through this RFP Occupational Skills Training in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST
- Employer-Customized OST
- Incumbent Worker/Skills Advancement
- Pre-Apprenticeship Training
- Apprenticeship Training
- Earn-and-Learn Paid Training

Industries of Opportunity Workforce Programs are designed to provide job seekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. All Industries of Opportunity Occupational Skills Training Providers should design their services to be robust and should be provided in-person, hybrid, or through a virtual training model. Industries of Opportunity Sector Workforce Programs must provide (but are not limited to) the following career trainings and supportive services:

- Job preparation
- Vocational training
- Credentialing and certification
- Increasing interpersonal, interviewing and overall soft skills relevant to sector needs
- Job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within technical career paths
- Barrier removal (interpersonal, social and economic)
- Employment assistance
- Internships, externships, or work-based learning opportunities (paid are preferred)
- Referrals to other vocational training (as needed)
- Job retention
- Other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement ,

The Industries of Opportunity Occupational Skills Training Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. OST Providers must coordinate program logistics and training delivery with OEWD to ensure trainings are aligned with other OEWD sector OST programs and marketed accurately across the workforce ecosystem.

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

Curriculum Development

- In conjunction with OEWD, design an OST curriculum that (1) is customized to meet industry requirements and successfully prepare participants for designated industry occupations, based on current employer and/or labor organization demands, labor market trends, and is validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree and clearly exhibits skill development.

- Deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain the credentials and experience necessary to obtain employment or career advancement opportunities. Proposals that include implementation of industry-credentialed

curricula, as well as clearly established partnerships or connections to employer partners and/or labor unions for direct linkages to employment opportunities, will be strongly considered.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.

- Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.

- For providers, whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.

- For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.
- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, pre-apprenticeship and/or apprenticeship pathways, and contextualized work-based learning strategies, including those that are earn-and-learn.

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

Implementation

- Ensure all programming is offered through in-person, hybrid, or virtual mechanisms.
- Incorporate experiential learning, including paid internships, externships, work-based learning, pre-apprenticeships and/or apprenticeships, or credit-based learning into training.
- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.

- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and support services.
- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.

- Coordinate and partner formally with employers and/or unions to assist participants to gain skill upgrades needed to attain higher paid employment opportunities and create entry- level opportunities and mid-level opportunities with employment and/or registered apprenticeships for Sector Program participants.

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

Eligible Activities

Each Sector Workforce Program grantee will actively participate in OEWD's Workforce Provider Network to contribute to a comprehensive and aligned workforce system. This will involve attending regularly scheduled meetings, trainings, peer exchanges, sharing of best practices, networking, and other activities to enhance overall service coordination and program implementation. In addition to

aligning and collaborating with the workforce system, Sector Workforce Programs will provide the following services, in-person, hybrid, or virtually, to support a fully comprehensive Sector Workforce Services program model:

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

   a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

   b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings

provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. Individual Planning and Case Management

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual

Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. Barrier Removal Services

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work support; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid

stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. Sector Specific Job Readiness Training (JRT)

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-

ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

a. Provides knowledge or skills essential to the full and adequate performance of the job.

b. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and

Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures	**OEWD Performance Goals**
Number of participants assessed and enroll in Occupational Skills Training	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment.	70% - 80% of all OST participants enrolled
Attainment of a State/industry recognized credential (within 4th quarter after exit).	75% of participants enrolled in occupational skills training
Measurable skills gain (within 4th quarter after exit).	75% of participants enrolled in advanced training or postsecondary education
Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 2nd and 4th quarter after Exit	75% of all participants placed in unsubsidized employment and postsecondary education

* Unsubsidized employment is the targeted outcome of all Sector OST Programs. In some cases, OEWD may approve the inclusion of educational outcomes that provide participants with industry-approved, certified training that supports their pathway to unsubsidized employment. In some cases, OEWD may also approve the inclusion of educational outcomes tied to informal/non-certified training offered through the current system of workforce training partners, provided that applicants make a clear case for how that training will support participants to successfully mitigate barriers to securing unsubsidized employment. If proposing educational outcomes, please include details in your proposal regarding the education/training provider(s) and course(s) being offered, and how that training will lead to unsubsidized employment. You can find more information on the existing network

of workforce service providers at the following website: https://www.sf.gov/find-job-training-and-support-industry

In addition to the performance measures noted above for all sector programs, Industries of Opportunity Sector Workforce providers should also be prepared to track and report on measures such as:

- Training attendance
- Interpersonal and communication skills attainment
- Occupational skills attainment
- Attainment of certification, credential or degree
- Paid internship, externships, work-based learning opportunities and/or stipends (as applicable)

Minimum Qualifications

Successful Industries of Opportunity Occupational Skills Training applicants will demonstrate the following Minimum Qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicant must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model.
- Applicant should support communities with digital literacy, basic AI skills, and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the designated industry.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.
- All proposed training programs should include opportunities to obtain relevant industry certifications where applicable.

Preferred Qualifications

Highly competitive Industries of Opportunity Occupational Skills Training applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, ensuring better training to placement outcomes.
- Applicant with existing strategies to train for unionized employment with clear pathways and labor partnerships to access to those opportunities.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations.
- Applicant should have experience working with education systems, including unified school districts, community colleges, and other institutes of higher education.
- Develop and implement earn-and-learn models.
- For apprenticeable occupations, applicants should consider proposing a pre-apprenticeship pathway to a state-approved apprenticeship.
- 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. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
    - Customized training in partnership with employers.
    - Incumbent worker training to advance workers in the sector.
    - Other contextualized work-based learning strategies, such as internships.
    - Pre-apprenticeship training (training articulated to an apprenticeship).
    - Apprenticeship training (Note: Classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a federal or state-approved registered apprenticeship credential).

- Wraparound support services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Applicant can be a regionally-or nationally accredited institution of higher education, or Eligible Training Provider List (ETPL) Certified, or have the capacity to become ETPL Certified before the start of training.
- Experience managing federal workforce funds, including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds, and/or other funding streams that may require complex eligibility documentation.

Supplementary Questions

Please respond to any additional Supplementary Questions and Attachments as required by the Program Area. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required. Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.)

(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 curriculum addresses these needs. Description should include specific employers/hiring opportunities associated with the training. If occupations targeted do not provide a living wage, please describe what services and opportunities provided through the proposed training, placement, and retention services will be provided to enable an individual to advance in a career pathway.

(b) Describe how your organization will provide job placement services to a wide array of unique participants who are experiencing barriers to employment. Please detail how your organization will integrate job search and placement services throughout the course of training, and once training is completed, include details regarding the specific services provided, cadence, dosage, etc.; and also detail how the participant will be supported to ensure retention with the new employer.
(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population; including staff practices and overall programmatic design that result in equitable and inclusive services, instruction, supports, etc. In addition, please highlight how your outreach efforts will engage communities and populations underrepresented in this sector.
(d) Describe your organization's experience partnering with industry employers and/or labor unions to provide participants with internships, externships, work-based learning opportunities or apprenticeships (paid opportunities preferred); as well as employment opportunities upon completion of training.
(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 and include the number of dedicated FTEs you have to support this work.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how the OST Provider will do the following; please note that one of the MOUs or LOS should be from and industry/employer partner or organized labor who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities and/or apprenticeships (paid opportunities are preferred):

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations. Develop and implement an outreach plan to target specific communities not fully represented in this Industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other post-secondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations. Establish referral networks with citywide service providers and resources, as well as with Organized Labor and Industry Associations.

Program Area L: San Francisco Bay Occupations and Apprenticeship Training (SFBOAT) (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $500,000 for 12 months of service.

Anticipated Number of Awards: 1-2

Anticipated Annual Funding Per Contract: $150,000 - $500,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or other

Term of Service: 2 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

OEWD seeks to advance workforce equity in San Francisco's maritime sector by creating pathways into the maritime industry's skilled and semi-skilled trades, as well as maritime support occupations that have long been underrepresented by economically vulnerable workers. The maritime industry offers sustainable, living-wage careers that require hands-on training, certifications, and direct employer partnerships.

According to labor market information (LMI) for the Bay Area, the nine-county Bay Area water transportation and support activities industry has over 20,000 jobs with average earnings of $106,205. While current job openings are low, the industry has high retirement risk, and employers and industry partners have identified a critical need to create marine occupations pipelines in the Bay Area.

The Port of San Francisco has unveiled plans for the nation's first high-speed zero-emission ferry network, with investments in electrifying the Downtown San Francisco Ferry Terminal, building a 400-

passenger vessel, and adding a Mission Bay terminal. In 2023, San Francisco Bay Ferry carried 2.2 million passengers on the nation's cleanest high-capacity fleet, with 13 of 17 vessels already meeting Environmental Protection Agency (EPA) Tier 4 standards and a goal of 66% zero-emission by 2035. The plan will create thousands of jobs, making maritime workforce training critical to sustain this industry.

SFBOAT will deliver a full spectrum of no-cost services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure employment within that sector. Sector Workforce Programs include the following components solicited through this RFP:

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities;

Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as registered apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate in the submission of proposals. Competitive proposals will document leveraged resources or training, evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

The proposed program should prepare San Francisco residents for two program strategies:

A. **Sector on-ramp, including career exploration and placement in post-secondary education (including community college, higher education, or registered apprenticeship) designed for youth and young adults (14-24) or**
B. **Occupational skills training, pre-apprenticeship, and registered apprenticeship programs designed for unemployed, underemployed, dislocated, or incumbent workers seeking to enter a career within the maritime industry.**

Applicants should clearly identify in the narrative whether the proposed program design meets Strategy A or Strategy B.

OEWD seeks to develop new pathways and programs in the maritime industry, which include climate-related strategies. **However, proposals focused on climate or the green economy without a clear maritime emphasis should not be submitted under this program area and instead, should be submitted under Program Area 14: San Francisco Climate Academy.**

Proposals must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e.,

Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) to increase the successful outcomes of job seekers and the overall performance of programs.

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency, will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Scope of Work

The proposed maritime program should prepare San Francisco residents for two program strategies:

- **Strategy A:** Maritime Sector On-Ramp Program**s** must deliver contextualized training and career exploration that equips youth and young adult participants (14-24) with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.
- **Strategy B:** Maritime Occupational Skills Training (OST), Pre-Apprenticeship, and Apprenticeship providers must deliver contextualized training that prepares unemployed, underemployed, dislocated, incumbent, and/or low-wage workers to attain credentials that lead to employment or career advancement opportunities; and assist in the connections of participants to sector-related unsubsidized employment. Registered Apprenticeship Programs must combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

Applicants should clearly identify in the narrative whether the proposed program design meets Strategy A, Strategy B, or Both. Where a program meets both Strategy A and B, the Respondent must clearly identify how services are differentiated for the two different target populations.

Providers must create, vet, and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training-related employment or create advancement opportunities. Services should be provided in-person or in a hybrid format.

Workforce programs that provide supportive and wraparound services often have a higher level of client attachment, graduation, and workplace retention, so providers are encouraged to provide a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. Proposals are encouraged to include wraparound services.

Providers must address how the services will support participants as part of the San Francisco Workforce Development System and as a participant in the broader regional San Francisco Bay Area economy.

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

- Training, including Sector On-Ramp, Occupational Skills Training, Pre-Apprenticeship, and Registered Apprenticeship Programs described above.
- Supportive and Wraparound Services
- Job preparation
- Vocational training
- Credentialing and certification
- Increasing interpersonal, interviewing, and overall soft skills relevant to sector needs
- Job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within technical career paths
- Barrier removal (interpersonal, social, and economic)
- Employment assistance
- Referrals to other vocational training (as needed)
- Job retention
- Other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement.

Curriculum Development

- With OEWD's collaboration and approval, design an OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree, and clearly exhibits skill development.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
- For providers, whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.
- For providers whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.

- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, and contextualized work-based learning strategies.
- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation

- Ensure all programming is offered through in-person or hybrid mechanisms.
- Incorporate experiential learning, including paid internships, externships, and credit-based learning into training.
- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.
- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and supportive services.
- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.
- For training that targets incumbent workers, formally coordinate and partner with employers and/or unions to help entry-level employees gain the skills needed to advance into higher-wage roles. These advancement opportunities, in turn, create new entry-level openings and expand pathways— including employment and Registered Apprenticeships—for Sector Program participants. Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age,

physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

2. Information, Orientation, Assessment, and Enrollment

a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. Individual Planning and Case Management

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. Barrier Removal Services

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: lack of right-to-work documentation; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. Sector Specific Job Readiness Training (JRT)

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized

certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or

collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

    Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

    Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

    c. Provides knowledge or skills essential to the full and adequate performance of the job.

    d. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and

Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Depending on priority population identified within the application, performance measures will fall under youth and young adult measures or adult occupational skills training measures.

Performance Outcomes for Strategy A: Maritime Sector On-Ramp Programs must deliver contextualized training and career exploration that equips youth and young adult participants (14-24) with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

SFBOAT Strategy A Performance Measures	OEWD Performance Goals
Number of participants assessed, complete Individual Employment Plan (IEP), and enroll in On-Ramp Skills Training.	100% of all enrolled participants
Completion of On-Ramp Skills Training	90% of participants in On-Ramp Skills Training
Placement in employment, advanced training, or postsecondary education	70%-80% of participants enrolled will be placed in unsubsidized employment, paid work-based learning, paid internship, specified subsidized employment during program enrollment, postsecondary education or advanced occupational skills training.
Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2nd and 4th Quarter after Exit	60%-70% of all participants placed in unsubsidized employment, work-based learning paid internship, specified subsidized employment during program enrollment, advanced training, or postsecondary education.

Performance Outcomes for Strategy B: Maritime Occupational Skills Training (OST), Pre-Apprenticeship, and Apprenticeship providers must deliver contextualized training that prepares unemployed, underemployed, dislocated, incumbent, and/or low-wage workers to attain credentials that lead to employment or career advancement opportunities; and assist in the connections of participants to sector-related unsubsidized employment. Registered Apprenticeship Programs must combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

SFBOAT Strategy B Performance Measures	OEWD Performance Goals
Number of participants assessed, complete Individual Employment Plan (IEP), and enroll in Occupational Skills Training.	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment. **Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training.*	70% - 80% of all OST participants enrolled
Attainment of a State/industry recognized credential (within 4th quarter after exit) **Of participants enrolled, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification or an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment.*	75% of participants enrolled in occupational skills training
Measurable skills gain (within 4th quarter after exit)	75% of participants enrolled in advanced training or postsecondary education
Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2nd and 4th Quarter after Exit	75% of all participants placed in unsubsidized employment and postsecondary education

Minimum Qualifications

Successful SFBOAT applicants will demonstrate the following Minimum Qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model.
- Applicant should support communities with digital literacy, basic AI skills, and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must have experience working with education systems, including unified school districts, community colleges, and other institutes of higher education.

- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the designated industry.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.
- All proposed training programs should include opportunities to obtain relevant industry certifications where applicable.

Preferred Qualifications

Highly competitive SFBOAT applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, ensuring better training to placement outcomes.
- Applicant with existing strategies to train for unionized employment with clear pathways and labor partnerships to access to those opportunities.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations.
- Develop and implement earn-and-learn models.
- For apprenticeable occupations, applicants should consider proposing a pre-apprenticeship pathway to a federal or state-approved apprenticeship.
- 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. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
    - Customized training in partnership with employers.
    - Incumbent worker training to advance workers in the sector.
    - Other contextualized work-based learning strategies, such as internships.
    - Pre-apprenticeship training (training articulated to an Apprenticeship).
    - Apprenticeship training (Note: Classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a federal or state-approved registered apprenticeship credential).
    - Wraparound support services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Applicant can be a regionally-or nationally accredited institution of higher education, or Eligible Training Provider List (ETPL) Certified, or have the capacity to become ETPL Certified before the start of training.
- Experience managing state or federal workforce funds, including California High Road Training Partnership, Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds, and/or other funding streams that may require complex eligibility documentation.
- Applicant should include at least two memoranda of understandings (MOUs) and/or letters of support (LOS) detailing how the OST Provider will do the following; please note that one of the MOUs or LOS should be from and industry/employer partner who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities, and/or apprenticeships (paid opportunities are preferred).

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes"(Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(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 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 curriculum addresses these needs. Description should include specific employers/hiring opportunities associated with the training. Please describe what services and opportunities provided through the proposed training, placement, and retention services will be provided to enable an individual to advance in a career pathway.

(b) Describe how your organization will provide job placement services to a wide array of unique participants who are experiencing barriers to employment. Please detail how your organization will integrate job search and placement services throughout the course of training and once training is completed; include details regarding the specific services provided, cadence, dosage, etc.; and also detail how the participant will be supported to ensure retention with new employer.

(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population; including staff practices and overall programmatic design that result in equitable and inclusive services, instruction, supports, etc. In addition, please highlight how your outreach efforts will engage communities and populations underrepresented in this sector.

(d) Describe your organization's experience partnering with industry employers and/or labor unions to provide participants with internships, externships, work-based learning opportunities, or apprenticeships (paid opportunities preferred); as well as employment opportunities upon completion of training.

(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 Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Please note that one of the MOUs or LOS should be from and industry/employer partner or organized labor who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities and/or apprenticeships (paid opportunities are preferred). The MOUs and LOSs should detail how the OST Provider will do the following:

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations, including public benefits recipients. Develop and implement an outreach plan to target specific communities not fully represented in this industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- 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 M: San Francisco Business Academy (SFBA) (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $500,000 for 12 months of service.

Anticipated Number of Awards: 1-3

Anticipated Annual Funding Per Contract: $150,000 - $500,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or other

Term of Service: 2 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.
OEWD seeks to advance workforce equity in San Francisco's professional and business services sector by creating pathways into these two industries: Professional, Scientific, and Technical Services and Administrative Support and Waste Management Services. Pathways may include occupations that have long been underrepresented by economically vulnerable workers in legal; finance; accounting, tax preparation, bookkeeping, and payroll; sales, marketing, and advertising; insurance, claims adjusters, examiners, and investigators; logistics; real estate and property management; office and administration; and general project management.

According to labor market information (LMI) for the Bay Area, San Francisco has over 375,000 jobs in these two sectors, with a 4% growth rate from 2024 – 2029. Over 130,000 jobs in these two industries do not require a bachelor's degree or higher, pay over the San Francisco County living wage of $29.31/hour (MIT Living Wage Calculator, 2025), and many positions are accessible with no or short-term on-the-job training. Over the last year, the top skills for this sector include marketing, project management, artificial intelligence, scalability, workflow management, and finance.

The San Francisco Business Academy (SFBA) will provide no-cost services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure employment within that sector. SFBA may include the following components solicited through this RFP:

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities;

Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as registered apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate in the submission of proposals. Competitive proposals will document leveraged resources or training, evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

Proposals must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) to increase the successful outcomes of job seekers and the overall performance of programs.

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency, will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

The below occupations are identified as entry-level, requiring less than a bachelor's degree, and provide wages at or above the San Francisco living wage per LMI. SFBA prepares participants for occupations such as the following:

Targeted Industry	Example Occupations
Financial Services	• Insurance Agent • Claims Adjuster • Claims Examiner • Tax Preparer • Bookkeeping, Accounting, and Auditing Clerks • Payroll and Timekeeping Clerks • Bank Teller • Financial Clerk • Sales Agents • Sales Representatives • Loan Interviewers and Clerks
Legal Services	• Paralegal • Legal Assistant • Court Clerk • Legal Apprentices
Real Estate	• Real Estate Sales Agent • Real Estate Broker • Residential and Commercial Property, Real Estate, and Community Association Managers • Leasing Agent
Management & Administration	• Office and Administrative Support Workers • Office Clerk • Correspondence Clerk • Project Manager

Scope of Work

Providers must create, vet, and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s),

certification(s) or degree(s) that lead to training-related employment or create advancement opportunities. Services should be provided in-person, in a hybrid format, or fully virtual.

Workforce programs that provide supportive and wraparound services often have a higher level of client attachment, graduation, and workplace retention, so providers are encouraged to provide a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. Proposals are encouraged to include wraparound services.

Providers must address how the services will support participants as part of the San Francisco Workforce Development System and as a participant in the broader regional San Francisco Bay Area economy.

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

- Training, including Sector On-Ramp, Occupational Skills Training, Pre-Apprenticeship, and Registered Apprenticeship Programs described above.
- Supportive and Wraparound Services
- Job preparation
- Vocational training
- Credentialing and certification
- Increasing interpersonal, interviewing, and overall soft skills relevant to sector needs.
- Job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within technical career paths.
- Barrier removal (interpersonal, social, and economic)
- Employment assistance
- Referrals to other vocational training (as needed)
- Job retention
- Other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement.

Curriculum Development

- With OEWD's collaboration and approval, design an OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree, and clearly exhibits skill development.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
- For providers, whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.
- For providers whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.

- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, and contextualized work-based learning strategies.
- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation

- Ensure all programming is offered through in-person, hybrid, or virtual mechanisms.
- Incorporate experiential learning, including paid internships, externships, and credit-based learning into training.
- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.
- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and supportive services.
- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.
- For training that targets incumbent workers, formally coordinate and partner with employers and/or unions to help entry-level employees gain the skills needed to advance into higher-wage roles. These advancement opportunities, in turn, create new entry-level openings and expand pathways— including employment and Registered Apprenticeships—for Sector Program participants. Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or

cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

2. Information, Orientation, Assessment, and Enrollment

a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file.

All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. Individual Planning and Case Management

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. Barrier Removal Services

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential

career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work dsupport; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. Sector Specific Job Readiness Training (JRT)

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

b. **Career Exploration:** Participants explore their field of interest to better understand what sector work would consist of and understand employer expectations, work culture and norms, and career pathways. Participants should engage in informal interviews, perform

in-person or virtual exchanges with sector professionals and personalize their connection to the relevant sector.

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification

(i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and

organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

a. Provides knowledge or skills essential to the full and adequate performance of the job.

b. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and

Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

SFBA Performance Measures	OEWD Performance Goals
Number of participants assessed, complete Individual Employment Plan (IEP), and enroll in Occupational Skills Training.	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment. **Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training.*	70% - 80% of all OST participants enrolled
Attainment of a State/industry recognized credential (within 4th quarter after exit) **Of participants enrolled, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification or an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment.*	75% of participants enrolled in occupational skills training
Measurable skills gain (within 4th quarter after exit)	75% of participants enrolled in advanced training or postsecondary education
Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2nd and 4th Quarter after Exit	75% of all participants placed in unsubsidized employment and postsecondary education

Minimum Qualifications

Successful SFBA applicants will demonstrate the following Minimum Qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model.
- Applicant should support communities with digital literacy, basic AI skills, and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must have experience working with education systems, including unified school districts, community colleges, and other institutes of higher education.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the designated industry.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.
- All proposed training programs should include opportunities to obtain relevant industry certifications where applicable.

Preferred Qualifications

Highly competitive SFBA applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, ensuring better training to placement outcomes.
- Applicant with existing strategies to train for unionized employment with clear pathways and labor partnerships to access to those opportunities.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations.
- Develop and implement earn-and-learn models.
- For apprenticeable occupations, applicants should consider proposing a pre-apprenticeship pathway to a federal or state-approved apprenticeship.
- 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. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
    - Customized training in partnership with employers
    - Incumbent worker training to advance workers in the sector
    - Other contextualized work-based learning strategies, such as internships.
    - Pre-apprenticeship training (training articulated to an Apprenticeship)
    - Apprenticeship training (Note: Classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a federal or state-approved registered apprenticeship credential
    - Wraparound support services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Applicant can be a regionally-or nationally accredited institution of higher education, or Eligible Training Provider List (ETPL) Certified, or have the capacity to become ETPL Certified before the start of training.
- Experience managing state or federal workforce funds, including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds, and/or other funding streams that may require complex eligibility documentation.
- Applicant should include at least two memoranda of understandings (MOUs) and/or letters of support (LOS) detailing how the OST Provider will do the following; please note that one of the MOUs or LOS should be from and industry/employer partner who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities, and/or apprenticeships (paid opportunities are preferred)

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(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 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 curriculum addresses these needs. Description should include specific employers/hiring opportunities associated with the training. Please describe what services and opportunities provided through the proposed training, placement, and retention services will be provided to enable an individual to advance in a career pathway.
(b) Describe how your organization will provide job placement services to a wide array of unique participants who are experiencing barriers to employment. Please detail how your organization will integrate job search and placement services throughout the course of training and once training is completed; include details regarding the specific services provided, cadence, dosage, etc.; and also detail how the participant will be supported to ensure retention with new employer.
(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population; including staff practices and overall programmatic design that result in equitable and inclusive services, instruction, supports, etc. In addition, please highlight how your outreach efforts will engage communities and populations underrepresented in this sector.
(d) Describe your organization's experience partnering with industry employers and/or labor unions to provide participants with internships, externships, work-based learning opportunities or apprenticeships (paid opportunities preferred); as well as employment opportunities upon completion of training.
(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 Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Please note that one of the MOUs or LOS should be from and industry/employer partner or organized labor who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities and/or apprenticeships (paid opportunities are preferred). The MOUs and LOSs should detail how the OST Provider will do the following:

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations. Develop and implement an outreach plan to target specific communities not fully represented in this industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- 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 N: San Francisco Climate Academy (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $500,000 for 12 months of service.

Anticipated Number of Awards: 1-3

Anticipated Annual Funding Per Contract: $150,000 - $500,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or other

Term of Service: 2 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

OEWD seeks to advance workforce equity in alignment with the San Francisco Climate Action Plan and the California Economic Blueprint. Both plans outline goals to reduce air pollution, greenhouse gas emissions, and fossil fuel consumption, by increasing offshore wind capacity, building climate-friendly homes, deploying heat pumps, and capturing carbon. Climate terminology in this section is further defined in the San Francisco Climate Action Plan and the California Economic Blueprint, and applicants should align proposals to the terminology outlined in these documents.

The California Economic Blueprint outlines the clean economy sector as an opportunity area for clean investment, including the sub-sectors of batteries, onshore wind, solar, zero emission vehicles, carbon management, critical minerals, hydrogen, and offshore wind. It also identifies a working lands and water sector as an opportunity area for clean investment, including the sub-sectors of bioeconomy, blue economy, and blue tech.

The San Francisco Climate Action Plan identifies San Francisco's strategy to reduce sector-based greenhouse gas (GHG) emissions to net zero by 2040, including target strategies in seven sectors with the most impact on GHG emissions: energy supply, buildings, transportation, housing and land use, circular economy, water supply, and healthy ecosystems. Most relevant for workforce development, the Climate Action Plan underscores the need to expose youth to clean energy-related jobs and careers, as well as to create green workforce pathways into pre-apprenticeship and other workforce training programs in these seven strategy areas to ensure workers are trained, reskilled, and/or certified to participate in the green economy.

According to labor market information (LMI) for these areas, current hiring for clean economy occupations is low; however, occupations which support climate transitions are projected to grow over the next five years. As an example, San Francisco has over 727 jobs in hydroelectric, fossil fuel, nuclear, solar, wind, geothermal, biomass, and other electric power generation and transmission currently, with a 71% growth rate projected from 2024 – 2029.

Promisingly, industry partners in government and the private sector have communicated job creation opportunities and a bright outlook in building decarbonization, clean tech, HVAC/heat pump installation, electric vehicle supply equipment technician, ecological restoration and preservation, clean utilities, and urban farming.

The San Francisco Climate Academy will provide no-cost services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure employment within that sector. The San Francisco Climate Academy may include the following components solicited through this RFP:

Sector On-Ramp Programs: deliver contextualized training and career exploration that equips participants with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

Occupational Skills Training (OST) Providers: deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities;

Pre-Apprenticeship and Apprenticeship Programs: designed to prepare individuals to enter and succeed in a Registered Apprenticeship Program (RAP) or other skilled jobs; as well as registered apprenticeship programs that combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

OEWD strongly encourages applicants to partner with secondary, postsecondary, and other workforce partners to coordinate in the submission of proposals. Competitive proposals will document leveraged resources or training, evidence of working partnerships, and mutual accountability for successfully implementing and achieving goals of the Sector Workforce Program model in the targeted sector.

The proposed program should prepare San Francisco residents for two program strategies:

A. <u>Sector on-ramp, including career exploration and placement in post-secondary education (including community college, higher education, or registered apprenticeship) designed for youth and young adults (14-24) or</u>

B. <u>Occupational skills training, pre-apprenticeship, and registered apprenticeship programs designed for unemployed, underemployed, dislocated, or incumbent workers seeking to enter a career within target sectors and occupations.</u>

<u>Applicants should clearly identify in the narrative whether the proposed program design meets Strategy A or Strategy B.</u>

OEWD seeks to develop new pathways and programs in the Climate space, which includes climate-related sectors identified by the California Economic Blueprint and the San Francisco Climate Action Plan. Proposals must reflect a sector or strategy in alignment with these plans. Maritime proposals must be submitted under Program Area 12: San Francisco Bay Area Occupations Training.

Proposals must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) to increase the successful outcomes of job seekers and the overall performance of programs.

OEWD seeks to both enhance existing programs, policies, tools, and services that exist within San Francisco's robust workforce community; while also developing new pathways and programs. Proposals for Sector Workforce Programs in OEWD's targeted sectors must reflect the service priorities, strategies, and requirements outlined in this solicitation; however, activities are not limited to those outlined here. Successful proposals will indicate how the applicant(s) will build upon, streamline, and leverage existing and proposed services and funding (i.e., Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds) to increase the successful outcomes of job seekers and the overall performance of programs.

In the proposal submission, applicants must identify the industry and occupations that will be targeted through the program, including an explanation of how and why the applicant selected the industry and/or occupation(s), and any particular applicant qualifications that affirm the applicant can effectively deliver Sector Workforce Programs to prepare participants for success in their chosen industry or occupation. Strategies targeting occupations that offer competitive wages and benefits, as well as occupations that experience low turnover and have verifiably demonstrated career pathways towards individual self-sufficiency, will be given priority. Local labor market information, employer attestations, formal partnerships, Memoranda of Understandings (MOUs), etc., for sector training needs, labor demand, and existing employment services must be presented by the applicant to affirm sector programming need and exhibit formal collaborations with industry employers and stakeholders.

Where applicable, applicants must also identify the specific postsecondary and/or industry-recognized credential(s), certification(s), or degree that participants will attain through participation in the program and describe how credential(s)/certification(s)/degree awarded will help support participants to find sector employment and advance along career pathways within the target industry or occupation(s).

Target occupations for training should be entry-level, require less than a bachelor's degree, and provide placement wages at or above the San Francisco living wage per LMI ($29.31/hour). The **San Francisco Climate Academy** should prepare participants for occupations such as the following:

Targeted Industry	Example Occupations
Clean Tech	• Electric Vehicle Supply Equipment Technician • Electric Vehicle Specialist
Utilities	• Heating, Ventilation, and Air Conditioning (HVAC) Installer • Heat Pump Installer • Wind turbine technician • Solar Installer • Utility Worker
Agriculture	• Urban Farmer • Hydroponics Technician • Farm Educator • Food Systems Planner • Horticulturist • Agricultural Technician
Maritime	• Maritime strategies will not be reviewed for this section. Please submit any maritime strategy under Program Area L: San Francisco Bay Area Occupations Training.

Scope of Work

The proposed climate program should prepare San Francisco residents for two program strategies:

Strategy A: Climate Sector On-Ramp Programs must deliver contextualized training and career exploration that equips youth and young adult participants (14-24) with academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

Strategy B: Climate Occupational Skills Training (OST), Pre-Apprenticeship, and Apprenticeship providers must deliver contextualized training that prepares unemployed, underemployed, dislocated, incumbent, and/or low-wage workers to attain credentials that lead to employment or career advancement opportunities; and assist in the connections of participants to sector-related unsubsidized employment. Registered Apprenticeship Programs must combine paid on-the-job training with related classroom instruction to prepare workers for skilled careers.

Applicants should clearly identify in the narrative whether the proposed program design meets Strategy A, Strategy B, or Both. Where a program meets both Strategy A and B, the Respondent must clearly identify how services are differentiated for the two different target populations. Maritime proposals must be submitted under Program Area 12: San Francisco Bay Area Occupations Training.

Providers must create, vet, and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training-related employment or create advancement opportunities. Services should be provided in-person, in a hybrid format, or fully virtual.

Workforce programs that provide supportive and wraparound services often have a higher level of client attachment, graduation, and workplace retention, so providers are encouraged to provide a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. Proposals are encouraged to include wraparound services.

Providers must address how the services will support participants as part of the San Francisco Workforce Development System and as a participant in the broader regional San Francisco Bay Area economy.

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

- Training, including Sector On-Ramp, Occupational Skills Training, Pre-Apprenticeship, and Registered Apprenticeship Programs described above.
- Supportive and Wraparound Services
- Job preparation
- Vocational training
- Credentialing and certification
- Increasing interpersonal, interviewing, and overall soft skills relevant to sector needs
- Job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within technical career paths
- Barrier removal (interpersonal, social, and economic)
- Employment assistance
- Referrals to other vocational training (as needed)
- Job retention
- Other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement.

Curriculum Development

- With OEWD's collaboration and approval, design an OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree, and clearly exhibits skill development.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
- For providers, whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.
- For providers whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.

- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, and contextualized work-based learning strategies.
- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation

- Ensure all programming is offered through in-person, hybrid, or virtual mechanisms.
- Incorporate experiential learning, including paid internships, externships, and credit-based learning into training.
- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.
- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and supportive services.
- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other technical training institutions.
- For training that targets incumbent workers, formally coordinate and partner with employers and/or unions to help entry-level employees gain the skills needed to advance into higher-wage roles. These advancement opportunities, in turn, create new entry-level openings and expand pathways— including employment and Registered Apprenticeships—for Sector Program participants. Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age,

physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

2. Information, Orientation, Assessment, and Enrollment

a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file.

All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. Individual Planning and Case Management

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. Barrier Removal Services

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential

career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: lack of right-to-work documentation; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

7. Sector Specific Job Readiness Training (JRT)

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

b. **Career Exploration:** Participants explore their field of interest to better understand what sector work would consist of and understand employer expectations, work culture and norms, and career pathways. Participants should engage in informal interviews, perform

in-person or virtual exchanges with sector professionals and personalize their connection to the relevant sector.

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification

(i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and

organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

    Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

    Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

    a. Provides knowledge or skills essential to the full and adequate performance of the job.

    b. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and

Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

SFCA Performance Measures	OEWD Performance Goals
Number of participants assessed, complete Individual Employment Plan (IEP), and enroll in Occupational Skills Training.	100% of all enrolled participants
Completion of Occupational Skills Training	90% of participants in Occupational Skills Training
Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment. **Of those participants enrolled in Occupational Skills Training, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university) or advanced occupational training.*	70% - 80% of all OST participants enrolled
Attainment of a State/industry recognized credential (within 4th quarter after exit) **Of participants enrolled, up to 15% may be placed in a postsecondary degree pathway (i.e., community college or four-year university), resulting in a regionally accredited degree or certification or an OEWD approved Occupational Skills Training that leads to certificate/license attainment preparing for employment.*	75% of participants enrolled in occupational skills training
Measurable skills gain (within 4th quarter after exit)	75% of participants enrolled in advanced training or postsecondary education
Follow-Up of Participants Placed in Unsubsidized Employment or postsecondary education at 2nd and 4th Quarter after Exit	75% of all participants placed in unsubsidized employment and postsecondary education

Minimum Qualifications

Successful San Francisco Climate Academy applicants will demonstrate the following Minimum Qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must develop service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model.
- Applicant should support communities with digital literacy, basic AI skills, and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must have experience working with education systems, including unified school districts, community colleges, and other institutes of higher education.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the designated industry.
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.
- All proposed training programs should include opportunities to obtain relevant industry certifications where applicable.

Preferred Qualifications

Highly competitive San Francisco Climate Academy applicants will demonstrate the following preferred qualifications:

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, ensuring better training to placement outcomes.
- Applicant with existing strategies to train for unionized employment with clear pathways and labor partnerships to access to those opportunities.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations.
- Develop and implement earn-and-learn models.
- For apprenticeable occupations, applicants should consider proposing a pre-apprenticeship pathway to a federal or state-approved apprenticeship.
- 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. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
    - Customized training in partnership with employers
    - Incumbent worker training to advance workers in the sector
    - Other contextualized work-based learning strategies, such as internships.
    - Pre-apprenticeship training (training articulated to an Apprenticeship)
    - Apprenticeship training (Note: Classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a federal or state-approved registered apprenticeship credential
    - Wraparound support services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Applicant can be a regionally-or nationally accredited institution of higher education, or Eligible Training Provider List (ETPL) Certified, or have the capacity to become ETPL Certified before the start of training.
- Experience managing state or federal workforce funds, including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds, and/or other funding streams that may require complex eligibility documentation.

- Applicant should include at least two memoranda of understandings (MOUs) and/or letters of support (LOS) detailing how the OST Provider will do the following; please note that one of the MOUs or LOS should be from and industry/employer partner who is committed to formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities, and/or apprenticeships (paid opportunities are preferred).

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities and Outcomes":. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(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 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 curriculum addresses these needs. Description should include specific employers/hiring opportunities associated with the training. Please describe what services and opportunities provided through the proposed training, placement, and retention services will be provided to enable an individual to advance in a career pathway.
(b) Describe how your organization will provide job placement services to a wide array of unique participants who are experiencing barriers to employment, including public benefits recipients. Please detail how your organization will integrate job search and placement services throughout the course of training and once training is completed; include details regarding the specific services provided, cadence, dosage, etc.; and also detail how the participant will be supported to ensure retention with new employer.
(c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population; including staff practices and overall programmatic design that result in equitable and inclusive services, instruction, supports, etc. In addition, please highlight how your outreach efforts will engage communities and populations underrepresented in this sector.
(d) Describe your organization's experience partnering with industry employers and/or labor unions to provide participants with internships, externships, work-based learning opportunities or apprenticeships (paid opportunities preferred); as well as employment opportunities upon completion of training.
(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 Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Please note that one of the MOUs or LOS should be from and industry/employer partner or organized labor who is committed to

formally partnering with the applicant to support participants with internships, externships, work-based learning opportunities and/or apprenticeships (paid opportunities are preferred). The MOUs and LOSs should detail how the OST Provider will do the following:

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations. Develop and implement an outreach plan to target specific communities not fully represented in this industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- 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 O: Construction Career Pathways (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $1,000,000

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $1,000,000

Funding Source: General funds and other funds

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158.
Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary: OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices.

According to Lightcast economic modeling software (2025 Q4), the Construction industry employs over 21,000 workers in San Francisco County. The average annual wage for Construction occupations is $144,432 (Lightcast; 2025 Quarter 4). Though employment in the construction industry declined over the last five years, there is a 2% growth projected through 2029.

Scope of Work

In addition to providing the services required, the grantee must also deliver the following:

- Collaborate with all Sector Workforce Program partners and act as the lead in service coordination and implementation of program activities, including initial outreach, recruitment, assessment, and referral for Sector Workforce Program services.
- Create and implement a business plan for the Sector Workforce Program that includes a detailed business strategy, program implementation strategy, and fund development strategy for the long-term sustainability of the Sector Workforce Program.
- In coordination with OEWD staff, conduct program design, coordination, and implementation activities to complement and enhance existing sector program models, incorporating existing OEWD strategies, priorities, program structures, eligibility requirements, and/or other specific policies and procedures. Support OEWD and Sector Workforce Programs in transitioning any relevant workforce programming to hybrid or virtual models. Ensure access to services is provided to persons with Limited English Proficiency (LEP).
- Deliver Sector Workforce Program Orientations both in person and virtually to provide an overview of the industry, occupational, and career pathway information, and detailed information about services and training provided through Sector Workforce Programs. The grantee will be responsible for conducting regular orientations citywide at various Job Centers. Orientations will clearly explain how participants are referred to Sector Workforce Program trainings and guide them through the next steps for assessment and enrollment.
- In collaboration with OEWD staff, deliver 30-60 hours of Job Readiness Training, previously 20 hours, and include emotional intelligence and financial literacy for trades workers. To strengthen industry readiness, training should include (at minimum) foundational construction skills—including tape measuring, basic hands-on safety skills, an introduction to the construction industry, emergency preparedness, health and safety awareness not limited to OSHA-10, First Aid/CPR, and assessments of physical preparedness.
- Determine each participant's skill level, interests, aptitude, employment barriers, and work tolerances required for success in the sector, and use this information to guide referrals from orientation to appropriate training programs. The grantee will assess eligibility for Sector Workforce Programs and, if the workforce system customers do not meet minimum qualifications, provide referrals to services for other necessary employment resources. Sector-specific assessment must reference and complement assessments delivered by Job Centers and other workforce system partners.
- Enhance alignment between Sector Workforce Program and other collaborative partners to support cross referrals, participation, enrollment, and retention within programs. The grantee will refer individuals who were not enrolled in the CityBuild Academy to other workforce programs within the OEWD system.
- Support OEWD in the development of strong, sector-specific industry partnerships, including:
    - Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.
    - Generating job leads for Sector Workforce Program participants and developing a system for distributing them to Sector partners developing a system for distributing them to Sector partners.
    - Providing direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.
    - Building, nurturing, and advancing industry partnerships and relationships that lead to continual hiring commitments, industry exposure, and other career support services.

    - Building and sharing employer relationships and connections with relevant sector workforce providers to help build continuity among programs and expand Sector Workforce Program awareness.
    - Acting as a labor market sector expert, knowledgeable of the changes in the sector's respective hiring trends.
- Provide outreach, recruitment, intake, assessment, and enrollment of applicants interested in CityBuild trainings and conduct referral or placement services for applicants who are not enrolled, or who will be more appropriately supported, through other supportive services.
- Coordinate targeted outreach with OEWD Workforce Centers, San Francisco Unified School District (SFUSD), the Sheriff's department, Adult Probation, the District Attorney's office, the Public Defender's Office, and other public offices that serve vulnerable communities in San Francisco.
- Work with OEWD and other Sector Workforce Program partners to outreach and recruit from targeted populations including, but not limited to, justice-involved, veterans, women in the trades, and persons with Limited English Proficiency (LEP) to enroll into CityBuild trainings. Establish special training initiatives and projects with targeted employers and projects.
- Assist OEWD with the management and coordination of CityBuild trainings, including development and implementation of a CBA curriculum that includes: Physical Education, Math, "Hands-On" Construction, Labor Studies, Life Skills, Welding, Vocational English as a Second Language (VESL), and presentations by union members from various apprenticeship programs and other construction-related guest speakers.
- Additional customized trainings through expanded partnerships with relevant City resources—such as programs offered by the San Francisco Fire Department—to meet CityBuild requirements and support trainees in obtaining introductory industry certifications (e.g., CPR, First Aid), as well as any other credentials identified by OEWD and its partners. To further prepare individuals entering the sector, incorporate workshops on how emerging technologies—including AI, automation, and robotics—are shaping the future of work.
- In coordination with the OEWD team, develop a success plan to support long-term retention in the industry, including 3-month, 6-month, 1-year, and 3-year career milestones that outline goals for advancement and sustained employment.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

Following OEWD's Principles of Employment Equity, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

    a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

    b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

    c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to

assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

education/training to advocate on behalf of the participant, will be conducted as needed.

5. **Barrier Removal Services**

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work support; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized

JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

a. **Measurable Skills Gain (MSG):** Participants enrolled in education or occupational skills training program (including On-the-Job Training [OJT] or customized training) must attain an MSG during the program year and prior to exiting the program. MSGs track a participant's interim progress; it is intended to capture important pathway progressions in "real time." The five types of measurable skill gains require documentation contingent on the type of training or education in which the participant is enrolled. The following are the five types of measurable skill gains: documented achievement of an increase of an educational functioning level (via pre- and post-test); documented attainment of a secondary school diploma or equivalent; a secondary or postsecondary transcript or report card for sufficient credit hours demonstrating satisfactory academic progress; a satisfactory or better report of

progress toward established milestones for training (such as OJT or pre-apprenticeship/apprenticeship); and passage of an exam required for an occupation or for demonstrating progress in achieving established benchmarks for attaining technical/occupational skills.

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive

participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria: 1) Provides knowledge or skills essential to the full and adequate performance of the job; 2) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the

training; and 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures, Milestones or Expected Deliverables	**Service Goals**	**Description**
Participants Enrolled in Direct Services	100% of enrolled clients	*Number of participants enrolled in job readiness and/or sector-focused training services*
Individual Employment Plan (IEP)	100% of enrolled clients	*Number of participants who complete an Individual Employment Plan (IEP).*
Job Search	100% of enrolled clients	*Number of participants who complete a resume and/or cover letter; Number of participants who submit job application(s); Number of participants who complete mock job interview(s); Number of participants who complete job interview(s), Number of participants who complete an online employment portfolio; Other job search competencies*
Industry Success Plan (ISP)	100% of enrolled clients	*3 months, 6 months, 1 year, and 3 years career plan to identify goals for success and retain in the industry*
Placement in unsubsidized employment upon completion of CBA	80% of direct placement clients	*Number of direct placement services participants placed in employment*
Retention services provided to participants placed in unsubsidized employment or who have completed sector-based training modules	75% of all participants placed in unsubsidized employment	*Number of direct placement clients who are retained in unsubsidized employment*
Identify and outreach to appropriate/eligible participants including low-income, unemployed, underemployed, and dislocated workers, to be enrolled in workforce programs and services.	Sector specific 700-800 annually	*Number of individuals who are outreached to through outreach services such as: sector orientations, referrals, sector events, online interest forms, job fairs, employer spotlights, community forums and any other community facing activities.*

OEWD is committed to assessing the impact of services awarded under this RFP by measuring outcomes. All applicants should include a plan for collecting and reporting applicable OEWD outcomes listed here and in the Program Area sections below.
OEWD may expand performance based contracting models into other program areas during the lifetime of this RFP. Specific terms, conditions, and payment triggers will be discussed with grantees as appropriate and codified in the resulting grant agreements.

Minimum Qualifications

The applicant must demonstrate the following minimum qualifications:

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a workforce program in this industry.
- Demonstrate a history of successfully connecting trainees to training-related employment in union apprenticeship.
- Applicant must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.
- Demonstrate the ability to propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe the service model from a job seeker's perspective and describe how services and client outreach connect to OEWD's broader Workforce Development system.
- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicants must demonstrate that the proposed services are aligned with industry standards for the occupations identified.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities; as well as success with outreach and recruitment to these stakeholders.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

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

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, building trade unions, and/or grassroots organizations.
- Applicants should demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

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

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

a) Describe your experience and/or how you plan to partner with local community colleges to expose job seekers to higher education, career pathways, and credentials. Be specific in your response and explain what this experience will entail for a job seeker.
b) Provide a detailed explanation for how you will coordinate outreach, orientation, and referral services with other educational, community-based or training partners providing workforce services in the construction sector. In your response, please include a summary of the organization(s) with whom you currently partner, or intend to partner with, for such services, the scope of these services, and any formal agreements planned or in place to deliver services.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Strong proposals will include Memoranda of Understanding (MOUs) and/or letters of support (LOS) detailing how the grantee will:

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations such as public benefits recipients.
- Partner with industry stakeholders to create career pipelines and develop ongoing curriculum that addresses current industry needs.
- Partner with labor organizations, local community college(s), or other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

Program Area P: CityBuild Academy Occupational Skills Training (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $500,000

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $500,000

Funding Source: San Francisco General Fund, including work orders

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary: OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices.

According to Lightcast economic modeling software (2025 Q4), the construction industry employs over 21,000 workers in San Francisco County. The average annual wage for Construction occupations is $144,432 (Lightcast; 2025 Quarter 4). Though employment in the construction industry declined over the last five years, there is a 2% growth projected through 2029.

Applicants for CityBuild Academy Educational OST Provider must maintain the currently developed models. The CBA Educational OST Provider must implement curriculum that covers the following subjects: Physical Education that prepares candidates for the construction sector, Industry Math,

"Hands-On" Construction, Labor Studies, Life Skills, Welding, Vocational English as a Second Language (VESL), Technologies Impacting Future of Work, and include presentations by union members from various apprentice programs and other construction-related guest speakers. CBA trainees should obtain industry certifications in CPR and First Aid; OSHA 10; Fall Protection and Scaffolding, Forklift Training, and any other certificates that OEWD staff and partners consider appropriate. The customized training must meet the needs and requirements specified by CityBuild.

Scope of Work

In coordination with the CityBuild Academy Recruitment and Readiness services, the CityBuild Academy Educational OST Provider shall:

- Support OEWD in the oversight and coordination of CityBuild trainings, including the management of CBA trainings in alignment with OEWD guidance and approvals. The facility must be secure and offer dedicated indoor and outdoor spaces suitable for classroom instruction and hands-on training. A minimum of 15,000 to 20,000 square feet is required to accommodate classroom-based learning, a computer lab, and specialized stations for welding and other hands-on activities beyond general carpentry and introductory construction skills. Additional lab space should also be available to support expanded training needs.
- Provide daily attendance reports for each class and coordinate a data system that will be easily accessible to generate reports for funders.
- Provide one designated experienced staff, who is a part of the upper management team, to be responsible for the day-to-day activities and serve as the single point of contact at the OST site.
- Create individual transcripts for each program participant that captures attendance, midterm grade, final grade, job readiness status, and skills attained upon completion.
- Communicate daily with CBA Academy Recruitment and Readiness services regarding trainee progress (attendance, behavior, barriers, etc.)
- Facilitate courses through a cohort model or through open enrollment, as appropriate for participants and coordinated with OEWD.
- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and support services.
- Coordinate and partner formally with community colleges and other post-secondary education providers, including potential transfer of higher education course credit.
- Training programs targeting incumbent workers, establish formal partnerships with employers and/or unions to upskill entry-level employees within the sector. These efforts should support career advancement into higher-paying roles, while simultaneously opening up entry-level opportunities for new Sector Program participants.
- Introduce how emerging technologies—such as artificial intelligence, drones, robotics, and automation—are transforming the construction sector and reshaping the future of work. Provide participants with foundational skills that align with evolving industry demands and prepare them for entry-level roles sought by private employers. Work with partners to offer certifications in technology for entry-level construction industry with examples in AI, robotics, automation, drone operation, and other technology impacting the industry.
- Collaborate with OEWD and employers to develop industry recognized skills and certifications to better prepare graduates for in-demand skills and certifications.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

   a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: lack of right-to-work documentation; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility

requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.:

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

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

and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

10. Partner Development and Referrals, including WIOA Core Partners

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria: 1) Provides knowledge or skills essential to the full and adequate performance of the job; 2) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures	OEWD Performance Goals
Number of participants enrolled in program	100% of all enrolled participants
Number of participants completed training	70-80% of participants completed Occupational Skills Training

Minimum Qualifications

Successful Construction Occupational Skills Training applicants will demonstrate the following minimum qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must utilize a data tracking system for capturing all client information, program activities, placement outcome data and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.

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

Preferred Qualifications

Highly competitive CityBuild Occupational Skills Training for Education applicants will demonstrate the following preferred qualifications:

- To ensure better training to placement outcomes, applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands.
- Collaborate or demonstrate partnership(s) with other citywide agencies, labor organizations, neighborhood community groups, and/or grassroots organizations.
- Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction, and/or provide curriculum development support.
- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants can build upon training and matriculate into higher education for lifelong learning and career advancement.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, industry associations and/or grassroots organizations.
- CityBuild OST for Education provider applicants are encouraged to incorporate one or more of the following program priorities for the proposed OST:
    - Customized training in partnership with employers.
    - Incumbent worker training to advance workers in the sector.
    - Other contextualized work-based learning strategies, such as internships.
    - Pre-apprenticeship training (training articulated to an apprenticeship) directly linked to employer-led, paid on-the-job training, in accordance with the registered apprenticeship model. Programs must lead to a federally or state-recognized Registered Apprenticeship credential.
    - Wrap around services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

Applicant can be a regionally- or nationally-accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.

Is part of, or collaborates with, a state-certified construction apprenticeship program.
CityBuild Occupational Skills Training – Educational: Provider Performance Measures

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, “Approach, Activities, and Outcomes”(Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(a) Occupational Skills Training providers should provide training and/or educational services that train to specific occupations and provide living wages for participants. Please describe in detail how your program will provide the following:

- Targeted training for in-demand occupations (if your specified occupations are not justified by growing labor market demand, please specify why you are choosing to train to these occupations.)

(b) Beyond employment outcomes, OEWD may allow for placement outcomes in postsecondary education and advanced training that leads to further industry-recognized credentials. Provide a summary of how the proposed occupational skills training(s) result in the following outcomes upon completion of OST:
   - postsecondary education degrees/credentials;
   - Industry-recognized credentials;
   - licensed credentials and/or;
   - vocational pathways.

(c) Describe how your organization will conduct outreach to marginalized communities, such as public benefits recipients, to ensure training cohorts are diverse, and that access to your services is spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which can be customized and utilized depending on the target population.

(d) Describe your organization's experience conducting labor market analysis and employer engagement, and how you use this information to enhance your program design, curriculum and implementation of OST programs.

(e) CityBuild Academy measures success with explicit variables, such as enrollments and outcomes. To tell the full story of the job seeker experience, CityBuild Academy wants to know more about how your organization measures participant success during OST programming, after OST programming, and within your participant's professional journey. What are ways your organization measures success, achievements and skills gains within training and programming for participants? Tell us about your current data tracking system and how you both capture and quantify success within your organizations programming. Additionally, how do you use your data systems and other measures of capturing participant outcomes to produce reports?

(f) CityBuild Academy evaluates success using defined metrics such as enrollment numbers and participant outcomes. However, to gain a more comprehensive understanding of the job seeker experience, we are interested in learning how your organization measures participant success throughout the training journey. Specifically, how do you assess progress during Out-of-School Time (OST) programming, after program completion, and as participants advance in their professional careers? Please describe the methods your organization uses to track success, achievements, and skill gains within your training programs. Include details about your current data tracking systems—how you capture, quantify, and analyze participant outcomes—and how this data is used to generate reports and inform program improvements.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

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

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.

Program Area Q: CityBuild Occupational Skills Training (OST) Specialized Trades (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $400,000

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $400,000

Funding Source: San Francisco General Fund, including work orders

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices.

According to Lightcast economic modeling software (2025 Q4), the Construction industry employs over 21,000 workers in San Francisco County. The average annual wage for Construction occupations is $144,432 (Lightcast; 2025 Quarter 4). Though employment in the construction industry declined over the last five years, there is a 2% growth projected through 2029.

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

Scope of Work

- Provide lead staff to assist with the development of Memoranda of Understanding (MOUs) that provide CityBuild graduates with a pathway to direct entry into state-certified apprenticeship programs.
- Provide all associated materials, supplies, and staffing to deliver construction occupational skills training.
- Work collaboratively with OEWD staff and the OST provider to identify hands-on training opportunities that align with the skills required for external training within the Academy. This includes ensuring that the training reflects current industry demands by using up-to-date labor market information to assess whether additional skills should be prioritized. Particular attention should be given to high-demand trades such as interior finishing, ironwork, concrete work, and other in-demand construction-related occupations for graduates. Additionally, provide OEWD with daily attendance records and progress reports to support program monitoring and ensure accountability. Make available one or more staff member(s) to support and provide direction in the classroom and in the field during hands-on-training sessions.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age,

physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

    a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

    b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

    c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

    d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data

tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

   On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

   All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

   a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

   Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and

appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work support; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

b. **Career Exploration:** Participants explore their field of interest to better understand what sector work would consist of and understand employer expectations, work culture and norms, and career pathways. Participants should engage in informal

interviews, perform in-person or virtual exchanges with sector professionals and personalize their connection to the relevant sector.

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.:

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree;

Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary

to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria: 1) Provides knowledge or skills essential to the full and adequate performance of the job; 2) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures	OEWD Performance Goals
Number of participants enrolled in program	100% of all enrolled participants
Number of participants completed program	70-80% of participants completed Occupational Skills Training

Minimum Qualifications

OST-Specialized Trades applicants are required to demonstrate the following:

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

Preferred Qualifications

OST-Specialized Trades applicants will be deemed highly competitive if they demonstrate the following:

- Maintain flexibility in adjusting OST program occupational tracks to align with evolving labor market demands, ensuring stronger alignment between training and job placement outcomes.
- Demonstrate partnership(s) with other citywide agencies, building trade unions, State-certified apprenticeship programs, Joint Apprenticeship Training Committee (JATC), neighborhood community groups, and/or grassroots organizations.
- Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction, and/or provide curriculum development support.

- Collaborate with local community colleges and other postsecondary institutions to create clear pathways for Sector Workforce Program participants to build on their training, enabling seamless matriculation into higher education for lifelong learning and sustained career advancement.

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(a) Service providers should effectively facilitate job readiness and occupational training to prepare participants for career opportunities in this industry. Please describe your overarching fundamental strategies to successfully delivering industry-recognized curriculum (please provide a minimum of 3 bullet points to address your strategy).
(b) Describe your organization's strategy around employer engagement efforts that will enhance participant transition into employment.
(c) Please describe your desired impact on the San Francisco community and how your programming will support this desired impact.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Strong proposals will include Memoranda of Understanding (MOUs) and/or letters of support (LOS) detailing how the grantee will:

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.
- Partner with industry stakeholders to create career pipelines and develop ongoing curriculum that addresses current industry needs.
- Partner with labor organizations, local community college(s), or other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

Program Area R: CityBuild Occupational Skills Training (OST) Multi-Craft Core Curriculum (MC3) (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $110,000

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $110,000

Funding Source: General Fund

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices.

According to Lightcast economic modeling software (2025 Q4), the Construction industry employs over 21,000 workers in San Francisco County. The average annual wage for Construction occupations is $144,432 (Lightcast; 2025 Quarter 4). Though employment in the construction industry declined over the last five years, there is a 2% growth projected through 2029.

The North America's Building Trades Unions' Multi-Craft Core Curriculum (MC3) is a comprehensive, pre-apprenticeship curriculum developed and approved by the Building Trades National Apprenticeship and Training Committee. The MC3 program was created to deliver high-quality, apprentice-level training to individuals interested in pursuing careers in construction, with the goal of preparing them for successful employment in the industry. Apprenticeship readiness programs implementing MC3 provide a gateway for local residents, particularly those from underserved communities, to gain access to Building Trades' registered apprenticeship programs.

Scope of Work

The CityBuild MC3 Occupational Skills Training (OST) Provider will plan and implement the MC3 and infrastructure construction training for the CityBuild Academy. In addition, the Applicant must:

- Provide CityBuild graduates with a pathway to direct entry into State-certified apprenticeship programs.
- Ensure that at least one staff member assigned to the program holds a current MC3 certification.
- Facilitate the successful completion of MC3 certification by all participants. Provide all associated materials, supplies, and staffing to deliver the above-referenced occupational skilled training.
- Make available one or more staff members to support and provide direction in the classroom and in the field during hands-on-training sessions.
- Include physical assessment preparation and 40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER) certification for those who enroll into Laborer's External training during the Academy training.
- MC3 is to include, but not be limited to, the following content:
    - General orientation to apprenticeships
    - Introduction to the construction industry
    - OSHA 10 certification training
    - Applied construction math
    - Identifying and preventing sexual harassment and discrimination
    - History of the construction industry
    - Heritage of the American worker
    - How to interview effectively
    - Green construction techniques and standards
    - Infrastructure topics are to include HAZWOPER-40 hours training and 80 hours of the Fundamentals of Construction, including pouring cement, laying asphalt, grade checking and demolition.

Service Performance Measures

Expected Deliverables	Frequency
Delivery of training curriculum	Two times per year

Minimum Qualifications

Successful Construction Occupational Skills Training for MC3 applicants are required to demonstrate the following:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model. Applicants should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicants must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Instructions must be delivered by MC3 certified staff.

Preferred Qualifications

Construction Occupational Skills Training for MC3 applicants will be deemed highly competitive if they demonstrate the following:

- Maintain flexibility in adjusting OST program occupational tracks to align with evolving labor market demands, ensuring stronger alignment between training and job placement outcomes.
- Demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations.
- Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction, and/or provide curriculum development support.
- Partner with labor organizations to ensure that Sector Workforce Program participants can build upon training and matriculate into higher education for lifelong learning and career advancement.

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, “Approach, Activities, and Outcomes”. (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

- Service providers should effectively facilitate job readiness and occupational training to prepare participants for career opportunities in this industry. Please describe your overarching fundamental strategies to successfully delivering industry-recognized curriculum (please provide a minimum of 3 bullet points to address your strategy).
- Describe your organizations strategy around employer engagement efforts that will enhance participant transition into employment.

- Please describe your desired impact on the San Francisco community and how your programming will support this desired impact.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Strong proposals will include Memoranda of Understanding (MOUs) and/or letters of support (LOS) detailing how the grantee will:

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.
- Partner with industry stakeholders to create career pipelines and develop ongoing curriculum that addresses current industry needs.
- Partner with labor organizations, local community college(s), or other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

Program Area S: Construction Career Advancement and Retention Program (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $275,000

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $275,000

Funding Source: General Fund

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices.

According to Lightcast economic modeling software (2025 Q4), the Construction industry employs over 21,000 workers in San Francisco County. The average annual wage for Construction occupations is $144,432 (Lightcast; 2025 Quarter 4). Though employment in the construction industry declined over the last five years, there is a 2% growth projected through 2029.

The Construction Career Advancement and Retention Program (CARP) is offered to all CityBuild Academy graduates both before and after they complete their training. The purpose of CARP is to provide ongoing support services that help graduates remain gainfully employed in the construction industry. In anticipation of numerous upcoming projects, the program also offers targeted employment networking support to ensure CityBuild graduates receive priority access to job opportunities. The goals of Construction Advancement and Retention Program are:

- Strengthen the long-term success of CityBuild Academy graduates by supporting their retention in the construction industry and fostering connections with fellow alumni, employers, and industry professionals. Maintain regular contact with training graduates and support their continued engagement in employment networking services.
- Address barriers to employment after training completion.
- Provide information and services to further graduates' professional development, growth, and financial sustainability.

Scope of Work

Career Advancement and Retention Program providers will establish strategies to support a wide range of graduates and San Francisco construction professionals. Services will include, but not be limited to, the following:

- Provide comprehensive case management and pre-retention services, including life skills and professional development workshops. Engage union partners and mentors to support participant success and regularly analyze Department of Industrial Relations (DIR) data to inform and present actionable recommendations to OEWD.
- Work with outgoing Academy and CAPSA graduates to develop a 3-month, 6-month, 1-year, and 3-year career plan, identifying goals for success and retention in the industry.
- Coordinate with OEWD staff and industry professionals to implement advanced skills training for graduates, better preparing them for career advancement.
- Implement Individual Employment Plans (IEPs) for all unduplicated graduates, and provide targeted support to those facing barriers to employment prior to submitting requests for mitigation assistance. Provide access to additional tutoring services, vocational English as a second language (VESL) classes, career counseling, and other support services as designated by CityBuild.
- Implement an employment retention service delivery model for CBA graduates.
- Identify four (4) workshops annually included in retention services that will support the success of program graduates. Workshops can include, but are not limited to, financial literacy, home ownership, obtaining a contractor license, small business development, City-sponsored resources to support graduate growth, entrepreneurship, leadership development, and participating in union activities.
- Customize career development services to meet requirements identified by employers and CityBuild partners.
- Provide direct pre- and post-training services for CBA graduates, including:
    - On-going case management, career counseling, and referral services.
    - Information on employment and community resources.
    - Facilitated access to barrier removal services.
    - Provide workshops with labor union business agents.
- Facilitated access to on-going advanced skill development opportunities, including:
    - Notification of the dates and times of union examinations.
    - Tutorials and other trade examination preparation strategies.

    - Post-training mentoring.
    - Professional and life skills workshops and other group services.
- Track, monitor, and analyze CBA graduates and their employment status i.e., Department of Industrial Relations (DIR). Based on the results of DIR, develop strategies and programming to address potential union construction attrition.
- Collaborate with OEWD on the establishment of, and provide ongoing support for, a CityBuild Graduate Alumni Board composed of past graduates, community-based organization partners, labor unions, and contractors.
- Collect graduate paystubs upon completion of 500hours of work and develop a system to provide graduates with their original certifications.
- Submit monthly reports and develop comprehensive communication plans that include, but are not limited to, strategies for leveraging social media and utilizing CRM systems to effectively manage engagement with program graduates. Develop and implement alumni events to engage graduates.
- Lead coordinator to subcontract with up to two community-based organizations.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

   Standard marketing tools such as brochures, social media, ads, and flyers should be utilized to attract individuals eligible for services to the Sector Workforce Program and the broader workforce system. In addition, outreach and recruitment materials and strategies may be tailored to the Sector Workforce Program's target population if one is identified and

collaborative partnerships for outreach are encouraged. (i.e., Specialized Job Centers and Centralized Job Centers).

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

    a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

    b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and training provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

    c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

    d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

Through an orientation and assessment process, SMEs will identify a job seeker's interest in specific occupational skills training and will establish mechanisms to formally refer the individual to the respective Sector Training partner. The referrals will be conducted through a

warm hand-off with accompanying assessment paperwork to streamline the processes for program participants.

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. Individual Planning and Case Management

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work support; need for English as a Second

Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

    Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

    Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria: 1) Provides knowledge or skills essential to the full and adequate performance of the job; 2) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures, Milestones or Expected Deliverables	**Service Goals**	**Description**
Outreach & Recruitment- Identify and outreach to past graduates of CityBuild Academy	100% of graduates provided by OEWD CityBuild Academy	*Connect with past graduates to get updated contact information and update status of their apprenticeship.*

Register recent graduates of the Academy in an industry Advancement and Retention Plan	90% of all graduates of current Academy students about to graduate into a retention plan	*Work with current CityBuild Academy cohort to start a retention plan*
Development mentorship and retention plan with CityBuild Graduates for success in the construction industry	50 graduates of CityBuild Academy	*Develop a career advancement and retention plan with recent graduates*
Report key metrics of past graduates and their status in the industry	Report on 150-200 graduates	*Using Department of Industrial Relations data, provide a report on graduates of CityBuild and their status in the Department of Apprenticeship Standards (DAS) system*

Minimum Qualifications

Successful Career Advancement and Retention Program applicants will demonstrate the following minimum qualifications:

- Demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Demonstrate a history of successful connection of trainees to training-related employment.
- Demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

Highly competitive Career Advancement and Retention Program applicants will demonstrate the following preferred qualifications:

- Collaborate or demonstrate partnership(s) with other citywide agencies, labor organizations, neighborhood community groups, and/or grassroots organizations.
- Have experience working with graduates of a workforce training program to promote advancement in their career pathway.

- Provide or have access to the provision of financial aid, ABE, VESL, tutoring, career counseling, employment assistance, and support services.

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(a) Please describe in detail your experience with, or your plan for, coordinating both small- and large-scale engagement events that connect job seekers to new employment opportunities or that create pathways for upward mobility. Be specific about outreach strategies, coordination with other workforce partners, and activities or services provided at the event. Include how your organization utilizes various outreach tools such as print media, social media, phone or text communications, webinars, or other appropriate mechanisms, to target vulnerable populations with varying accessibility to technology or centralized information.
(b) Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data into various systems and produce monthly reports.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memorandums of understanding (MOUs) and/or letters of support (LOS). Strong proposals will include Memoranda of Understanding (MOUs) and/or letters of support (LOS) detailing how the grantee will:

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.
- Partner with industry stakeholders to create career pipelines and develop ongoing curriculum that addresses current industry needs.
- Partner with labor organizations, local community college(s), or other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

Program Area T: Construction Administrative and Professional Services Academy (CAPSA) (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $300,000

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $300,000

Funding Source: San Francisco General and/or State funds

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices.

According to Lightcast economic modeling software (2025 Q4), the Construction industry employs over 21,000 workers in San Francisco County. The average annual wage for Construction occupations is $144,432 (Lightcast; 2025 Quarter 4). Though employment in the construction industry declined over the last five years, there is a 2% growth projected through 2029.

The Construction Administration and Professional Services Academy (CAPSA) is an 18-week training program designed to equip San Francisco residents with sector-specific administrative skills for careers in professional services and back-office operations within the construction industry. This includes roles in construction, architecture, and engineering firms. Through occupational skills training provided by the CAPSA Professional Services Provider, the program supports job seekers from diverse backgrounds in entering and advancing in administrative positions across a range of settings, accommodating varying levels of education and experience. OEWD places a strong emphasis on equity and providing trainings for San Francisco's most vulnerable communities and populations, as well as serving unemployed, underemployed, and underrepresented individuals within the health care sector.

Scope of Work

In close coordination with OEWD, the CAPSA Occupational Skills Training (OST) provider for Professional Services is responsible for managing all activities and services delivered through the Sector Workforce Program. This collaborative initiative brings together a broad network of partners, including employers, training providers, community-based organizations, secondary and post-secondary educational institutions, labor unions, sector associations, workforce system partners, and other key stakeholders.

The CAPSA OST provider plays a critical role in bridging training with direct placement into sector-related, unsubsidized employment. To ensure a seamless experience for both job seekers and employers, the provider must work in close collaboration with other Sector OST providers to align services and streamline delivery. Staff are expected to serve as subject matter experts in the professional services sector, supporting both the supply and demand sides of the workforce by addressing the evolving needs of employers while guiding job seekers toward meaningful career opportunities.

In addition to providing required services, the CAPSA OST Provider must also deliver the following:

- Collaborate with all Sector Workforce Program partners and act as the lead in service coordination and implementation of CAPSA program activities, including initial outreach, recruitment, assessment, and referral for Sector Workforce Program services.
- In coordination with OEWD, conduct program design, coordination, and implementation activities to complement and enhance existing sector program models, incorporating existing OEWD strategies, priorities, program structures, eligibility requirements, and/or other specific policies and procedures. Ensure access to services is provided to persons with Limited English Proficiency (LEP).
- Deliver Sector Workforce Program Orientations providing an overview of the industry, occupational and career pathway information, and detailed information about services and training provided through Sector Workforce Programs. The Sector Coordinator will be responsible for conducting regular orientations citywide at various Job Centers. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollment.
- Conduct sector-specific assessment to determine a participant's skill level, interests, aptitude, ability, barriers to employment, and work tolerances required for sector-specific employment; and to inform the referral of orientation customers to appropriate training. The grantee will assess eligibility for Sector Workforce Programs and, if the workforce system customers do not meet minimum qualifications, provide referrals to services for other necessary employment resources. Sector-specific assessment must reference and complement assessments delivered by Job Centers and other workforce system partners.

- Enhance alignment between Sector Workforce Programs and other collaborative partners to support cross referrals, participation, enrollment, and retention within programs.
- An introductory curriculum exploring how emerging technologies—such as artificial intelligence—are transforming construction management, engineering, cost estimating, and the future of work across the construction industry. Work with CAPSA students to develop of a 3-month, 6-month, 1-year, and 3-year career plan, identifying goals for success and retention in the industry.
- Support OEWD in the development of strong, sector-specific industry partnerships, including:
  - Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.
  - Generating job leads for Sector Workforce Program participants and developing a system for distributing them to Sector partners, referring appropriate candidates accordingly.
  - Providing direct connections to viable employment opportunities for "at-large," entry-level to advanced-skilled job seekers.
  - Building, nurturing, and advancing industry partnerships and relationships that lead to continual hiring commitments, industry exposure, and other career support services.
  - Building and sharing employer relationships and connections with relevant sector workforce providers to help build continuity among programs and expand Sector Workforce Program awareness.
  - Acting as a labor market sector expert and being knowledgeable of the changes in the sector's respective hiring trends.
  - Implementing new and innovative professional services training modules.
- Provide outreach, recruitment, intake, assessment, and enrollment of applicants interested in CAPSA trainings and conduct referral or placement services to applicants who are not enrolled, or who would be more appropriately supported, through other supportive services.
- Work with OEWD and other Sector Workforce Program partners to outreach and recruit from targeted populations, including, but not limited to, justice-involved individuals, veterans, women, and persons with Limited English Proficiency (LEP) to enroll in CAPSA training. Establish special training initiatives and projects with targeted employers and projects.
- Coordinate and partner formally with community colleges, other postsecondary education providers, and/or other training institutions. Identify pathways leading to advanced certifications, such as the Project Management Institute or City College of San Francisco (CCSF) Construction Management.

Eligible Activities

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

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job

seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

    a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

    b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

    c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs)

to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

b. **Case Management:** The Sector Workforce Program must provide case management services to prepare job seekers for a successful training and job search process that leads to employment and/or postsecondary education/training. Case management

services can be individualized or provided in group settings through motivational counseling. Follow-up services on referrals and connections to employment or further education/training to advocate on behalf of the participant, will be conducted as needed.

5. **Barrier Removal Services**

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work support; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include (but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized

JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.:

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

a. **Measurable Skills Gain (MSG):** Participants enrolled in education or occupational skills training program (including On-the-Job Training [OJT] or customized training) must attain an MSG during the program year and prior to exiting the program. MSGs track a participant's interim progress; it is intended to capture important pathway progressions in "real time." The five types of measurable skill gains require documentation contingent on the type of training or education in which the participant is enrolled. The following are the five types of measurable skill gains: documented achievement of an increase of an educational functioning level (via pre- and post-test); documented attainment of a secondary school diploma or equivalent; a secondary or postsecondary transcript or report card for sufficient credit hours demonstrating satisfactory academic progress; a satisfactory or better report of

progress toward established milestones for training (such as OJT or pre-apprenticeship/apprenticeship); and passage of an exam required for an occupation or for demonstrating progress in achieving established benchmarks for attaining technical/occupational skills.

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

a. **Job Search and Employment:** Job search services prepare job seekers to conduct an effective job search and make them aware of available employment opportunities as they conduct their searches. Each Sector Workforce Program must provide a variety of job search services, inclusive of but not limited to the following: individualized assistance regarding all job search strategies (including resume development, interviewing techniques, etc.); computer access and assistance to support the job search; and connections and referrals to employer partners and job leads. Job search and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive

participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

11. **Coordination with OEWD Employer Services Unit and Program**s

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria: 1) Provides knowledge or skills essential to the full and adequate performance of the job; 2) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the

training; and 3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures	OEWD Performance Goals
Number of participants enrolled in program: 40	100% of all enrolled participants
Number of participants completed program	70-80% of participants completed Occupational Skills Training
Number of participants placed in employment	60-70% of participants placed in unsubsidized employment

Minimum Qualifications

CAPSA OST for Professional Services applicants are required to demonstrate the following:

- Demonstrate a clear understanding of the relevant industry sector, including previous experience operating a workforce program in this industry.
- Demonstrate a history of successfully connecting trainees to training-related employment.
- Applicant must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.
- Demonstrate the ability to propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe a service model from a job seeker perspective and how services and client outreach connect to the OEWD's broader Workforce Development system.
- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model.
- Applicants should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicants must demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicants must utilize a data tracking system for capturing all client information, program activities, placement outcome data, and retention data.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities, and also demonstrate success with outreach and recruitment to the mentioned stakeholders.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

CAPSA OST for Professional Services applicants will be deemed highly competitive if they demonstrate the following:

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, organized labor, and/or grassroots organizations.
- Applicants should target preparation for one or more targeted high-growth occupations with direct connections to employment opportunities. Applicants must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.
- Applicants should demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.
- Applicants should demonstrate hiring practices for their organization's staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.
- Applicants should demonstrate the ability to cultivate industry partnerships that lead to direct employment opportunities for program participants.

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(a) Service providers should effectively facilitate job readiness and occupational training to prepare participants for career opportunities in this industry. Please describe your overarching fundamental strategies to successfully delivering industry-recognized curriculum (please provide a minimum of 3 bullet points to address your strategy).
(b) Describe your organization's strategy around employer engagement efforts that will enhance participant transition into employment.
(c) Please describe your desired impact on the San Francisco community and how your programming will support this desired impact.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Strong proposals will include Memoranda of Understanding (MOUs) and/or letters of support (LOS) detailing how the grantee will:

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.
- Partner with industry stakeholders to create career pipelines and develop curriculum that addresses current industry needs.
- Partner with labor organizations, local community college(s), and other postsecondary institutions to ensure that Sector Workforce Program participants can build upon training and matriculate into higher education for lifelong learning and career advancement.

Program Area U: Violence Prevention On-Ramp (Grant)

Division: Workforce Development

Total (Annual) Funding Available: $150,000

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $150,000

Funding Source: General Fund

Term of Service: 4 Years

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Nonprofit

Eligible Neighborhoods: Citywide

Physical Location: San Francisco

Target Population(s): This program must be made available to all San Francisco residents with a focus on outreach to the following zip codes: 94102, 94103, 94105, 94107, 94108, 94109, 94110, 94111, 94130, 94114, 94115, 94117, 94122, 94124, 94134, 94158, 94103, 94107, 94110, 94112,94127, 94131, 94132, 94134, 94158. Per SFOEWD policy, 90% of enrollees must have residence in San Francisco, with 10% reserved for out-of-county enrollees.

Program Area Summary

OEWD seeks to fund Sector Workforce Programs across a variety of priority industry sectors, which are growing and have been validated by labor market data and/or are needed to sustain the backbone of San Francisco's economy. Targeted sectors and occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices.

According to Lightcast economic modeling software (2025 Q4), the Construction industry employs over 21,000 workers in San Francisco County. The average annual wage for Construction occupations is $144,432 (Lightcast; 2025 Quarter 4). Though employment in the construction industry declined over the last five years, there is a 2% growth projected through 2029.

Through this strategy, OEWD seeks to fund services—including educational assistance—that support violence-impacted and justice-involved individuals in setting educational and vocational goals, building academic and occupational skills, and securing unsubsidized employment. Case management services are delivered by local community-based organizations.

Scope of Work

The City seeks to fund basic skills development services that enhance the Violence Prevention (VP) program by:

- Implementing basic skills development programming aimed at increasing participants' foundational skill levels, while also preparing them to build occupational competencies and successfully transition into employment. Offering a wide range of intensive interventions that are designed to support learning difficulties, and strengthen participants' ability to learn, process information, focus, and build memory skills.
- Implementing an educational services planning/progress monitoring process that fully integrates with the behavioral health and vocational services goal setting and planning provided by Violence Prevention program partners.
- Developing an educational services plan for each participant in collaboration with program partners, ensuring that participants are involved in the development of their own educational plans, goals, and strategies focused on developing their strengths and overcoming barriers to learning. Develop an individualized educational services plan for each participant in collaboration with program partners, ensuring that participants are actively engaged in setting their own educational goals and strategies. These plans should focus on building participants' strengths while addressing and overcoming barriers to learning.
- Monitoring participant progress and adjusting their educational services plans as necessary.
- Inclusion of emotional intelligence, leadership development, or workshops that will support ending of trauma cycles.
- Advising participants on employment and training opportunities that are consistent with their assessed abilities, skills, and interests and conduct referrals to CityBuild and other workforce training or programs.
- Working with worksite supervisors to more thoroughly understand the abilities, skills, and interests of participants.
- Tailoring individual and group instruction that accelerates the acquisition of basic skills.
- Implementing an early alert tracking system to identify participants who are struggling in class, providing them with appropriate and relevant interventions and linkages.
- Coordinating with case managers to ensure participants receive support to address barriers to participation.
- Participating in scheduled case conferences with City staff and CBO partners, and working in partnership with educational institutions, workforce partners, or other organizations as determined by OEWD to ensure participants receive appropriate wraparound services.
- Providing placement in unsubsidized employment to at-risk and justice-involved candidates as indicated by their interest and employment goals. (need better language). Facilitate placement into unsubsidized employment for at-risk and justice-involved individuals, aligning opportunities with each participant's stated interests, availability, and employment goals.

Eligible Activities

Each Sector Workforce Program grantee will actively participate in OEWD's Workforce Provider Network to contribute to a comprehensive and aligned workforce system. This will involve attending

regularly scheduled meetings, trainings, peer exchanges, sharing of best practices, networking, and other activities to enhance overall service coordination and program implementation. In addition to aligning and collaborating with the workforce system, Sector Workforce Programs will provide the following services, in-person, hybrid, or virtually, to support a fully comprehensive Sector Workforce Services program model:

1. **Outreach and Recruitment**

   In coordination with other partners in the workforce system, Sector Workforce Programs must conduct outreach and recruitment activities designed to make San Francisco residents and employers aware of the sector training and services offered, to identify appropriate/eligible participants to be enrolled in Sector Workforce programs. Outreach efforts should target job seekers with interest in the industry sector and provide sector-specific information on career pathways and workforce and training services.

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

   Following OEWD's Principles of Employment Equity (see Attachment H),, selected Contractors ensure that none of their programs and services disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, physical or cognitive ability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

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

   Outreach and recruitment efforts must also be coordinated with other partners in the workforce system, including OEWD-funded programs and other stakeholders. Competitive proposals will have existing or proposed plans to establish formal partnerships and MOUs with these entities.

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

   a. **Information:** Each Sector Workforce Program must provide participants with information on sector employment opportunities and how to access trainings and services within the Sector Workforce Program and the larger public workforce system through an in-person and virtual manner. Information on employment opportunities should include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services.

   b. **Orientation:** Each Sector Workforce Program must provide both virtual and in-person orientations to the full array of trainings and services through all Sector Workforce

Program. Orientations must provide an overview of the sector, occupational and career pathway information, and services and trainings provided through Sector Workforce Programs. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments. Orientation workshops and appointments should have a varying schedule to meet the needs of participants.

c. **Assessment:** Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define or redefine career goals in a specific sector. Assessment also identifies barriers to employment that are relevant to the individual participant, and any needed supportive services. Sector-specific assessments are required to be implemented by Sector Subject Matter Experts (SMEs) to properly refer orientation customers to appropriate trainings. In addition, Occupational Skills Training providers are required to utilize assessment tools to assess participants' needs and aptitudes in order to enter sector training and employment.

d. **Enrollment:** Enrollment activities must establish documentation of eligible individuals' participation in a program or service. Prior to enrollment, the grantee must work with the potential participant to determine eligibility, complete required forms, and conduct required assessments. These and any additional forms required to facilitate or provide services must be completed and/or entered into OEWD's data tracking systems by the grantee and managed with the case file. All documents must be signed, where applicable, and kept in the case file, including electronic documents.

3. **Referral to Sector Occupational Skills Training Services**

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

On-Ramp Providers will have programmatic outcomes to refer program participants to Occupational Skills Training, postsecondary institutions, or other technical training entities that help build the participants' job preparedness and technical skills pertinent to technology occupations. On-Ramp programming should equip participants with targeted, industry-aligned skills that create a clear, well-defined pathway into OEWD Occupational Skills Training.

4. **Individual Planning and Case Management**

All Sector Workforce Programs are required to provide in-person, hybrid, or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, or employment success.

a. **Individual Planning:** The Sector Workforce Program must work jointly with all eligible program participants who are being enrolled in services to develop Individual Employment Plans (IEPs) that will help the participant identify necessary steps for success in an industry sector and create an individual career plan for potential career paths within the job seeker's selected industry. The plan must clearly outline the training and skill development required for participants to succeed in the specific industry and with the service provider under the Sector Workforce Program Model. IEPs should monitor the participant's progress, and the service provider must continuously modify the IEP to reflect changes in the participant's needs and goals.

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

5. **Barrier Removal Services**

Grantee will provide holistic, community-centered, and culturally competent barrier removal services targeted to participants with challenges that adversely impact successful job search and employment. Grantee will assist participant(s) in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. The grantee will identify any barriers to achieving these goals, partner with each participant to create a barrier-removal action plan that honors their lived experiences, and connect them to one-on-one, small-group, public, and external support services through warm, direct referrals to help them reach their employment goals.

Through intensive services, the following barriers and services (but not limited to) will be addressed to enhance employability: right-to-work support; need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services; justice system involvement; lack of basic digital literacy skills (can include AI understanding and navigation, access to technology, essential computer skills, etc.,), lack of High School Diploma/GED, and lack of valid driver's license, etc.

6. **Supportive Services**

Participants who need additional support to enter, engage in, or succeed in workforce services must be provided with, or connected to, supportive services through the Sector Workforce Program. Provider must work with participants to address life issues impacting the participants' ability to obtain or retain employment. All Sector Workforce Programs must provide accurate information relating to the availability of supportive services in the local area, and referral to such services as appropriate.

Supportive services should tie into services available through the Sector Workforce Program and its partners as much as possible and should be delivered in a culturally competent and culturally sensitive manner. The grantee must identify, assemble, and facilitate access to resources needed by job seekers to mitigate barriers and meet minimum eligibility requirements for training and/or employment opportunities. Supportive services may include

(but are not limited to): tuition or training expenses; testing fees; childcare services; transportation assistance; driver's license acquisition or driving record remediation; substance use disorder services, mental/behavioral health services, drug testing; paid stipends, and assistance with work-related expenses (uniforms, supplies, tools, etc.). All supportive services provided need to be reported with corresponding paperwork (i.e., receipts) for program and fiscal monitoring.

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

Sector-specific JRT services must be offered in-person, hybrid, and/or virtually and designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences that prepare job seekers for work experience and employment. Sector Workforce Program providers must develop sector-specific, customized JRT curriculum based on industry requirements and priorities stated by sector-employers. Curriculum components must include (but not limited to):

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

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

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

d. **Sector Soft Skills:** Participants attain soft skills and/or related customer service skills that are essential to employment within the sector. Training modules should be informed by and contextualized to the sector.

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

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

8. **Occupational Skills, Pre-Apprenticeship and Apprenticeship Training**

Sector-specific training must be delivered in-person, hybrid, and/or virtually to provide contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials, certifications, or degrees that lead to training-related employment or career advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training, Pre-Apprenticeship and Apprenticeship Training programs.:

To assess program effectiveness and strengthen participants' success in entering and advancing within sector-specific careers, the following performance measures should be incorporated into training and coordination:

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

b. **Credential Attainment:** Participants enrolled in education or occupational skills training programs (excluding On-the-Job Training [OJT] or customized training) must attain a recognized industry or postsecondary credential within one year of exiting the program. The following are examples of credentials/certificates that are recognized credentials: secondary school diploma or recognized equivalent; Associate degree; Bachelor's degree; occupational licensure (i.e., Certified Nursing Assistant license); occupational certification (i.e., Automotive Service Excellence certification); registered pre-apprenticeship or apprenticeship; career and technical Education certificates; and other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

Each Sector Workforce Program must provide job-ready participants with in-person, hybrid, or virtual job search assistance, employment services, and retention supports that help them secure employment, track their progress, and identify any need for additional services as they adjust to and grow in their new work environment. Job seekers who enter the program with few or no barriers to employment may move directly into job search or direct placement services upon enrollment or after completing training. The level of job search, employment, and retention support provided should be tailored to each job seeker's assessed needs and priorities.

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

and placement services must provide information and assistance regarding effective job search strategies to successfully connect participants to employment opportunities in the Sector, as well as offer assistance in resume development and interview preparation. Sector Programs must have the ability to market their participants to local employers, maintaining rosters of job-ready participants who can quickly be contacted when appropriate employment opportunities become available.

b. **Follow-up/Retention Services:** Each Sector Workforce Program must track job seeker retention in employment or vocational training for a year following program exit. Documenting retention can be accomplished through communication with employers and/or with participants. At minimum, the Sector Workforce Program must document the retention of all participants who receive staff-assisted placement services at the 2nd and 4th quarters—6 months and 1 year—after they exit workforce services or programs. This follow-up must confirm whether participants are still employed and whether they need additional support to maintain positive participation and employment outcomes. Retention services must identify and address barriers that may jeopardize the participant's new employment, offer coaching and referrals to help participants address new or ongoing barriers to employment, and provide reemployment services if the participant has quit or been terminated.

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

Partner development activities initiate, build, and maintain regular, continuous relationships and partnerships with organizations that offer services that are relevant and complimentary to the needs of job seekers utilizing the Sector Workforce Programs. The grantee must develop and implement strategies that capitalize on the strengths of multiple agencies and organizations, working toward common workforce development service goals. Funding preferences will be given to high-quality subcontracting arrangements, partnerships, or collaborations, such as those with institutions of higher learning, established employer partners, etc.; particularly those that leverage resources from other sources.

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

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

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

Sector Workforce Programs will coordinate with ESU staff to leverage employer relationships, the First Source Hiring Program, and other business service strategies to maximize employment opportunities. Sector Workforce Programs will utilize https://workforcelinksf.org/en/ and other OEWD data systems, as applicable, to effectively leverage and track referrals or employment opportunities.

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

Sector Workforce Programs may elect to create and enter into contracts with employers providing On- the-Job Training opportunities (OJTs). OJTs subsidize the initial wages of an employee hired into a position that requires extensive and structured training before the individual can be fully productive in the position. An OJT opportunity must meet the following three criteria:

1) Provides knowledge or skills essential to the full and adequate performance of the job;
2) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and

3) Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the agreed service strategy between participant and service provider.

Service Performance Measures

Performance Measures	OEWD Performance Goals
Number of participants enrolled in Job Readiness Services	100% of all enrolled participants
Number of participants completed Job Readiness Services	70-80% of participants completed Occupational Skills Training
Number of participants placed in Unsubsidized Employment	60-70% of participants placed in unsubsidized employment

Minimum Qualifications

Successful On Ramp-Violence Prevention applicants are required to demonstrate the following:

- Gain a clear understanding of the professional and technical needs of local trainees, students, and job seekers who are pursuing or interested in careers in the construction industry. Focus on supporting functional and occupational skills development for communities in San Francisco, specifically San Francisco's most vulnerable communities and populations, as well as unemployed, underemployed, and underrepresented individuals.
- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Must provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicants must develop virtual service strategies that employ technology to serve customers and have a plan to serve participants in-person, virtually, and through a hybrid model.

Preferred Qualifications

On ramp-Violence Prevention applicants will be deemed highly competitive if they demonstrate the following:

- Applicants should understand the OEWD Workforce System and how their programming will fit into the Sector Workforce Programming.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, and/or grassroots organizations.
- Applicant should be agile in providing On-Ramp training and adjust training, if necessary, to ensure that there is labor market demand matching the curriculum and skills taught, as well as referral pipelines for additional training and education.
- Applicant should aim to provide wraparound services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(a) Service providers should effectively facilitate job readiness and occupational training to prepare participants for career opportunities in this industry. Please describe your overarching fundamental strategies to successfully delivering industry-recognized curriculum (please provide a minimum of 3 bullet points to address your strategy).
(b) Describe your organization's strategy around employer engagement efforts that will enhance participant transition into employment.
(c) Please describe your desired impact on the San Francisco community and how your programming will support this desired impact.

Supplementary Materials: 2-4 total attachments to be uploaded.

Supplementary Materials Criteria

In addition to answering the supplemental questions, submit at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS). Strong proposals will include Memoranda of Understanding (MOUs) and/or letters of support (LOS) detailing how the grantee will:

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.
- Partner with industry stakeholders to create career pipelines and develop ongoing curriculum that addresses current industry needs.
- Partner with labor organizations, local community college(s), or other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

Program Area V: One Stop Operator (PSC) (Contract)

Division: Workforce Development

Total (Annual) Funding Available: $125,000 for 12 months of service.

Anticipated Number of Awards: 1

Anticipated Annual Funding Per Contract: $125,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or other

Term of Service: 4 Years as-needed

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: None specified

Physical Location: None specified

Target Population(s): None specified

Program Area Summary: The One-Stop Operator (OSO) plays a critical role to ensure that Job Centers are serving as all-inclusive access points to education and training programs for a full range of customers. The OSO is responsible for coordinating service delivery among all WIOA Core Partners and service providers within San Francisco's workforce system. The OSO will provide training and technical assistance, particularly to OEWD WIOA-funded service providers, to enhance successful implementation of services. In addition, the OSO will work with OEWD to help enhance the overall workforce system to ensure that job seekers have streamlined access to training and employment services. A primary role of the OSO is convening the WIOA Core partners to facilitate ongoing dialogue on system and delivery improvements and report to the local board (Workforce Investment San Francisco) on operations, performance, and continuous improvement recommendations.

Scope of Work

The responsibilities of the OSO include the following:

- Lead formal Core Partner meetings on a quarterly basis (at minimum) to support strategic collaborative efforts to best support San Franciscans. In addition, establishing individual rapport with Core Partners to enhance their participation and commitments to overall system improvements.
- Lead any meetings and dialogue with WIOA Core partners as defined by EDD.
- Support OEWD on the development and facilitation of MOU processes to be in compliance with the State and enhance formalized partnerships with Core and Title II partners.
- Monitor and ensure implementation of Core Partner onsite and/or virtual services at the Comprehensive Job Center, as outlined in MOUs negotiated by OEWD.

- With OEWD, manage a comprehensive workforce system calendar (Job Center hours of operations, workshop and event schedules, etc.) for public posting.
- Following OEWD guidance, create content for, coordinate, and facilitate technical assistance and training, including new provider/staff member on-boarding, refresher training, interactive training on OEWD technology systems, etc., in a variety of formats to accommodate diverse adult learner needs.
- Coordinate trainings, events and workshops where OEWD-funded and other workforce service providers may network and share best practices and resources to best implement workforce programming.
- Provide assistance to the Local Board and OEWD staff in the development process of the WIOA MOU and the AJCC certification of the Comprehensive and Affiliate/Specialized Job Centers.
- Facilitate ongoing meetings among OEWD-funded service providers to share best practices and foster collaboration.
- Advise OEWD on opportunities to improve San Francisco's workforce system and remain in compliance with WIOA directives.
- Plan and design of system infrastructure that encourages stakeholder collaboration, experimentation, user-feedback, and user/customer-centered design.
- Conduct job seeker and employer satisfaction surveys and interviews and, in concert with OEWD, provide feedback to service providers to improve overall service delivery strategies.
- Report to OEWD on operations, performance, and continuous improvement recommendations based on provider feedback during training and technical assistance, events, and surveys conducted.
- At OEWD's request, present to OEWD and/or to San Francisco's Local Workforce Development Board and its committees, information on the effectiveness of service delivery strategies, outcomes of customer satisfaction surveys, suggestions for service delivery improvements, and other topics.
- Track and provide guidance on state and federal policies, guidance and directives to effectively implement into the public workforce system.
- In partnership with OEWD, lead the Hallmarks of Excellence certification process (and other implemented State directives) for the AJCC and affiliates as required.
- As needed, share successful service delivery models and best practices of other Workforce Investment Boards to enhance and workforce services offered to the San Francisco community at large (including effective models for virtual training and services).
- Tracking, reporting and recording WIOA directives to OEWD, and assisting the department with implementation and messaging of such directives.
- Additional responsibilities may be determined by OEWD or suggested by the OSO or service providers to fulfill the OSO's role of system coordination and quality assurance.
- The OSO will be accountable to OEWD, which is responsible for its oversight. The OSO will not hold responsibility for preparing or submitting the WIOA Local Plan or convening stakeholders to assist in its development; managing, selecting, or terminating Access Point operators; negotiating local performance accountability measures; or developing or submitting budgets for OEWD-funded activities.

Service Performance Measures

Performance Measures	OEWD Performance Goals
Number of formal meetings facilitated with WIOA core partners	4 (minimum)
Number of technical assistance/training modules created for OEWD to improve workforce programming	2-4
Number of technical assistance workshops provided to workforce system providers (as identified by OEWD)	4-6
Number of additional trainings and or events facilitated for workforce system stakeholders	4
Number of WISF and Committee Meetings attended (on an as-needed basis)	4
Job seeker satisfaction surveys sent bi-annually to Workforce System Service Providers	4
Employer satisfaction surveys sent bi-annually to Employer Partners	4
Provider satisfaction surveys sent annually to Provider partners.	2

Minimum Qualifications

Three years verifiable experience in providing similar services as those noted above is required. In addition, specific experience in the following areas is required: direct work experience related to the Workforce Innovation and Opportunity Act (WIOA) and with Title I and Title II Partners; planning and design of system infrastructure that encourages stakeholder collaboration, experimentation, and customer-centered design.

Four Core Partners must be deeply engaged in the operations of San Francisco's public workforce system and its Job Centers. These include:

- California Employment Development Department (EDD)
- California Department of Rehabilitation (DOR)
- City College of San Francisco (CCSF) Career Technical Education (CTE) and Adult Education programs
- San Francisco Human Services Agency (HSA)/Temporary Assistance for Needy Families programs

In order to ensure objectivity in holding Core Partners accountable to the terms of their agreements, OEWD is limiting eligibility for the OSO to a third-party provider, outside of the Core Partners mandated by WIOA to co-locate services and share costs. The above core partners are ineligible to apply for funds under this program area.

In order to ensure objectivity in holding WIOA-funded partners accountable to the terms of their agreements, OEWD is limiting eligibility for the OSO to a third-party provider outside of the direct service provider network funded for Program Areas 1 - 22.

Because this program area is open to for-profit entities, contract awards may be subject to Chapter 14B requirements. A Local Business Enterprise (LBE) rating bonus of 10% will be applied at each stage of the selection process and an LBE subcontracting participation requirement may also be applicable. All applicants are encouraged to review the terms and conditions related to the Local Business Enterprise programs, accessible online at: https://www.sf.gov/departments--contract-monitoring-division

Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, "Approach, Activities, and Outcomes". (Limit: 3,000 characters for each question, with upload buttons to match the number of files required). Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

(a) In your Approach, Activities and Outcomes, please provide a short summary of your understanding of the scope, process, assumptions, and timeline for a project of this scale.

Supplementary Materials: 3 total attachments to be uploaded.

Supplementary Materials Criteria

Provide a statement of past contracts outlining sufficient experience requested in the minimum and preferred qualifications.

(3) references from an authorized representative of projects of similar scope, scale, and impact.

Program Area W: Planning and Designing Workforce Services (PSC) (Contract)

Division: Workforce Development

Total (Annual) Funding Available: $25,000

Anticipated Number of Awards: 1-4

Anticipated Annual Funding Per Contract: $6,250 to $25,000

Funding Source: San Francisco General Fund, federal Workforce Innovation and Opportunity Act (WIOA), and/or other

Additional Funding Source Info: May be funded through competitive grant

Term of Service: 4 Years as-needed

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: None specified

Physical Location: None specified

Target Population(s): None specified

Program Area Summary

OEWD seeks consultants to provide support in planning and designing workforce services, including advising on:

- Customer-centered approaches to defining user segments, including participants, industry advisors, and employers; customer and employer engagement. Infrastructure for collection and analysis of real-time data from industry, educational partners, service providers, and the broader labor market.
- Planning and design of system infrastructure that encourages stakeholder collaboration, experimentation, user feedback, and user/customer-centered design.
- Identifying and prioritizing opportunities to improve the public workforce system.
- Designing, developing, deploying, and evaluating workforce tools.
- Developing workforce partnerships and collaborations.
- Design thinking strategies, including empathic discovery, creative problem solving, prototyping, and customer-centered research processes.
- Accelerated learning and skills development.
- General workforce focused and sector contextualized curriculum development.

- Career and education assessment and planning.
- Project based and on-site learning models.
- Linking learning and work.
- Workforce Innovation and Opportunity Act regulation technical assistance.
- Workforce policy analysis and technical assistance.

Scope of Work

Activities under this section may consist of:

- Identification of stakeholders, collecting input, and providing analysis on preliminary goals from stakeholders.
- Collecting data on strategies, strengths, weaknesses, and opportunities.
- Identifying and working toward decision points/priorities, outcomes, timeline, and project deliverables.
- Summarizing methods of implementing proposed recommendations, ways to measure progress, and providing updates including specifying persons responsible, timeframes, and measurable objectives.
- Leading rapid prototyping sessions and design processes.
- Leading and conducting customer-centered research projects.
- Creating experience maps.
- Research on workforce services strategies and program design.
- Training on workforce services strategies and program design.

Performance Measures

- Stakeholder engagement process completed
- Data analysis completed
- Strategy development completed
- Research project completed
- Experience map completed

Minimum Qualifications

5 years of verifiable experience providing similar services as those noted in the application area.

Preferred Qualifications

Specific workforce development experience is highly desirable.
San Francisco workforce development experience is highly desirable.

Supplementary Questions

Your Supplemental Materials, must include a description of at least three (3) projects that the organization has worked on within the past 10 years, providing the services noted in the application area above. For each project or contract, provide the following information:

1) Name of the client, if applicable,
2) The project scope and deliverables,
3) The budget and length of time of the project and if the project was completed on schedule and within budget, and
4) The methods and strategies your firm employed to complete the projects.

Supplementary Materials: 3 total attachments to be uploaded.

Supplementary Materials Criteria: Provide (3) references include organization name, point of contact name, 1-2 sentence project scope, and contact details (e.g., e-mail, phone number, etc.).

Program Area X: Grant Development Services (PSC) (Contract)

Division: Workforce Development

Total (Annual) Funding Available: $25,000

Anticipated Number of Awards: 1-4

Anticipated Annual Funding Per Contract: $6,250 to $25,000

Funding Source: San Francisco General Fund

Term of Service: 4 Years as-needed

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: Any

Physical Location: None specified

Target Population(s): None specified

Program Area Summary

OEWD seeks consultants to assist with grant development and program sustainability planning with a focus on prospect research, program development, and proposal writing.

Scope of Work

Activities under this section may include:

- Sector programming sustainability including strategy development, service and training system analysis, and program design analysis.
- Sector assessment including developing criteria for selecting sectors, researching labor markets, and identifying demand for workers.
- Sustainability planning for current and/or future OEWD programs.
- Working with OEWD to identify grants and funding resources to support OEWD current and/or future programs and services.
- Writing grant proposals and coordinating with OEWD partners.

Minimum Qualifications

Grant Development Services applicants are required to demonstrate the following:

- At least 5 years verifiable experience in providing similar services as those noted in the application area above, with at least 3 projects completed within the past 10 years.
- At least 3 years verifiable experience in providing the services noted in the application area above in one or more of OEWD's areas of focus, including neighborhood commercial corridors, small business assistance, industry focused business recruitment and retention, international business development, joint development projects, and workforce development.
- A proven track record of success in winning or assisting others to win competitive procurements or grants.

Preferred Qualifications

Grant Development Services applicants will be deemed highly competitive if they demonstrate the following:

- Similar projects or contracts completed within the past 5 years.
- At least 3 years of experience working with state and federal grant solicitations.

Supplementary Materials: 3 total attachments to be uploaded.

Supplementary Materials Criteria
Please respond to any additional Supplementary Questions and Attachments as required by the Program Area. (Limit 3,000 characters for each question, with upload buttons to match the number of files required.) Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

Your Supplemental Materials, must include a description of at least three (3) projects that the organization has worked on within the past 10 years, providing the services noted in the application area above. For each project or contract, provide the following information:

1) Name of the client, if applicable,
2) The project scope and deliverables,
3) The budget and length of time of the project and if the project was completed on schedule and within budget, and
4) The methods and strategies your firm employed to complete the projects.

Program Area Y: Workforce Services Compliance and Policy Analysis (PSC) (Contract)

Division: Workforce Development

Total (Annual) Funding Available: $25,000

Anticipated Number of Awards: 1-4

Anticipated Annual Funding Per Contract: $6,250 to $25,000

Funding Source: San Francisco General Fund and/or other

Term of Service: 4 Years as-needed

Expected Start Date: July 1, 2026, or later

Eligible Applicants: Both nonprofit and for-profit

Eligible Neighborhoods: None specified

Physical Location: None specified

Target Population(s): None specified

Program Area Summary

OEWD seeks consultants to support workforce development compliance with Federal and State requirements and also to track policies developing at the Federal or State level that effect or could influence San Francisco's Workforce System, particularly as it relates to changes in funding for Workforce Development; new initiatives within Workforce Development at the State or Federal level; changes in legislated hiring or other HR requirements impacting employers; new or different regulations impacting San Francisco industries; credentials and/or certifications being developed for new and emerging industries relevant to the San Francisco labor force; etc.

Scope of Work

Activities under this section may consist of:

- Providing research on policy, funding, and legislative changes impacting Workforce Development on the Federal and State Level, particularly (but not exclusively) those of WIOA.
- Tracking proposed funding changes, program planning requirements, and workforce related regulations in key sectors that will assist San Francisco's workforce system.
- Researching on best practices and models developed in peer cities designed to address poverty and high unemployment in cities with great wealth disparity.

- Providing expertise on federal and state workforce compliance requirements, as well as recommendations for implementation.
- Creating recommendations for implementing workforce policies and suggest directives to guide local programming.
- Simplify local directives and policies so they can be shared and implemented by local system workforce providers.
- Researching the impacts of Artificial Intelligence (A/I) and Robotics have on the workforce, and in particular industries, and what training needs to be in place for entry level positions in those sectors.

Minimum Qualifications

5 years verifiable experience providing similar services as those noted in the application area.

Preferred Qualifications

- Workforce development experience is highly desirable.
- San Francisco workforce development experience is highly desirable.

Supplementary Materials: 3 total attachments to be uploaded.

Supplementary Materials Criteria:
Please respond to any additional Supplementary Questions and Attachments as required by the Program Area. (Limit 3,000 characters for each question, with upload buttons to match the number of files required.) Anything beyond the 3,000 character limit will not be read or forwarded to the Evaluation Panel.

Your Supplemental Materials, must include a description of at least three (3) projects that the organization has worked on within the past 10 years, providing the services noted in the application area above. For each project or contract, provide the following information:

1) Name of the client, if applicable,
2) The project scope and deliverables,
3) The budget and length of time of the project and if the project was completed on schedule and within budget, and
4) The methods and strategies your firm employed to complete the projects.

B. Regulatory and Compliance Requirements Specific to the Services Solicited

Prior to submitting a Proposal in response to this Solicitation, Proposers must ensure they have fully read and understood the terms of the applicable agreement. If you are applying for a Grant, review Attachment C, City's Grant Agreement Terms, and if you are applying for a Professional Service Contract (PSC), review Attachment D, City's Contract Terms.

C. Reserved.

D. Reserved.

E. Reserved.

F. Reserved.

III. LOCAL BUSINESS ENTERPRISE (LBE) PROGRAM REQUIREMENTS (APPLICABLE ONLY TO PROFESSIONAL SERVICE CONTRACTS)

A. CMD Compliance Officer

The CMD Compliance Officer (CCO) for this Solicitation and any Professional Service Contract awarded pursuant to this Solicitation is:

Regina Chan
Contract Monitoring Division
City and County of San Francisco
Email: regina.chan@sfgov.org
Website: www.sfgov.org/cmd.

B. Application of LBE Rating Bonuses

LBE Rating Bonuses shall be applicable to at each phase of the Solicitation evaluation and selection process, in accordance with the values shown below.

1. Reserved.

2. General and Professional Services

Estimated Contract Value	Small/Micro LBEs Rating Bonus	SBA LBEs Rating Bonus
Greater than $20,000 but less than or equal to $400,000.	10%	0%
Greater than $400,000 but less than or equal to $10,000,000.	10%	5% *So long as it does not adversely affect a Small or Micro-LBE Proposer's participation or, for*

		Professional Services, an JV Proposer's participation.
Greater than $10,000,000 but less than or equal to $20,000,000.	2%	2%

3. Professional Services by Joint Ventures

Estimated Contract Value	Small/Micro LBE Subcontracting Level	Rating Bonus
Greater than $20,000 but less than or equal to $10,000,000.	Equals or exceeds 35%, but less than 40%	5%
	Equals or exceeds 40%, but less than 100%	7.5%
	100%	10%
If applying for an LBE rating discount as a Joint Venture (JV), the Micro and /or Small-LBE must be an active partner in the JV and perform work, manage the job and take financial risks in proportion to the required level of participation stated in the Proposal, and must be responsible for a clearly defined portion of the work to be performed and share in the ownership, control, management responsibilities, risks, and profits of the JV. The portion of the Micro and/or Small-LBE JV's work shall be set forth in detail separately from the work to be performed by the non-LBE JV. The Micro and/or Small-LBE JV's portion of the contract must be assigned a commercially useful function.		

C. LBE Subcontracting Participation Requirements

There shall be no LBE Subcontracting Requirement for any Contract awarded pursuant Area to this Solicitation because the LBE Subcontracting Requirements were waived by the Contract Monitoring Division.

D. Reserved.

E. Reserved.

IV. PROPOSAL EVALUATION CRITERIA

Evaluation Phase	Maximum Points
Written Proposal	110 Points
TOTAL	**110 Points**

V. SUBMISSION REQUIREMENTS DOCUMENTATION REQUIRED WITH PROPOSAL

Proposers must provide documentation for each Submission Requirement (SR) listed below. Each Proposal will be reviewed for initial determination on whether Proposer meets the

SRs referenced in this section. **This screening is a pass or fail determination and a Proposal that fails to submit the SRs, or submission of inaccurate or incomplete SRs will not be eligible for further consideration in the evaluation process**. The City reserves the right to request clarifications from Proposers prior to rejecting a Proposal for failure to meet the Submission Requirements.

SR #	Description
SR 1	Completed Proposal submitted via online system by the deadline.
SR 2	Completed Attachment B, Proposed Budget template in Excel file format.
SR 3	Organizational Budget for the current or last completed fiscal year for the Lead Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
SR 4	Organizational Chart for the Lead Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
SR 5	Supplementary Questions and Attachments – Supplementary Questions and Minimum Qualification requirements stated under certain Program Areas are completed in the online narrative application, while attachments must be uploaded using the upload buttons in the online application.

VI. WRITTEN PROPOSAL (110 POINTS)

In addition to submitting documents supporting each Submission Requirement as required by this Solicitation, Proposers shall also submit a complete Proposal consisting of each item set forth **in Attachment A, Proposal Questions (for reference only)**.

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, reviewers will read and score all complete and eligible Proposals. The review committee may consist of City and non-City staff and other individuals who have experience in the Program Area in this RFP ("Evaluation Panel").

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. 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.

Review of all Proposals will be evaluated using the following **110-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)

Past Performance language (10 points)

- This section should clearly describe the applicant's ability to achieve service goals, as demonstrated through performance over the past three years. The response should highlight key successes, lessons learned, and adaptations made in response to challenges, supported by specific and verifiable details such as project title, project description, performance period, key outcome or output metrics, and funder contact information.

- If the applicant does not currently provide the proposed services, the response should instead present a realistic and well-supported plan for achieving service goals, including anticipated challenges and strategies for addressing them, with evidence of organizational capacity and readiness to implement the proposed work. The narrative should include concrete examples of successfully delivering comparable services within the past three years, with sufficient detail to allow reviewers to assess relevance, effectiveness, and reliability of past performance. .

Additional Considerations

Depending on the number and quality of Proposals, Applicants may be invited to be interviewed by the Evaluation Panel to make a final selection in case of a tie.

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 Evaluation Panel for scoring. **Any attempt by an Applicant to contact a City official, representative, or employee, including a member on the Evaluation Panel, from the time the RFP is issued until the date the RFP is completed (either by cancelation 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 Evaluation Panel has concluded the evaluation and scoring of the Proposals, the results will be submitted to the Executive Director of OEWD. The tentative awardee(s) whose

Proposal(s) are determined to meet the needs of the City will be authorized to negotiate an agreement, and an intent to award notice will be sent to the top-ranked Applicant(s). A list of awardees will be posted on the RFP website.

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 any agreement and may republish the RFP.

The tentative award may be conditioned on inclusion of changes/additional terms. 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 agreement has been reached. Final award of the contract may be subject to approval by the 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).

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 contract, a proposed scope of work and budget, and disclose any fund source-specific criteria that the awardee will need to adhere to. OEWD will also request the necessary compliance documentation that is required for City contracts.

VII. PRICE PROPOSAL

A. Price Proposal Format and Allocation of Points

In addition to submitting documents supporting each Submission Requirement as required by this Solicitation, Proposers shall also submit a complete Price Proposal within the online submission consisting of each item set forth **in Attachment B, the Proposed Budget Template**.

Price proposals will be evaluated as explained above in Section VI, under Financial Management and Budget (10 points).

B. Price Proposal Evaluation Period

The City will attempt to evaluate Price Proposals within one-hundred eighty (180) days after receipt of Proposals. If City requires additional evaluation time, all Proposers will be notified in writing of the new expected award date.

C. Reserved.

D. Reserved.

Reserved.

E. Reserved.

VIII. SUPPORTING DOCUMENTATION REQUIRED PRIOR TO CONTRACT EXECUTION

Proposers must provide each Required Supporting Documentation ("RSD") identified below prior to awarding of a contract ("Award"). Failure to do so may result in the Proposal being deemed Non-Responsive.

RSD 1	Approved City Supplier status.
RSD 2	Current City Business Tax Registration.
RSD 3	Active registration with the California Secretary of State, as applicable.
RSD 4	Current status with California Office of the Attorney General's Registry of Charities and Fundraisers, as applicable.
RSD 5	Evidence that Proposer is compliant or likely to become compliant within 30 calendar days of the Proposal Due Date with San Francisco Labor and Employment Code Articles 131 and 132.
RSD 6	**Completed Proposal Attachments:** ☐ Attachment 6: HCAO and MCO Declaration Forms ☐ Attachment 7: First Source Hiring Form
RSD 7	Proof of Insurance in accordance with Attachment C, City's Grant Agreement Terms, or Attachment D, City's Contract Terms, as applicable.
RSD 8	**Non-Profit Entities:** If Proposer is a non-profit organization and receives a cumulative total per year of at least $250,000 in City funds or City-administered funds: (1) a statement describing Proposer's efforts to comply with the San Francisco Administrative Code Chapter 12L provisions ("Chapter 12L") regarding public access to Proposer' s meetings and records, and (2) a summary and disposition of all complaints concerning the Proposer's compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. If no such complaints were filed, the Proposer shall include a statement to that effect. *Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in Proposer's Chapter 12L submissions shall be grounds for rejection of the Proposal and/or termination of any subsequent agreement reached on the basis of the Proposal.*

IX. FAILURE TO PROVIDE INSURANCE

Unless otherwise stated, within ten business days of the receipt of a notice of award of a Contract or Grant, the Proposer to whom the contract is awarded shall deliver the specified insurance certificates and policy endorsements to City. If the Proposer fails or refuses to furnish the required insurance within ten days after receiving notice to award a Contract, City may, at its option, determine that the Proposer has abandoned its Proposal.

X. CITY'S SOCIAL AND ECONOMIC POLICY REQUIREMENTS

The San Francisco Municipal Code establishes a number of requirements for people seeking to do business with the City ("Social and Economic Policy Requirements"). These Social and Economic Policy Requirements can be found Attachment C, City's Grant Agreement Terms, and in Attachment D, City's Contract Terms, as applicable, which Proposers are encouraged to carefully review. The Social and Economic Policy Requirements set forth below are not intended to be a complete list of all Social Policy Requirements applicable to this Solicitation and any contracts awarded from it.

A. Nondiscrimination Requirements

A Proposer selected pursuant to this Solicitation may not, during the term of the Contract, in any of its operations in San Francisco, on real property owned by San Francisco, or where work is being performed for the City elsewhere in the United States, discriminate in the provision of bereavement leave, family medical leave, health benefits, membership or membership discounts, moving expenses, pension and retirement benefits or travel benefits, as well as any benefits other than the benefits specified above, between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of such employees, where the domestic partnership has been registered with a governmental entity pursuant to state or local law authorizing such registration, subject to the conditions set forth in San Francisco Labor and Employment Code Articles 131 and 132. *Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, as applicable, for additional details related to the application of this Ordinance to a contract awarded pursuant to this Solicitation.*

B. Payment of Prevailing Wages

If services to be performed by an awarded Contractor under this Solicitation will involve the performance of work covered by the California Labor Code Sections 1720 and 1782, **or** San Francisco Labor and Employment Code Article 102 (collectively, "Covered Services"), the relevant Codes are incorporated into this Agreement as if fully set forth herein and will apply to any Covered Services performed by Contractor and its subcontractors*. Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, as applicable, for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

C. Health Care Accountability Ordinance (HCAO)

A Proposer selected pursuant to this Solicitation shall comply with Labor and Employment Code Article 121. For each Covered Employee, the awarded Contractor shall provide the appropriate health benefit set forth in Article 121.3. If the awarded Contractor

chooses to offer the health plan option, such health plan shall meet the minimum standards set forth by the San Francisco Health Commission. Information about and the text of Article 121, as well as the Health Commission's minimum standards, is available on the web at http://sfgov.org/olse/hcao. An awarded Contractor is subject to the enforcement and penalty provisions in Article 121. Any Subcontract entered into by the awarded Contractor shall require any Subcontractor with 20 or more employees to comply with the requirements of the HCAO and shall contain contractual obligations substantially the same as those set forth in this Section. *Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, as applicable, for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

D. Minimum Compensation Ordinance (MCO)

A Proposer selected pursuant to this Solicitation shall comply with Labor and Employment Code Article 111. For each Covered Employee, the awarded Contractor shall pay no less than the minimum compensation required by San Francisco Labor and Employment Code Article 111, including a minimum hourly gross compensation, compensated time off, and uncompensated time off. An awarded Contractor is subject to the enforcement and penalty provisions in Article 111. Information about and the text of Article 111 is available on the web at http://sfgov.org/olse/mco. An awarded Contractor is required to comply with all of the applicable provisions of Article 111, irrespective of the listing of obligations in this Section. *Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, as applicable, for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

E. First Source Hiring Program

A Proposer selected pursuant to this Solicitation shall comply with all of the applicable provisions of the First Source Hiring Program, Chapter 83 of the San Francisco Administrative Code. *Refer to Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, as applicable, for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

F. Reserved.

G. Non-Profit Entities

To receive a contract under this Solicitation, any nonprofit Proposer must be in good standing with the California Attorney General's Registry of Charitable Trusts by the time of contract execution and must remain in good standing 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 nonprofit subcontractors to perform the agreement, Proposer will be responsible for ensuring they are also in compliance with all requirements of the Attorney General's Registry of Charitable Trusts at the time of Contract execution and for the duration of the agreement.

H. Other Social Policy Provisions

Attachment C, City's Grant Agreement Terms, and Attachment D, City's Contract Terms, identify the City's applicable social policy provisions related to a contract awarded pursuant to

this Solicitation. Proposers are encouraged to carefully review these terms and ensure they are able to comply with them.

XI. TERMS AND CONDITIONS FOR RECEIPT OF PROPOSALS

A. How to Register as a City Supplier

The following requirements pertain only to Applicants not currently registered with the City as a Supplier.

Step 1: Register as a BIDDER at City's Supplier Portal:

https://sfcitypartner.sfgov.org/pages/index.aspx

Step 2: Follow instructions for converting your BIDDER ID to a SUPPLIER ID. This will require you to register with the City Tax Collector's Office and submit the online 12B Declaration for Article 131 (Equal Benefits Program) compliance through the Supplier portal. Once these forms have been completed, submitted, and processed, you will be notified via email with your organization's new Supplier ID. That email will also provide instructions for completing your Supplier registration.

- **City Business Tax Registration Inquiries:** For questions regarding business tax registration procedures and requirements, contact the Tax Collector's Office at (415) 554-4400 or, if calling from within the City and County of San Francisco, 311.
- **Equal Benefits Program Inquiries:** For questions concerning the San Francisco Labor and Employment Code Articles 131 and 132, go to: www.sfgov.org/cmd.

B. Proposal Questions and Submissions

1. Proposer Questions and Requests for Clarification

Proposers shall address any questions regarding this Solicitation via email to oewd.procurement@sfgov.org. Proposers who fail to submit questions concerning this Solicitation and its requirements will waive all further rights to protest based on the specifications and conditions herein. **Questions must be submitted by email to oewd.procurement@sfgov.org no later than the Written Questions Due Date.** A written Addendum will be executed addressing each question and answer and posted publicly. It is the responsibility of the Proposer to check for any Addenda and other updates that will be posted on the RFP website at https://www.sf.gov/information--bid-opportunities.

2. Proposal Format

Proposals must be submitted online. Information must be provided at a level of detail that enables effective evaluation and comparison between Proposals. Failure to follow submission or content requirements may negatively impact the evaluation of your Proposal.

Best Practice Tips

- Use the Submission Requirement Checklist to ensure a complete Proposal.
- Carefully review the minimum qualifications.
- Write as clearly and succinctly as possible and respond directly to the questions as asked. Do not submit extra materials not requested.

- If submitting multiple Proposals, do not cross-reference content between Proposals. For example, do not respond to questions with statements such as "Please see this answer in my other Proposal".
- No links to outside materials should be included in Proposals, as the Evaluation Panel will not review any websites, articles, videos, or documents during the review process.
- Include all requested files uploaded within the online Proposal prior to submission; these attachments will not be accepted after the deadline.

3. Time and Place for Submission of Proposals

Prior to the Proposal submission deadline, Proposers must submit their complete Proposals through the online system. Late submissions will not be considered. Partial or complete omission of any required content may disqualify Proposals from further consideration. Late Proposal submissions will not be considered and failure to adhere to the above requirements may result in the complete rejection of your Proposal.

Proposers are encouraged to upload their Proposals to the online system as early as possible to address any technical issues that may arise during the submission process. Assistance with technical application issues is available until the submission deadline by contacting oewd.procurement@sfgov.org.

C. RFP Addenda

The City may modify this Solicitation, prior to the Proposal Due Date, by issuing an Addendum to the Solicitation, which will be posted on the RFP website. **The Proposer shall be responsible for ensuring that its Proposal reflects any and all Addenda issued by the City prior to the Proposal Due Date regardless of when the Proposal is submitted**. Therefore, the City recommends that the Proposer consult the website frequently, including shortly before the Proposal Due Date, to determine if the Proposer has downloaded and reviewed all Solicitation Addenda. It is the responsibility of the Proposer to check for any Addenda, Questions and Answers documents, and updates, which may be posted to the subject Solicitation.

THE SUBMITTAL OF A RESPONSE TO THIS SOLICITATION SHALL EXPLICITLY STIPULATE ACCEPTANCE BY PROPOSERS OF THE TERMS FOUND IN THIS SOLICITATION, ANY AND ALL ADDENDA ISSUED TO THIS SOLICITATION, AND THE PROPOSED AGREEMENT TERMS IN ATTACHMENT C OR D, AS APPLICABLE.

D. Public Disclosure

All documents under this solicitation 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.

E. Limitation on Communications During Solicitation

From the date this Solicitation is issued until the date the competitive process of this Solicitation is completed (either by cancelation or final Award), Proposers and their subcontractors, vendors, representatives and/or other parties under Proposer's control, shall communicate solely via email with **oewd.procurement@sfgov.org**. Any attempt to communicate with any party other than the designated email address, oewd.procurement@sfgov.org – including any City official, representative or employee – is strictly prohibited. Failure to comply with this communications protocol may, at the sole discretion of City, result in the disqualification of the Proposer or potential Proposer from the competitive process. This protocol does not apply to communications with the City regarding business not related to this Solicitation.

F. Proposal Selection Shall not Imply Acceptance

The acceptance and/or selection of any Proposal(s) shall not imply acceptance by the City of all terms of the Proposal(s), which may be subject to further approvals before the City may be legally bound thereby.

G. Cybersecurity Risk Assessment

As part of City's evaluation process, City may engage in Cybersecurity Risk Assessment (CRA). CRA may be performed for each entity manufacturing the product, performing technical functions related to the product's performance, and/or accessing City's networks and systems. Where a prime contractor or reseller plays an active role in each of these activities, CRA may also be required for the prime contractor or reseller.

To conduct a CRA, City may collect as part of this Solicitation process one of the following two reports:

- **SOC-2 Type 2 Report:** Report on Controls at a Service Organization Relevant to Security, Availability, Processing Integrity, Confidentiality or Privacy; or
- **City's Cyber Risk Assessment Questionnaire:** Proposer's responses to a City's Cyber Risk Assessment Questionnaire.

The above reports may be requested at such time City has selected or is considering a potential Proposer. The reports will be evaluated by the soliciting Department and the City's Department of Technology to identify existing or potential cyber risks to City. Should such risks be identified, City may afford a potential Proposer an opportunity to cure such risk within a period of time deemed reasonable to City. Such remediation and continuing compliance shall be subject to City's on-going review and audit through industry-standard methodologies, including but not limited to: on-site visits, review of the entities' cybersecurity program, penetration testing, and/or code reviews.

H. Solicitation Errors and Omissions

Proposers are responsible for reviewing all portions of this Solicitation. Proposers are to promptly notify the City, in writing and to the Solicitation contact person if the Proposer discovers any ambiguity, discrepancy, omission, or other error in the Solicitation. Any such notification should be directed to the City promptly after discovery, but in no event later than the deadline for questions. Modifications and clarifications will be made by Addenda as provided below.

I. Objections to Solicitation Terms

Should a Proposer object on any ground to any provision or legal requirement set forth in this Solicitation, the Proposer must, no later than the deadline for questions, provide written notice to the City setting forth with specificity the grounds for the objection. The failure of a Proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

J. Protest Procedures

1. Protest of Non-Responsiveness Determination

Within three (3) business days of the City's issuance of a Notice of Non-Responsiveness, a Proposer may submit a written Notice of Protest 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 Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

2. Protest of Non-Responsible Determination

Within three (3) business days of the City's issuance of a Notice of Non-Responsibility, a Proposer may submit a written Notice of Protest of Non-Responsibility. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

3. Protest of Contract Award

Within three (3) business days of the City's issuance of a Notice of Intent to Award, a Proposer may submit a written Notice of Protest of Contract Award. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

4. Delivery of Protests

A Notice of Protest must be written. Protests made orally (e.g., by telephone) will not be considered. A Notice of Protest must be delivered by email to oewd.procurement@sfgov.org

and received by the due dates stated above. A Notice of Protest shall be transmitted by a means that will objectively establish the date the City received the Notice of Protest. If a Notice of Protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein.

K. Proposal Term

Submission of a Proposal signifies that the proposed products, services and prices are valid for 180 calendar days from the Proposal Due Date and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity. At Proposer's election, the Proposal may remain valid beyond the 180-day period in the circumstance of extended negotiations.

L. Revision to Proposal

A Proposer may revise a Proposal on the Proposer's own initiative at any time before the deadline for submission of Proposals. The Proposer must submit the revised Proposal in the same manner as the original. A revised Proposal must be received on or before, but no later than the Proposal Due Date and time. Notify oewd.procurement@sfgov.org that the prior version is being replaced in order to prevent review of the wrong version. In no case will a statement of intent to submit a revised Proposal, or commencement of a revision process, extend the Proposal Due Date for any Proposer. At any time during the Proposal evaluation process, the City may require a Proposer to provide oral or written clarification of its Proposal. The City reserves the right to make an award without further clarifications of Proposals received.

M. Proposal Errors and Omissions

Failure by the City to object to an error, omission, or deviation in the Proposal will in no way modify the Solicitation or excuse the Proposer from full compliance with the specifications of this Solicitation or any contract awarded pursuant to this Solicitation.

N. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a Proposer in responding to this Solicitation. Proposers acknowledge and agree that their submissions in response to this Solicitation will become the property of the City and may be used by the City in any way deemed appropriate.

O. Proposer's Obligations under the Campaign Reform Ordinance

If a contract awarded pursuant to this Solicitation has (A) a value of $100,000 or more in a fiscal year and (B) requires the approval of an elected City official, Proposers are hereby advised:

1. Submission of a Proposal in response to this Solicitation may subject the Proposers to restrictions under Campaign and Governmental Conduct Code Section 1.126, which prohibits City contractors, Proposers, and their affiliates from making political contributions to certain City elective officers and candidates; and

2. Before submitting a Proposal in response to this Solicitation, Proposers are required to notify their affiliates and subcontractors listed in the awarded contract or Proposal of the political contribution restrictions set forth in Campaign and Governmental Conduct Code section 1.126.

This restriction applies to the party seeking the contract, the party's board of directors, chairperson, chief executive officer, chief financial officer, chief operating officer, any person with an ownership interest greater than ten percent, and any political committees controlled or sponsored by the party, as well as any subcontractors listed in the awarded contract or Proposal. The law both prohibits the donor from giving contributions and prohibits the elected official from soliciting or accepting them.

The people and entities listed in the preceding paragraph may not make a campaign contribution to the elected official at any time from the submission of a Proposal for a contract until either: (1) negotiations are terminated and no contract is awarded; or (2) twelve months have elapsed since the award of the contract.

A violation of Section 1.126 may result in criminal, civil, or administrative penalties. For further information, Proposers should contact the San Francisco Ethics Commission at (415) 252-3100 or go to https://sfethics.org/compliance/city-officers/city-contracts/city-departments/notifying-bidders-and-potential-bidders.

P. Reservations of Rights by the City

The issuance of this Solicitation 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 Solicitation;

4. Prior to submission deadline for Proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this Solicitation, or the requirements for contents or format of the Proposals;

5. Procure any materials, equipment or services specified in this Solicitation by any other means; or

6. Determine that the subject goods or services are no longer necessary.

Q. No Waiver

No waiver by the City of any provision of this Solicitation shall be implied from the City's failure to recognize or take action on account of a Proposer's failure to comply with this Solicitation.

R. Other

1. The City may make such investigation, as it deems necessary, prior to the award of this contract to determine the conditions under which the goods are to be delivered or the work is to be performed. Factors considered by the City shall include, but not be limited to:

a. Any condition set forth in this Solicitation;

b. Adequacy of Proposer's plant facilities and/or equipment, location and personnel location to properly perform all services called for under the Purchase Order; and

c. Delivery time(s).

2. City reserves the right to inspect an awarded Proposer's place of business prior to award of and/or at any time during the contract term (or any extension thereof) to aid City in determining an awarded Proposer's capabilities and qualifications.

3. Failure to timely execute a contract, or to furnish any and all insurance certificates and policy endorsements, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another Proposer and may proceed against the original selectee for damages.

4. City reserves the right to reject any Proposal on which the information submitted by Proposer fails to satisfy City and/or if Proposer is unable to supply the information and documentation required by this Solicitation within the period of time requested.

5. Any false statements made by a Proposer or any related communication/clarification may result in the disqualification of its Proposal from receiving further evaluation and a contract award.