REQUEST FOR PROPOSAL (RfP)
A guide for U.S cities to facilitate good, green jobs in the building retrofit sector.

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America

20 July 2023
1. C40 Cities Climate Leadership Group Inc. ("C40")

1.1. About C40 Cities

C40 is a network of nearly 100 mayors of the world’s leading cities, who are working to deliver the urgent action needed right now to confront the climate crisis, and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities. Through a Global Green New Deal, mayors are working alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to go further and faster than ever before.

C40’s team of 200+ staff is headquartered in London, with offices in New York, Joburg, Singapore, Delhi, Rio de Janeiro, Copenhagen, Beijing and Paris, and individual staff based across 25+ different locations, with the Office of the Chair based in London.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is chaired by the Mayor of London, Sadiq Khan. Three term Mayor of New York City Michael R. Bloomberg serves as President of the C40 Board of Directors, which is responsible for operational oversight. A nine-person management team, led by Executive Director, Mark Watts, leads the day-to-day management of C40. C40’s three core strategic funders are Bloomberg Philanthropies, the Children’s Investment Fund Foundation (CIFF) and Realdania.

To learn more about the work of C40 and our cities, please visit our [Website](#), or follow us on Twitter, Instagram, Facebook and LinkedIn.

1.2. The Inclusive Climate Action (ICA) programme

The Inclusive Climate Action (ICA) programme focuses on supporting mayors and cities to ensure local climate policies and initiatives are designed in an inclusive way and have equitable impacts, as a way to make the case for bold climate action and maximise its benefits across urban populations. The programme aims at delivering leadership and advocacy support, technical and strategic assistance, training, and peer-to-peer exchange on assessing and understanding the wider benefits of climate action; increasing capacity to engage inhabitants and stakeholders; designing inclusive and just climate strategies.
2. Summary, Purpose and Background of the Project

Background:
Research conducted by C40 in 2021 showed that 50 million green jobs could be created through a green and just recovery across the cities in the C40 network, offering a means for C40 cities to deliver their fair share of halving emissions in line with the Paris Agreement’s goal of limiting global heating to 1.5 degree Celsius.

At the 2022 World Mayors’ Summit, C40 mayors announced a collective commitment to drive the creation of 50 million good green jobs by 2030. This pledge marks the ambition of C40 cities to be at the forefront of action to tackle the climate emergency. In order to establish, monitor and communicate about the volume of good, green jobs over time, a robust open-source data strategy needs to be established and implemented.

Drawing on definitions from the United Nations Environment Programme and International Labour Organization, C40 sees green jobs as:

- New green jobs or existing jobs transformed into green ones and sustained by transformative climate action.
- Jobs that enhance our health and well-being, preserve or restore the environment, and help to limit greenhouse gas emissions. This may include jobs that occur across a range of urban sectors, including construction, transport, energy, resiliency, health care and more.
- Good quality jobs for sustainable economies, aiming to provide living wages and safe and stable working conditions in line with international labor standards.

In the United States, The Inflation Reduction Act (IRA) and Bipartisan Infrastructure Law (BIL) are historic climate investments that fund many new and existing programs to improve infrastructure, energy systems, drought mitigation, and reduce greenhouse gas (GHG) emissions and move the U.S. economy toward net-zero emissions by 2050. They are also a once in a generation opportunity to advance good, green jobs that are accessible to all.

Municipalities will play a critical role in reaching the clean energy, equity, and carbon reduction potential of the IRA and BIL. They also must lead efforts to train the workforce needed to deliver clean energy projects and decarbonize buildings at scale. In the building sector in particular the combination of local policy and new federal funding is driving increased demand for building retrofits and the installation of clean equipment like heat pumps. However, in order to meet this demand and accelerate the shift away from fossil fuels in buildings, more must be
done to expand the workforce of electricians, contractors, and builders ready to retrofit.

Mayors and local governments need to know what policies, programs, and practices they can enact to incentivize local employers to create good paying jobs in the building decarbonization sector and expand the education and training programs to meet workforce demand and ensure equitable access to new and growing green jobs. As federal clean energy investments will rapidly increase demand, training must happen quickly and at scale. Cities need additional support to translate investment potential to training to jobs in record time.

C40 will undertake this project in partnership with the National League of Cities (NLC), the oldest and largest organization representing local government in the United States. NLC is a principal resource and advocate for the nation’s cities and their leaders. Their programs and events serve thousands of mayors, council members, and other local officials, helping support and shape the landscape of municipal practice across the country.

The NLC Climate and Sustainability Program works with communities across the country to bolster and grow a healthy ecosystem of practitioners – elected leaders, city staff members and front-line communities – who collectively support resilience, equity and sustainability at the city, town and village scale. The team puts people first and prioritizes systems transformation through climate and sustainability action. NLC sees cities as places of innovation to build sustainable communities and provides practitioners with direct hand-on assistance, training, resources, case studies, best practices, and peer-learning opportunities.

Building on decades of experience in facilitating city-led partnerships focused on education and workforce success, the National League of Cities and the U.S. Department of Labor (DOL) launched in March of 2023 the Good Jobs, Great Cities Academy to accelerate city efforts to design, develop, and launch a workforce initiative that builds pathways into good jobs created by federal investments (BIL/CHIPS/IRA), especially for local residents from historically underserved and underrepresented communities.

Project:
In light of the specific federal funding opportunities in the United States, and building on existing C40 and National League of Cities research, we seek to develop a guide for the practical tactics and supportive policies by which U.S. cities can support the creation of good, green jobs in the building retrofit sector and build more equitable pathways to those newly created jobs.

Mayors and local governments need to know what policies and requirements cities can put in place to ensure that the ecosystem of employers is creating good
paying jobs in the building decarbonization sector and expanding education and training programs to meet workforce demand and ensure access to new green jobs. As federal clean energy investments will rapidly increase demand, training must happen quickly and at scale. Cities need additional support to translate investment potential to training to jobs in record time.

Building on existing C40 and NLC research, develop a guide for the practical tactics and supportive policies by which U.S. cities can support the creation of good, green jobs in the building retrofit sector and better access to created jobs. Starting with how cities can leverage their own pipeline capital projects including municipal buildings, schools, and hospitals to support training and enact supportive policies to increase access to high quality jobs, the guide will serve to position cities as hubs of skilled high-road employment and catalyse faster action in the private sector to support good, green jobs.

This work should focus on initiatives that are in the city's direct control, building on best practice examples in U.S. cities and identifying the success factors and replicable models for doing this. This work should highlight how cities can use their indirect powers to also provide inspiration to the private sector, help to forge partnerships with labour unions and other social justice and workforce development organisations, and illustrate the market demand in the sector that cities are establishing through regulation and municipal project pipelines.

Scope:
The work should cover the following areas:

1. Introduction to the context & specific opportunity in the United States:
   - Literature review to set out the latest estimates for the volume and type of jobs required in order to respond to city and state building policies and federal funding related to building retrofit, building on existing literature and data as well as any information relating to the educational requirements for such positions and specific workforce credentials (certificates, degrees, certifications, or the like) required for projected in-demand occupations.
   - An overview of the education and training ecosystem relating to building decarbonization. This may include sustained federal funding streams (such as those programs authorized under the Workforce Innovation and Opportunity Act, the Carl D. Perkins Career and Technical Education Act, etc.) as the new federal funding opportunities available in the US through the Inflation Reduction Act and Bipartisan Infrastructure Law and other new funding programs.
   - Examples of ways cities have already worked to accelerate high-quality
green jobs, such as examples of specific successful training models like Registered Apprenticeship or Youth Apprenticeship across the sector, and the key partners (e.g. highschools, 2- and 4-year colleges, employers, labor unions, and non-profits) often engaged in such programs.

- Building on existing research, this should also highlight the barriers to accessing these jobs and opportunities to build diversity and improve job quality in the sector. This should include a discussion of potential barriers created by accreditation and other qualification requirements often included in building decarbonization policies. It should also include consideration of barriers created by immigration policies.

2. **Case study development**

- Build a bank of 10 actionable case study examples of city-led projects and/or policies that support the creation of good quality jobs and programmes to train and develop the workforce to support building decarbonization, including the specific jobs targeted e.g. electricians, HVAC contractors, etc. These examples should include detail on funding requirements, delivery partners, enabling conditions, and the replicability of the model. This will require looking at the formal and soft powers that cities typically have in the field of employment services, care provision to enable access to work, procurement etc. Examples may be drawn from outside the building retrofit sector, especially if they demonstrate training at scale and a commitment to increasing access among underrepresented groups.

3. **Guide for city officials**

- Building on the case studies, and C40’s [Just Transition Toolkit](https://www.c40.org/toolkit), develop a practical guide for city officials to take action and lead by example in supporting the development of good, green jobs in the building retrofit sector. The guide should be developed with input from city officials and other key private sector partners. C40 and NLC can facilitate consultation with their members through focus groups or other means. A commitment to inclusion and diversity should be included throughout.

- The guide should include:
  - Developing an effective building decarbonization and workforce policy agenda to encourage good green jobs across city teams and take advantage of the influx of federal funding.
  - Identify the critical components of project labor agreements and government contracts to ensure an increase of minorities, women and other underrepresented groups in the building trades workforce.
○ How to measure the pipeline for retrofit projects and associated jobs in your city, in order to give the private sector confidence to invest in skills development and illustrate demand.
○ The most impactful actions cities can take to accelerate skills development, which could include:
  ■ Procurement clauses and tools to support minority and women-owned businesses
  ■ Financial and other incentives (e.g. expedited permitting)
  ■ Convening leading employers to identify shared challenges and skills needs among their workers
  ■ Fostering stronger relationships between employers and education and training providers to expand work-based learning experiences that directly connect youth and adults to career pathways
  ■ Delineating and promulgating information on career pathways, credential requirements, and job opportunities within the sector
  ■ Defining job quality and otherwise serving as a model employer
  ■ SME support programmes
  ■ Pre-qualifying contractors
  ■ Establishing alliances with the private sector, industry associations, unions, and others to drive joint initiatives
  ■ Working with other cities to encourage regional/state workforce development programming
○ A roadmap of practical steps cities can take direct action on, and steps they can take in partnership with the private sector, unions, and others
○ This should also identify what U.S. federal funding opportunities from the Inflation Reduction Act, Bipartisan Infrastructure Law and other programs align with these actions, in order to allow cities to identify routes to implementation

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until 11 pm EST, August 10, 2023. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, how you will work with C40, clear costs and detail on experience in this area.

The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:
• How your proposal is responsive to the objectives and evaluation criteria outlined in this document;
• Previous experience that will be relevant to this project, especially that related to workforce development, just transition, and green jobs, (including examples of past work);
• A list of the initial types of datasets and resources that you identify for this project, and how you will access them, and any data or knowledge gaps that you anticipate and how you propose to address them.
• Proposed working partnership with C40, including project governance and management methodology, key personnel that will be involved in the project along with their CVs (maximum 1 page per CV), key roles and responsibilities, and escalation procedure for issues;
• The assumptions you are making about the project;
• Risks you have identified and appropriate mitigation measures;
• Information about your fee;
• Proposed timeline of implementation;
• Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff;
• Information on Data Protection: C40 is subject to the European Union and United Kingdom data protection regulations and the winning proposal must ensure its continued compliance. If a successful proposal will require that you process or control personally identifiable information (PII), please describe your familiarly, and ability to comply, with Directive 95/46/EC and the forthcoming General Data Protection Legislation
• Information about the organisation’s commitment to equity, diversity and inclusion and ethical alignment with C40’s statement.

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness.

Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity and inclusivity in our supplier base. We believe that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.

We strongly encourage suppliers (individuals and corporations) that are diverse in size, age, nationality, gender identity, sexual orientation, majority owned and controlled by a minority group, physical or mental ability, ethnicity and perspective to put forward a proposal to work with us.

Feel welcome to refer to C40's Equity, Diversity and Inclusion Statement as supplier diversity and inclusive procurement is one element of applying equity,
diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

**Contract**

Please note this is a contract for professional services and not a grant opportunity. Organisations unable to accept contracts for professional services should not submit bids. The work will be completed on the C40 Standard Service Provider Agreement.

These terms and conditions are accepted as drafted by the majority of our suppliers and we reserve the right to penalise your bid on the basis of non-acceptance of terms. If you do wish to include any requested amendments with your proposal, please do not mark up the document in tracked changes but provide a separate document for our review setting out clearly the changes you propose and your rationale for these changes.

If C40 are unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest Potential Supplier.

Please note, that as we want to create an open source methodology, all deliverables must be free of any intellectual property encumbrances that could limit the accessibility of the methodology by others.

To the extent the organisation submitting a proposal intends to incorporate pre-existing intellectual property into the deliverables, this must be clearly identified and made available on licence terms that will permit the replication of the methodology going forward.

**Subcontracting**

If the organisation submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.
4. RfP and Project Timeline

RfP Timeline:

<table>
<thead>
<tr>
<th>RFP Timeline</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>Questions submitted to C40</td>
<td>July 29th, 2023</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>August 2nd, 2023</td>
</tr>
<tr>
<td>Deadline for receiving Offers</td>
<td>August 10th, 2023</td>
</tr>
<tr>
<td>Clarification of Offers</td>
<td>August 14th - August 16th, 2023</td>
</tr>
<tr>
<td>Evaluation of Proposal</td>
<td>August 14th - August 22nd, 2023</td>
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<tr>
<td>Presentation on Proposals (as required)</td>
<td>August 14th - August 22nd, 2023</td>
</tr>
<tr>
<td>Selection decision made</td>
<td>August 22nd, 2023</td>
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<tr>
<td>All Potential Suppliers notified of outcome</td>
<td>August 23rd, 2023</td>
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</table>

Project timeline

All final deliverables should be completed and presented by the end of January 2024 but some deliverables have earlier deadlines – see draft project and deliverables timelines below.

Note that these timelines are tentative and will be finalized during the initiation and planning phases once a service provider has been appointed.

<table>
<thead>
<tr>
<th>Project Timeline</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>The project inception meeting must be completed by</td>
<td>31 August 2023</td>
</tr>
<tr>
<td><strong>Deliverable:</strong> Literature review complete, potential case studies identified, and draft outline of guide complete.</td>
<td>29 September, 2023</td>
</tr>
<tr>
<td><strong>Deliverable:</strong> First draft of guide and supporting materials (e.g. slides) sufficient for consultation with cities at NLC Cities Summit</td>
<td>16-18 November, 2023</td>
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<tr>
<td>Deliverables</td>
<td>Due Date</td>
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<tr>
<td>Additional consultation with cities to refine guide</td>
<td>November-December 2023</td>
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<tr>
<td>[Deliverable]: 2nd draft of case studies and guide for review by C40 and NLC</td>
<td>15 January 2024</td>
</tr>
<tr>
<td>[Deliverable]: Revised Final Guide and Case Studies</td>
<td>30 January 2024</td>
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<tr>
<td>The project is due to run until</td>
<td>End of February 2024</td>
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**Deliverables timeline:**

Important note: *this timeline is tentative and will be finalized during the initiation and planning phases once a service provider has been appointed. Certain deliverables may need to be prioritised*, which will be discussed during the inception phase.

**5. Proposal Evaluation Criteria**

Submissions will be evaluated against the following criteria:

- **Specific Technical Expertise.** The successful applicant will need to demonstrate in-depth knowledge of the topic areas covered in section 2, and an understanding of how this links to the federal funding landscape in the U.S.

- **Project Management Experience.** The successful applicant will need to demonstrate their capacity to manage projects effectively, and provide a clear plan and timeline for completion of the work.

- **Cost reasonableness:** value for money of the proposed project.

- **Equity and Ethical Alignment:** C40 is looking to appoint an organisation that shares our values and is grounded in the context of the communities we serve. Ten percent of the evaluation will focus on these factors, mission-led organisations and/or organisations that are based in the global south are strongly encouraged to apply.
Proposals will be evaluated against the following criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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</thead>
<tbody>
<tr>
<td>Expertise and experience of the bidder in the key topics - workforce development in the building sector - and a good understanding of best practices and city level powers, and knowledge of federal funding to support building decarbonization and workforce development. Including existing work to date and research that we can draw on for this work.</td>
<td>40%</td>
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<tr>
<td>Robustness of the project management and delivery proposal and ability to meet the requirements listed to time and quality</td>
<td>30%</td>
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<tr>
<td>Cost reasonableness</td>
<td>20%</td>
</tr>
<tr>
<td>Equity and Ethical Alignment with C40’s values</td>
<td>10%</td>
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</tbody>
</table>

6. **Project Budget**

**Total: $35,000 maximum USD**

Payment will be made according to meeting project milestones as approved by the C40 point of contacts and the consultants prior to signature of the contract.

All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. Pricing should be listed for each of the proposal items. All costs incurred in connection with the submission of this RfP are non-refundable by C40.

7. **C40 Policies**

C40 expects third parties to able to abide by these C40 policies

- Ethical Business Conduct Policy [here](#)
- Environmental Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)
- Safeguarding Policy [here](#)
- Whistleblowing Policy [here](#)
8. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **11 pm EST, August 10th, 2023.**

Kate Johnson, Head of US Federal Affairs kjohnson@c40.org
Zoe Fitzgerald, Head of City-Business Engagement zfitzgerald@c40.org

Anonymised responses to questions will be provided here [link](#) when the Q&A period closes.

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP.

Neither the issue of the RFP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.