INFORMATIONAL MEMORANDUM

TO: Agency Commissioners

FROM: Fred Blackwell, Executive Director

SUBJECT: Informational Update on SFRA Job Readiness Initiative and Notice of Intent to issue a Request for Proposals to solicit community-based providers for job readiness and workforce barrier removal services; All Redevelopment Project and Survey Areas

EXECUTIVE SUMMARY

The purpose of this Informational Memorandum is to inform the Commission of the Agency staff’s intention to solicit community-based organizations (CBOs) to provide SFRA Job Readiness Initiative (JRI) workforce services using a Request for Proposals (RFP) process.

On June 2, 2009, the Agency Commission held a workshop to discuss the Agency’s workforce strategy that coordinates efforts with the Office of Economic and Workforce Development to eliminate barriers to employment, streamline reporting, and improve training and placement services.

Agency staff presented “SFRA Job Readiness Initiative (JRI)” with the goal of investing up to $4 million over the next three years in workforce development to prepare jobseekers for projected jobs in construction and other fields created in its redevelopment areas by providing a comprehensive workforce program. Agency staff will manage the JRI workforce contracts beginning January 1, 2010.

BACKGROUND

Contracts for Workforce Development

Historically, one of the Agency’s workforce development strategies has been to contract with CBOs to provide employment development assistance to low- and moderate-income residents, such as outreach and recruitment, job training and skills assessments, referrals to construction contractors and developers, guidance throughout the job application and interview process, and job placement and retention services.

During the past three years the Agency has invested on average $1.1 million per year in workforce development programs serving several project areas. The Mayor’s Office of Community Investment (“MOCI”) currently administers the workforce contracts on behalf of the
Agency. The current letter agreement between the Agency and MOCI expires December 31st 2009.

During the past several years the Southeast sector of the City has experienced periodic breakdowns in its workforce development infrastructure illustrated by some of the following findings:

- Contractors and community members are dissatisfied with the current method of placement
- CBOs lack the capacity and staffing to supply the number of qualified job ready individuals necessary to place in upcoming construction activities and to meet the anticipated job readiness need in Redevelopment Project Areas such as Bayview Hunter’s Point and Visitacion Valley
- A disconnect between the job readiness of local workers and the job readiness levels required by contractors, resulting in low retention levels for local workers
- CBOs are facing challenges including leadership, organizational development, staffing and shrinking funding
- Most CBOs are unable to effectively offer all services necessary to assist an individual to successfully become job ready
- Lack of coordination with Unions as to local hiring goals
- Lack of systems and technology to accurately track and identify local employment ready individuals by skill set
- Breakdowns in communications related to workforce hiring goals and objectives that have led to some community unrest and work stoppages

**SFRA Job Readiness Initiative (JRI)**

With vertical construction beginning on Phase I of the Shipyard in the fall of 2009 in the Hunters Point Shipyard Project area, continued Agency sponsored affordable housing development in Bayview Hunters Point Project area, and with the Visitacion Valley Project area approval and subsequent Schlage development beginning, the Agency intends to incrementally increase its investments in these respective project areas.

To appropriately address the workforce development challenges in the Southeast sector and best position community residents for employment in current and future redevelopment projects, the Agency is launching JRI with the goal of investing up to $4 million over the next three years in workforce development with the intent of impacting the lives of 1,000 project area residents. By investing an estimated average of $4,000 per individual the Agency hopes to expand and strengthen the Southeast sector’s existing workforce development infrastructure. The Agency also intends to continue with its successful workforce investments in other project areas (Mission Bay and SOMA).

Since June 2009, Agency staff has undergone an intensive community outreach process to hear from the primary constituencies that will benefit from the JRI investments – project area residents, CBOs, and employers.
Significant accomplishments to-date include:

- Creation of a JRI implementation team that includes staff from the Agency Contract Compliance and Project Area Planning & Development Divisions, the Office of Economic and Workforce Development (OEWD), and CityBuild. The team meets weekly to support JRI implementation.
- Agency staff provides updates on JRI implementation to the Agency Workforce Working Group on a monthly basis to review the program design, implementation plan, and solicit input.
- Agency and OEWD staff met with the Department of Public Health (DPH) to identify areas of coordination to better leverage health services for project area job seekers. DPH is looking into revising its contracts with CBOs to direct the provision of health services to project area job seekers and future JRI clients.
- Agency staff presented the JRI model to the Bayview Hunters Point Project Advisory Committee and Subcommittee on Housing and Economic Development to review the program design, implementation plan, and solicit community input.
- Agency staff presented the JRI model to the Hunters Point Shipyard Citizen Advisory Committee and Executive Committee to review the program design, implementation plan, and solicit community input.
- Agency staff presented the JRI model to the Visitacion Valley Citizen Advisory Committee to review the program design, implementation plan, and solicit community input.
- The Agency sponsored 3 community focus groups – 2 for residents and 1 for CBOs – with the support of the Office of Economic and Workforce Development (OEWD). The focus groups were promoted through project area email distribution lists, over 60 CBOs received flyers, and the resident focus groups were announced on KPOO. More than 70 people participated in the resident focus groups and 12 people participated in the CBO focus group.
- OEWD has held several employer focus groups targeting growth industries in San Francisco (construction, health care, and retail) and has shared the information gathered from the focus groups with the Agency to inform the JRI RFP.
- Agency staff convened a “RFP Planning Group” with representation from the Southeast project areas, Agency staff, OEWD, and CityBuild to review the information collected from the JRI resident and CBO focus groups and OEWD employer focus group and finalize the JRI RFP goals, priorities, and scope of services based on the focus group information.
- The Agency is working with the Elations System to create an online Request for Proposals mechanism that will be used to issue the JRI RFP.

**DISCUSSION**

**Request for Proposals Release**

As a next step, staff plans to issue the SFRA Job Readiness Initiative Request for Proposals (RFP) on August 21, 2009 with a submittal deadline of September 25, 2009. The JRI RFP will solicit two key sets of workforce development services:
1. For the southeast project areas (including Bayview Hunters Point, Hunters Point Shipyard, and Visitacion Valley project area) – a panel of community-based organizations to provide job readiness training and barrier removal services for southeast sector residents and,
2. For the northeast project areas (including Mission Bay, Transbay and South of Market project areas) – a single community-based organization to provide construction placement activities, job readiness training and permanent employment placement (retail) for northeast project area residents.

In accordance with the Agency’s Purchasing Policy, the Request for Proposals will be posted on the Agency’s website and on the City’s “Bids and Contracts” website and will be advertised in the following newspapers: San Francisco Examiner, San Francisco Post and Oakland Post.

The JRI RFP will be the first RFP issued using the new reporting system Elations. The Agency has recently contracted with Elations Systems to develop a relational database that tracks workforce and construction employment related data. This system will be used for issuing the RFP, proposal submissions and review, contract negotiations, detailed employment tracking, CBO performance monitoring, as well as contractor compliance related to the Agency’s workforce development goals.

FUTURE UPDATES

Agency staff will keep the Agency Commission informed about developments and milestones for JRI. Future updates are scheduled for December 2009 prior to entering into CBO contracts and will continue on a semi-annual basis for the duration of JRI.

Originated by Christina Garcia, Contract Compliance Supervisor

Fred Blackwell
Executive Director

Attachment 1: SFRA Job Readiness Initiative “JRI” Overview (see below)
Attachment 2: JRI Resident Focus Group flyer
SFRA Job Readiness Initiative “JRI” Overview

GOAL:
The Agency’s goal is to prepare 1,000 project area jobseekers for projected jobs in construction and other fields created in its redevelopment areas.

STRATEGY:
1. Invest $4 million over the next 3 years in the new Agency workforce program, Job Readiness Initiative (JRI), to provide jobseekers with employment barrier removal services, job training, and job placement through an effective network of CBOs, training providers, and employers.
2. Increase coordination with the Office of Economic and Workforce Development (OEWD) to align JRI with the overall workforce system and create additional job training and placement opportunities (funded by OEWD) for project area residents in other sectors.
3. Implement the Elations System for all Agency workforce and construction projects to monitor and evaluate workforce impacts.

LEVERAGED WORKFORCE SYSTEM (for 1,000 project area jobseekers):
Within the OEWD Sector Service Delivery Model, the Agency will primarily invest JRI funds in Pre-training activities that will be provided by CBOs to prepare project area residents (including residents impacted by project areas based on geographic proximity) to enter OEWD-funded Job Training programs or move directly to Job Placement. JRI will leverage and invest in the OEWD Sector Academies that will provide both job training and job placement services to ensure adequate capacity to serve the Agency’s priority residents.

The Employment Opportunity Ladder

- Comprehensive assessment determines appropriate rung on ladder for resident to start
- Supportive Services
- Pre-training
- Job training
- Job placement
- Retention
- Advancement

- Training provided to help residents advance a career
- Support services are available to aid retention
- Residents get matched with appropriate jobs
- CityBuild and other programs provide sector specific training
- Programs such as GED & soft skills prepare residents for job training
- Housing, transportation, childcare, mental health svc records expungement, etc. prepare residents for employment
COMMUNITY INPUT:
Agency staff will spend July and early August meeting with community members to solicit input on jobseeker and employer needs, service provision, etc.

Planned community meetings:
- Project Area PAC and CAC Mtgs (July)
  - Bayview Hunters Point
  - Hunters Point Shipyard
  - Visitacion Valley
- SFRA Workforce Working Group (July)
- Focus Groups:
  - Project Area Jobseekers – July 29 & 30
  - CBOs – August 3
  - Employers – completed by OEWD

Input and suggestions gathered during the above community meetings will be used to inform the JRI Request for Proposals that will be issued in August. The JRI RFP Planning Group will include members of the BVHP PAC, HPS CAC, VV CAC, Agency staff, and OEWD/CityBuild staff.

The JRI Proposal Review Committee will include include members of the BVHP PAC, HPS CAC, VV CAC, Agency staff, and OEWD/CityBuild staff.

TIMELINE:

<table>
<thead>
<tr>
<th>Planning:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2009</td>
<td>• JRI program introduced to SFRA Commission</td>
</tr>
<tr>
<td></td>
<td>• JRI implementation planning</td>
</tr>
<tr>
<td>July – August</td>
<td>• JRI Community Input</td>
</tr>
<tr>
<td>2009</td>
<td>□ Project Area PAC and CAC Mtgs</td>
</tr>
<tr>
<td></td>
<td>□ SFRA Workforce Working Group</td>
</tr>
<tr>
<td></td>
<td>□ Focus Groups (in late July – early August, dates to be determined):</td>
</tr>
<tr>
<td></td>
<td>1. Project Area Jobseekers</td>
</tr>
<tr>
<td></td>
<td>2. CBOs</td>
</tr>
<tr>
<td></td>
<td>3. Employers</td>
</tr>
<tr>
<td></td>
<td>• JRI RFP Planning Group finalized (including members of the BVHP PAC, HPS CAC, VV CAC, Agency staff, and OEWD/CityBuild staff)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Request for Proposals:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2009</td>
<td>• JRI RFP Planning Group meets to review JRI RFP content</td>
</tr>
<tr>
<td></td>
<td>• JRI RFP Released</td>
</tr>
<tr>
<td></td>
<td>• JRI RFP Bidders Conference</td>
</tr>
<tr>
<td></td>
<td>• JRI Proposal Review Committee finalized (including members of the BVHP PAC, HPS CAC, VV CAC, Agency staff, and OEWD/CityBuild staff)</td>
</tr>
<tr>
<td>September 2009</td>
<td>• JRI proposals due</td>
</tr>
</tbody>
</table>

CBO Selection:
<table>
<thead>
<tr>
<th>Date</th>
<th>Events</th>
</tr>
</thead>
</table>
| October 2009 | • JRI CBO proposals and review tools distributed to JRI proposal review committee  
|              | • JRI CBO proposal review complete, CBOs selected                     |
| November 2009| • Review of JRI CBO selections by BVHP PAC, HPS CAC, and VV CAC       |
| December 2009| • Commission Meeting to recommend JRI CBO contracts                    |