MEMORANDUM

TO: Agency Commissioners

FROM: Fred Blackwell, Executive Director

SUBJECT: Authorizing a Personal Services Contract with San Francisco Conservation Corps, a California nonprofit corporation, for Workforce Services in Connection with the Agency’s Job Readiness Initiative, for a term of 18 months, in an amount not to exceed $292,050, subject to the Annual Appropriation of Funds; Bayview Hunters Point, Hunters Point Shipyard and Visitation Valley Redevelopment Project Areas

Authorizing a Personal Services Contract with Girls 2000, a California nonprofit corporation, dba Hunters Point Family, for Workforce Services in Connection with the Agency’s Job Readiness Initiative, for a term of 18 Months, in an amount not to exceed $179,970, subject to the Annual Appropriation of Funds; Bayview Hunters Point and Hunters Point Shipyard Redevelopment Project Areas

Authorizing a Personal Services Contract with Young Community Developers, Inc., a California nonprofit corporation, for Workforce Services in connection with the Agency’s Job Readiness Initiative, for a term of 18 Months, in an amount not to exceed $300,000, subject to the Annual Appropriation of Funds; Bayview Hunters Point and Hunters Point Shipyard Redevelopment Project Areas

Authorizing a Personal Services Contract with Mission Hiring Hall, Inc., a California nonprofit corporation, for Workforce Services in connection with the Agency’s Job Readiness Initiative, for a term of 18 Months, in an amount not to exceed $900,000, subject to the Annual Appropriation of Funds; Mission Bay, South of Market, Transbay, and Yerba Buena Center Redevelopment Project Areas

Authorizing a Personal Services Contract with Goodwill Industries of San Francisco, San Mateo & Marin Counties, a California nonprofit corporation, for Workforce Services in connection with the Agency’s Job Readiness Initiative, for a term of 18 Months, in an amount not to exceed $356,925, subject to the Annual Appropriation of Funds; Bayview Hunters Point, Hunters Point Shipyard and Visitation Valley Redevelopment Project Areas

EXECUTIVE SUMMARY

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 (OEWD) to eliminate barriers to employment, streamline reporting, and improve training and placement.
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.

Since June 2009, Agency staff underwent an intensive community outreach process to hear from the primary constituencies that will benefit from the JRI investments – project area residents, CBOs, and employers – and developed scope of services to be responsive to the needs of the stakeholders and leverage the existing workforce delivery system directed by OEWD.

The JRI RFP was released August 26, 2009 and solicited 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.

JRI proposals were due September 25, 2009 and staff convened Proposal Review Committees for both the Southeast and Northeast project areas to review and recommend community-based organizations for JRI funding.

Staff recommends authorizing a Personal Services Contract with the San Francisco Conservation Corps for provision of Southeast workforce services in connection to the Agency’s Job Readiness Initiative in an amount not to exceed $292,050.

Staff recommends authorizing a Personal Services Contract with the Girls 2000 dba Hunters Point Family for provision of Southeast workforce services in connection to the Agency’s Job Readiness Initiative in an amount not to exceed $179,970.

Staff recommends authorizing a Personal Services Contract with the Young Community Developers for provision of Southeast workforce services in connection to the Agency’s Job Readiness Initiative in an amount not to exceed $300,000.

Staff recommends authorizing a Personal Services Contract with the Mission Hiring Hall for provision of Northeast workforce services in connection to the Agency’s Job Readiness Initiative in an amount not to exceed $900,000.

Staff recommends authorizing a Personal Services Contract with the Goodwill Industries of San Francisco, San Mateo & Marin Counties for provision of Southeast workforce services in connection to the Agency’s Job Readiness Initiative in an amount not to exceed $356,925.
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 Spring of 2010 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 is also continuing with its successful workforce investments in Northeast project areas (Mission Bay, Transbay and South of Market project areas).

JRI Southeast Planning

To inform the JRI Southeast scope of services, the Agency sponsored three community focus groups – two for residents and one 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 used the feedback from the focus groups to draft the JRI Southeast scope of services. To ensure the scope of services appropriately addressed the needs of Southeast jobseekers, Agency staff convened a “RFP Planning Group” with representation from the Southeast project areas, Agency staff, OEWD, and CityBuild. Agency staff presented the input gathered from the focus groups and the draft scope of services to the Planning Group. The Planning Group provided further feedback and the Southeast scope of services was finalized.

JRI Request for Proposals

The JRI Request for Proposals (RFP) is the first RFP issued using the new reporting system Elations. The Agency 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.

The JRI Request for Proposals was released on August 26, 2009, including the Southeast Scope of Services developed through the planning process described above, and a Northeast Scope of Services that continues the Agency’s successful workforce strategy in the South of Market area.

A total of $2,230,000 was made available in the RFP as follows:

- $900,000 for the Northeast area
- $1,330,000 for the Southeast area:
  - $725,000 for Bayview/Hunters Point Shipyard
  - $605,000 for Visitacion Valley
The Agency held one pre-bid meeting with 44 attendees to review the RFP and answer questions. Agency staff issued two Frequently Asked Questions updates and the list of Pre-Submittal Meeting attendees to all of the registered JRI RFP respondents and posted the updates on the Agency website.

Responses to the JRI RFP were due at 5:00 pm on Friday, September 25, 2009 via the Elation web-based system.

DISCUSSION

JRI Proposal Review and Selection

A total of 19 proposals were received by the deadline – two for the Northeast area and 17 for the Southeast area. Since this was the Agency’s first time using a web-based procurement process, all proposals that were submitted by the deadline were accepted and reviewed by staff.

Upon Agency staff review, one proposal was deemed unresponsive because there was no information included for review (it was submitted blank and with no attachments). All remaining proposals were forwarded to the next level of review.

The Agency convened proposal review committees for each of the RFP areas – Northeast and Southeast – to review the Southeast proposals and made recommendations for funding.

The JRI Northeast Proposal Review Committee included a total of five members that represented the SOMA PAC, Agency, and the SOMA Stabilization Fund. The JRI Northeast Proposal Review Committee met once after individually reviewing each proposal. The Committee used scores and full consensus to select the CBO recommended for funding.

The JRI Southeast Proposal Review Committee included a total of 13 members that represented the BVHP PAC, HPS CAC, VV CAC, Agency, OEWD/CityBuild, Mayor’s Office of Housing, and Tides Center. The JRI Southeast Proposal Review Committee (Committee) met twice over the course of one week after individually reviewing each proposal. The Committee used scores to establish a threshold for funding consideration and then used full consensus to select the CBOs recommended for funding.

Draft Capacity Building Plan & Goals

In addition to investing in workforce service provision, the Agency is also developing a complimentary capacity building program to assist JRI applicants increase their capacity and networks to effectively serve the community.

In order to help jobseekers participate in the coming wave of economic recovery activities, CBOs located in the Southeast and those outside the area that serve the area will need to:

1. Strengthen leadership and organizational infrastructure to apply for and appropriately manage new funding streams;
2. Expand outreach to include all residents who wish to participate in training and support service opportunities;

3. Engage with other nonprofit agencies to build efficient service networks; and

4. Develop programs that include innovative workforce development strategies.

The JRI Capacity Building Program proposes to build the capacity of Southeast CBOs to better meet these needs through collaboration, best practice methods, and data-driven decision-making. By exposing CBOs to proven best practices and connecting them to successful organizations that can provide appropriate technical assistance, CBOs will be encouraged to pursue initiatives that will produce strong results in the JRI neighborhoods.

The JRI Capacity Building Program will be implemented in partnership with Tides Center and its partners. Tides provides significant training and technical assistance for its sponsored organizations – especially regarding issues of governance, leadership, organizational development, collaboration and evaluation of effectiveness.

Drawing from the JRI applicant pool and through an assessment of emerging partnership opportunities, Tides Center will enroll approximately 20 agencies in the JRI capacity building program.

Capacity building program includes:

<table>
<thead>
<tr>
<th>Activity</th>
<th>CBO Participants</th>
</tr>
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<tbody>
<tr>
<td>Cohort-based training</td>
<td>100% of CBOs</td>
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<tr>
<td>(5 workshops and/or learning network sessions per year)</td>
<td>(20)</td>
</tr>
<tr>
<td>Ongoing one-on-one tailored technical assistance</td>
<td>40% of CBOs</td>
</tr>
<tr>
<td>(incl. small group TA on mergers, collaboration, facility sharing, etc)</td>
<td>(8)</td>
</tr>
<tr>
<td>Capacity building funding</td>
<td>20%-30% of CBOs</td>
</tr>
<tr>
<td>($250,000)</td>
<td>(4-6)</td>
</tr>
</tbody>
</table>

Goal 1 (Process): Tides Center will engage at least 20 CBO in the JRI Capacity Building Program.

Goal 2 (Short term Outcomes): As a result of participation in the JRI Capacity Building Program, at least 70% of CBOs will achieve their Learning Plan (LP) goals.

Goal 3 (Long term Outcomes): CBOs will enhance their organizational capacity, strength and sustainability, the quality of their services, and increase their service delivery to the community.

- At least 80% of the CBOs will report increased knowledge and skills regarding effective operations and delivery of services and programs.
- At least 60% of CBOs will expand and enhance the quantity and quality of services to clients by 30% by the end of the project period.
• At least 50% of CBOs will report at least five substantive new management and organizational improvements that have been implemented as a result of their participation in the project.
• At least 45% of CBOs will report improved fiscal and organizational stability by the end of the project period.
• At least 60% of CBOs will report expanding and diversifying funding sources by the end of the project period.

Northeast CBO Recommendation

A total of 1 CBO is recommended to serve the Northeast area:

<table>
<thead>
<tr>
<th>CBO Name</th>
<th>Funding Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Hiring Hall</td>
<td>$900,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$900,000</td>
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</tbody>
</table>

Mission Hiring Hall (MHH):

MHH has provided workforce development services for almost four decades. Its programs serve as a conduit in connecting local employers with citywide recruitment, preparation, and referral of low income workers to jobs. MHH’s extensive network of service providers and working knowledge of current workforce development systems offers the widest window of job opportunities for SFRA’s targeted populations to gain meaningful employment.

MHH will apply over 20 years expertise as SFRA’s sole source service provider for the referral and placement of low-income resident workers in construction and post construction jobs created by the Agency’s project site development in South of Market, Mid-Market Rincon Hill, Embarcadero, Mission Bay North, and other project areas in San Francisco.

A key program that drives MHH’s comprehensive employment services is the standardized Job Readiness Training (JRT) that is tailored to the needs of its clients. MHH’S JRT is designed to provide jobseekers the necessary job search skills to overcome most of these common barriers, which MHH attributes to low level work skills and qualifications.

MHH General Employment placement services refer candidates from its job ready referral pool to local employers in different industry sectors, such as Hotel and Hospitality, Retail, Restaurant, Transportation, Service and Technology. MHH Construction Jobs Program refers workers to contractors in a San Francisco Redevelopment Agency project site; workers representing different construction trades such as, laborers, carpenters, iron workers, lathers, electricians, and plumbers. The Construction Jobs Program also refers job seekers who have the desire to work in the construction industry. CityBuild prepares participants for entry into the Buildings and Trades Construction industry. Follow-up contact with participants placed will be made by MHH on a regular basis for three months to insure job retention.

Southeast CBO Recommendations

The JRI Southeast CBO Recommendations are made based on the breakdown of funds available by specific project area as described above.
Bayview Hunters Point/Hunters Point Shipyard:
A total of 4 CBOs are recommended to serve the Bayview Hunters Point/Hunters Point Shipyard area:

<table>
<thead>
<tr>
<th>CBO Name</th>
<th>Funding Amount</th>
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<tbody>
<tr>
<td>Goodwill</td>
<td>$108,900</td>
</tr>
<tr>
<td>Hunters Point Family</td>
<td>$179,900</td>
</tr>
<tr>
<td>San Francisco Conservation Corp</td>
<td>$136,200</td>
</tr>
<tr>
<td>Young Community Developers</td>
<td>$300,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$725,000</strong></td>
</tr>
</tbody>
</table>

Overviews of the CBO programs are included below. Attached are full descriptions of the CBOs’ scope of services, performance requirements, and budget.

Visitacion Valley:
Of the 10 applicants that proposed to serve Visitacion Valley, very few had established ties to the neighborhood. Of those proposals that were lead by Visitacion Valley-based CBOs, the Committee determined that none of them demonstrated the capacity to adequately serve the neighborhood without capacity building prior to implementing the JRI scope of services.

Balancing the need to serve neighborhood jobseekers immediately and the goal of having effective neighborhood-based CBOs provide job readiness services; the Committee is recommending a phased implementation of JRI in Visitacion Valley. A total of two CBOs are recommended to receive a portion of the Visitacion Valley JRI funds. The balance of the funds will be re-bid in six months in an effort to seek out a neighborhood-based CBO proposal that will demonstrate the ability to effectively lead and deliver the JRI Southeast scope of services.

<table>
<thead>
<tr>
<th>CBO Name</th>
<th>Funding Amount</th>
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<tr>
<td>Goodwill</td>
<td>$247,950</td>
</tr>
<tr>
<td>San Francisco Conservation Corp</td>
<td>$155,760</td>
</tr>
<tr>
<td>Visitacion Valley re-bid in 6 months</td>
<td>$201,290</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$605,000</strong></td>
</tr>
</tbody>
</table>

Overviews of the CBO programs are included below. Attached are full descriptions of the CBOs’ scope of services, performance requirements, and budget.

All of the Visitacion Valley-based CBOs that responded to the JRI RFP as lead agencies and/or collaborative partners will be eligible to participate in the JRI Capacity Building Program (see above).

Southeast Overall:
The overall Committee recommendation combining both Southeast areas is as follows:

<table>
<thead>
<tr>
<th>CBO Name</th>
<th>Funding Amount</th>
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<tbody>
<tr>
<td>Goodwill</td>
<td>$356,850</td>
</tr>
<tr>
<td>Hunters Point Family</td>
<td>$179,900</td>
</tr>
<tr>
<td>San Francisco Conservation Corp</td>
<td>$291,960</td>
</tr>
<tr>
<td>Young Community Developers</td>
<td>$300,000</td>
</tr>
<tr>
<td>Visitacion Valley re-bid in 6 months</td>
<td>$201,290</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,330,000</strong></td>
</tr>
</tbody>
</table>
Goodwill:
Goodwill's Intensive Job Readiness Training (IJRT) program is an innovative combination of workplace training, classroom training, individualized barrier removal assistance, stipends, and incentives. IJRT will be customized for each individual client based on the unique barriers they face and will provide a clear path to entry into the Sector Academies and approved Training Programs. Goodwill will leverage its many decades of documented success with a unique model of providing one-on-one coaching to clients in the context of a safe, supportive work experience that simulates real work environments. The curricula will incorporate learnings from Goodwill's successful RAMP-SF program in Bayview. This program will directly address the intense needs of clients that traditionally have not been successful in existing channels of support, consequently are unable to secure and/or maintain long-term employment, and instead return again and again to the workforce system.

Hunters Point Family (HPF):
HPF's JRI program will target clients’ core beliefs about their potential, their future, and their finances through intensive case management and coaching. During the assessment phase, clients will establish goals and priorities to strategically remove their barriers and successfully enroll in one of the Sector Academies. HPF will offer a Job Readiness curriculum that addresses the deeper belief systems about education and career among residents of Bayview Hunters Point’s public housing community, along with the standard job readiness workshops such as resume writing, interview skills, work attire, etc. Finally, clients will be matched with a mentor, in their career field of interest, to provide individual support and mentoring, while exposing them to the day-to-day experiences, on the job, in their chosen career field.

HPF will leverage its partnerships with other neighborhood based organizations to ensure that clients have access to a comprehensive array of services that will address their specific barriers to meet eligibility for acceptance into the Sector Academies and employment opportunities.

San Francisco Conservation Corp (SFCC):
SFCC's proposed project will focus on identifying, outreaching, and supporting low-skilled jobseekers in 94124 and 94134 to enable them to participate in the Sector Academies upon completion of their tenure with SFCC, or earlier if they are ready to leave SFCC for the Sector Academies. SFCC will place a heavy emphasis on case management and barrier removal. In addition, SFCC provides corpsmembers the following services: assessment, on-the-job training, basic skills and job readiness training, occupational skills training, high school diploma preparation in math, science, literacy, and life skills, a tailored Green Collar environmental education curriculum targeting urban, at-risk young adults: a green collar speaker series; supportive services, and post-placement support; green and other career development and planning services: job development and placement in construction, green collar, service sector and other careers: facilitation of entry into post-secondary education, unions and other advanced training programs; and finally, job development, placement and retention services.

Young Community Developers (YCD):
YCD will remove barriers to securing training through the Sector Academies by providing ancillary support services through a case-management approach. YCD will provide
transportation vouchers, referrals to child care, and substance abuse treatment referrals to other neighborhood based organizations. YCD will also train participants on social skills needed for successful job attainment and retention. Additionally, we will provide funding for barrier removal, including payment of lapsed union dues, provision of appropriate work attire, and other additional supports. The sum package of these supports will ensure that barriers are minimized, thus allowing job seekers to successfully participate in OEWD Sector Training Academies.

**California Environmental Quality Act**

Authorization of the Personal Services Contracts will allow the JRI Contractors to provide barrier removal, job readiness training, vocational skills training, job placement, and related job readiness services to jobseekers, and thereby will enhance employment of local area residents, consistent with the goals and objectives of the Redevelopment Agency. The provision of these job readiness services in Redevelopment Project Areas would have no resultant significant impacts on the physical environment, and are activities that are exempt from the California Environmental Quality Act (“CEQA”) pursuant to CEQA Guidelines Section 15061(b)(3).

**FUTURE UPDATES**

Agency staff will keep the Agency Commission informed about developments and milestones for JRI. Future updates will continue on a semi-annual basis for the duration of JRI.

*Originated by Christina Garcia, Contract Compliance Supervisor*

Fred Blackwell  
Executive Director

Attachments:

1. Job Readiness Initiative Request for Proposals
2. Proposed Workforce Development Scope of Services, Performance Requirements, and Budgets
SAN FRANCISCO REDEVELOPMENT AGENCY

Job Readiness Initiative-Request for Proposal
for
Workforce Development Services to San Francisco Redevelopment Agency

JRI-RFP Available
August 26, 2009

Deadline for Submission
5:00 pm, September 25, 2009

Issued by:
San Francisco Redevelopment Agency
1 South Van Ness Avenue, Fifth Floor
San Francisco, CA 94103

Contact: Astrid Zometa
415.749.2423

TABLE OF CONTENTS

I. SUMMARY

II. IMPORTANT DATES AND SUBMISSION PROCESS
I. SUMMARY

The San Francisco Redevelopment Agency (Agency) is seeking to provide funding to non-profit community-based organizations (CBOs) to provide workforce development services to San Francisco jobseekers residing within Agency Redevelopment Project Areas as part of the Agency's Job Readiness Initiative (JRI).

The JRI Request for Proposals (RFP) makes available:

- $900,000 for workforce services targeting the Agency's Northeast Project Areas: Mission Bay, South of Market, Transbay, and Yerba Buena Center
- $1,330,000 for workforce services targeting the Agency's Southeast Project Areas:
  - $725,000 for Bayview Hunters Point and Hunters Point Shipyard Project Areas
  - $605,000 for Visitacion Valley Project Area

The contract term will be an 18-month period from January 1, 2010 through June 30, 2011.

Agency staff will recommend applicants for the Agency Commission's consideration of a Personal Services Contract following staff's evaluation of the proposal and oral interviews. Staff's recommendation will be based on the applicant's demonstrated successful experience on relevant and comparable projects.

This opportunity is open to 501(c)(3) registered non-profit corporations with proposed programs based in San Francisco. Applicants should have a Board of Directors with a minimum of 7 members that reflect the diversity of the program(s) and clients being served.

Applicants are advised that the Agency is committed to vigorous equal opportunity employment.
II. IMPORTANT DATES AND SUBMISSION PROCESS

Important Dates

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time</th>
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<tbody>
<tr>
<td>JRI-RFP Released</td>
<td>August 26, 2009</td>
</tr>
<tr>
<td>Pre-Submission Conference</td>
<td>2:30 pm, September 11, 2009; 2nd Floor Atrium, One South Van Ness, San Francisco CA 94103</td>
</tr>
<tr>
<td>Deadline for Questions</td>
<td>5:00 pm, September 14, 2009</td>
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<tr>
<td>Proposal Submission Deadline</td>
<td>5:00 pm, September 25, 2009</td>
</tr>
<tr>
<td>Applicant Interviews</td>
<td>TBD</td>
</tr>
<tr>
<td>Agency Commission Consideration</td>
<td>TBD</td>
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Pre-Submission Conference:

A Pre-Submission Conference will be held at One South Van Ness Avenue in San Francisco on the Second Floor Atrium, on September 11, 2009, 2:30pm. The meeting will include an overview of the JRI RFP, demonstration on how to submit proposal on-line via Elation Systems, Inc. and provide an opportunity to ask questions. Although attendance is not mandatory, it is highly recommended.

Registration:

To access the Agency’s RFP, you must register through the Elation Systems (http://www.elationsys.com) and Promotional Code is SFRA-JRI. The Agency will use the Elation Systems for all communications regarding the RFP, including the provision of addenda information and inquiry responses.

Questions and Requests for Additional Information

All questions and requests for additional information regarding this RFP must be made through the Elation Systems by 5:00 pm on September 14, 2009. All addendums, responses, and additional information will be distributed to all registered RFP holders. The Agency reserves the sole right to determine the timing and content of the response, if any, to all questions and requests for additional information. Questions and information requests should be submitted to:

Astrid Zometa
San Francisco Redevelopment Agency
1 South Van Ness Avenue, Fifth Floor
San Francisco, CA 94103
Telephone: 415-749-2423
Fax: 415-749-2565
E-Mail: astrid.zometa@sfqov.org

Submission Time, Place, Date, Contact

Submissions will be made electronically through the Elation Systems. You must submit your proposal by 5:00 pm on September 25, 2009. Please do not wait for the last minute to allow time for potential technical problems. Proposals cannot be submitted after 5:00 pm. If you experience technical
III. BACKGROUND

Since 1989, one of the Agency’s workforce development strategies has been to contract with non-profit Community-Based Organizations (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.

In 2008, the Agency went through a comprehensive review of its workforce investments to evaluate the effectiveness of the employment development services by project area and identify areas for future investment.

To maximize the availability of workforce services in the Agency’s Project Areas, the Agency is working in partnership with the City and County of San Francisco’s Office of Economic and Workforce Development (OEWD) to improve workforce development services including vocational training and job placement of qualified low- and moderate-income project area residents for both construction and long-term employment.

Growth Industry Sector Academies

OEWD is responsible for developing a comprehensive workforce strategy and coordinating a workforce system that supports San Francisco’s workers and industries.

OEWD recently announced its workforce services tentative awardees that will provide coordinated workforce preparation and training services in several priority industry sectors that have been identified through the American Recovery and Reinvestment Act of 2009 as well as through OEWD’s strategic planning process.

The “Sector Academies” are designed to provide jobseekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure employment in that industry, while accessing all services available through the workforce system.

The Sector Academies provide job preparation, vocational training, job placement, and other services in order to develop a pipeline of skilled and prepared workers for industries facing staffing shortages and/or identified as having short- or long-term job growth. OEWD has included four key industries as priority sectors for the Sector Academies:

- Construction
- Green Collar
- Health Care
- Social Services

Project area residents that are able to access and participate in a Sector Academy program will receive the supports and training necessary to secure a job with a career path for self-sufficiency. By preparing project area residents to enter the Sector Academies, the Agency will provide residents with the opportunity to gain the skills and certifications necessary for employment and career options in several growth industries.

The Sector Academies and One-Stop Career Link Centers will be key workforce partners. Selected applicants will be expected to develop and maintain effective working relationships with:

- Sector Academy Service Coordinators – manage and coordinate the Sector Academy, a partnership that will include multiple stakeholders
and service providers including employers, training providers, community-based training organizations, the One-Stop Career Link System, and others.

- Sector Academy Intensive Service Providers – primary case management service provider assisting jobseekers during participation in the program and after they are placed in employment.
- One-Stop Career Link Centers – provide a full array of free job search, training, and placement services and have teamed with employers throughout San Francisco that are committed to hiring local residents.

**SFRA Job Readiness Initiative (JRI)**

Continued development in the Bayview Hunters Point Project Area, Hunters Point Shipyard Project Area, and Mission Bay Project Area and future development in the Transbay Project Area and new Visitacion Valley Project Area will generate a range of career opportunities during construction and after completion in the growth industries identified by OEWD.

The Agency's Job Readiness Initiative ("JRI") is a new 3-year workforce development program designed to prepare 1,000 project area residents for sector-based training and projected jobs in its redevelopment areas.

Each project area community has unique workforce needs that require a tailored strategy to maximize residents' opportunities for employment.

To determine the appropriate JRI strategy for each project area, the Agency completed a review of its historical workforce investments and outcomes. This review identified a natural "clustering" of project areas with shared workforce needs:

- Northeast project areas (Northeast) – Mission Bay, South of Market, Transbay, and Yerba Buena Center Project Areas
- Southeast project areas (Southeast) – Bayview Hunters Point, Hunters Point Shipyard, and Visitacion Valley Project Areas

Selected JRI CBO's will be required to use the Elation System to report jobseeker data, service delivery, and track outcomes. Agency Staff will work directly with selected CBO's to monitor work plan progress and jobseeker success rates.

Selected JRI CBOs will be required to participate in JRI and OEWD meetings and trainings to enhance the workforce provider network, facilitate CBO peer exchanges, coordinate services, and strengthen service capacity. Agency staff will work with the JRI CBOs individually to assess CBO health and identify technical assistance and resources that will be made available to assist the CBO build its organizational capacity to support effective high-quality service delivery.

**JRI Northeast Strategy**

The Agency has employed a successful workforce strategy in the Northeast investing in a single CBO to provide a comprehensive set of workforce services that includes intake and assessment services, job readiness training, and job placement services in construction and end-use (retail) jobs. JRI will continue to invest in this established Northeast workforce strategy.

**Northeast Population Target:** The Northeast workforce services will be targeted to residents living in the following project areas –

- Mission Bay Project Area
- South of Market Project Area
- Transbay Project Area
- Yerba Buena Center Project Area

The selected JRI CBO should serve the spectrum of Northeast project area jobseekers, with particular focus on serving those with significant barriers...
to accessing training and employment. This includes those with limited English proficiency, basic skills deficiency, formerly incarcerated individuals, persons with disabilities, etc.

As much as possible, JRI services should be designed to provide services to:

- Low-skilled individuals with multiple barriers to employment who require intensive job readiness and skills training and
- Skilled and semi-skilled individuals who require moderate job readiness and moderate to intensive skills training.

**JRI Southeast Strategy**

In the Southeast, the Agency determined the need to reevaluate its workforce investment strategy and implemented a community input process to inform the design of the JRI Southeast workforce investment strategy. Agency staff met with the project area advisory bodies and sponsored a series of focus groups to better identify the project area residents' workforce needs.

Based on the project area advisory bodies and focus group feedback, the Agency learned that residents in the southeast project areas face multiple barriers that prevent them from:

- Meeting the eligibility requirements for participation in the Sector Academies and other employment training programs,
- Attending Sector Academies and other employment training programs, and/or
- Securing employment.

Bayview Hunters Point/Hunters Point Shipyard residents' primary barriers in order of priority are:

1. Valid driver's license and related legal issues
2. Education - reading and math literacy, GED
3. Mental Health/Substance Use
4. Criminal Histories
5. Transportation
6. Child care

Visitacion Valley residents' primary barriers in order of priority are:

1. Transportation
2. Child care
3. Education - reading and math literacy, GED, ESL
4. Valid driver's license and related legal issues
5. Criminal Histories
6. Mental Health/Substance Use

A significant number of Southeast project area residents need intensive case management and barrier removal assistance to effectively access the workforce system, gain vocational skills, and compete in the labor market.

JRI will focus its Southeast workforce investments on intensive case management, barrier removal services, and job readiness training to support Southeast project area residents' efforts to navigate and utilize citywide workforce services. As a result of this focus, the Agency will increase project area jobseekers access to the citywide workforce system and create significant opportunity for vocational skills development, job placement opportunities, and career development.

**Southeast Population Priorities:** Due to the boundaries of the Southeast project areas and the impact of redevelopment activities beyond the project area boundaries, Southeast services will be targeted to residents of the zip codes affiliated with the Southeast project areas as follows —
The selected JRI CBOs should serve the spectrum of Southeast project area jobseekers, with particular focus on serving those with significant barriers to accessing training and employment. This includes those with limited English proficiency, basic skills deficiency, formerly incarcerated individuals, persons with disabilities, etc.

As much as possible, JRI services should be designed to provide services to:
- Low-skilled individuals with multiple barriers to employment who require intensive job readiness and skills training and
- Skilled and semi-skilled individuals who require moderate job readiness and moderate to intensive skills training.

The Agency intends to fund multiple CBOs and/or collaborations to provide holistic and culturally competent workforce services within the project area neighborhoods.

Collaborations, joint ventures, or a team of organizations with complementary skills and experience are permitted and highly encouraged to respond to the Southeast component of this RFP. Proposals from collaborations, joint ventures, or teams must designate a lead agency that will serve as the fiscal agent for the partners.

The lead agency or organization will be responsible and accountable for effectively and efficiently planning, managing and delivering the services and activities described in the JRI Southeast Scope of Services below, while providing excellent customer service and achieving the performance outcomes. The lead agency must also demonstrate the financial capability needed to effectively and efficiently disperse and account for the grant funds.

IV. SCOPE OF SERVICES

JRI Northeast Scope of Services

1) Jobseeker Recruitment and Outreach: Inform and educate Northeast project area residents about the JRI. Increase awareness of new and existing services to a greater number of individuals. Recruitment and outreach may include: passing out flyers, tabling at community events, door knocking, participating in street fairs/festivals, and/or using existing networks of communication to spread the word.

2) Intake and Assessment: Based on the minimum requirements and qualifications for successful employment in construction and other available industry employment within the Agency’s redevelopment areas, assess jobseekers for eligibility. For jobseekers that do not meet the minimum requirements of the selected Academy, provide job readiness training and barrier removal services to help the jobseekers meet the requirements and/or identify an alternative career path that is a better match.

3) Job Readiness Training: Customize a Job Readiness Training curriculum based on Agency Project Areas industries’ requirements and the range of job readiness of the recruited jobseekers. The JRT class should be designed to build workplace skills, develop positive attitudes and behaviors, and provide positive teamwork experiences. Curriculum should include:
   - Jobseeker portfolio (resume, applications etc)
   - Interview skills
   - Employer Expectations
   - Appropriate work attire
Managing a work life
Physical exercise and manual dexterity (if required)
Review of eligibility requirements of the Academy(ies)
Life skills including achieving goals, developing positive support systems and balancing work and home

4) Job Referrals and Placement: Generate employment leads for jobseekers and place jobseekers into employment. Work closely with OEWD to leverage first-source local hiring agreements, on-the-job training opportunities, hiring tax credits, federal bonding program services, and other business service strategies to maximize employment opportunities.

JRI Northeast Performance Requirements:

Job Readiness Training:
• 70% of all jobseekers served complete job readiness training

Vocational Skills Training and Job Placement:
• 40% of all jobseekers served are accepted into a Sector Academy or obtain an Individual Training Account from a One-Stop Career Link Center
• 40% of all jobseekers obtain direct job placement

JRI Southeast Scope of Services

1) Jobseeker Recruitment and Outreach: Inform and educate Southeast project area residents about the JRI. Increase awareness of new and existing services to a greater number of individuals. Recruitment and outreach may include: passing out flyers, tabling at community events, door knocking, participating in street fairs/festivals, and/or using existing networks of communication to spread the word.

2) Career Counseling: Assist the jobseeker in identifying an industry sector of choice and creating an individual career plan for potential career paths within the jobseeker’s selected industry. This plan must include the training and skill development needed to succeed in the specific industry. The plan must recommend a path or refer jobseekers directly to a Sector Academy and/or to a One-Stop Career Link Center for Individual Training Account or direct placement.

3) Assessment: Based on the minimum requirements and qualifications for successful employment in the identified industry and acceptance into the related Sector Academy, assess jobseekers for eligibility. (Minimum requirements and qualifications are determined by the Sector Academy.) Requirements may include minimum skills and interest, education level, eligibility for the Workforce Investment Act and/or other public funding.

Work with Sector Academy partners to determine the appropriate assessment tools and identify how assessment will be conducted. Tests may include language, reading, math, and basic skills among others. Tests and assessments may also include wellness, drug testing, criminal background checks or others, if these are required for entry into the industry.

For jobseekers that do not meet the minimum requirements of the selected Academy, provide career counseling, intensive case management and barrier removal services to help the jobseeker meet the requirements and/or identify an alternative sector that is a better match.

4) Intensive Case Management and Barrier Removal Services: Work individually with jobseekers to monitor their progress and assist them with any challenges they are facing and connect them with partner services or outside support services as needed (e.g. legal services, post-secondary education, childcare, transportation, mental health services, substance abuse services, etc.). Caseloads must not exceed 35 jobseekers per case manager and the ideal caseload range is 20 – 30 jobseekers per case manager.

Identify, assemble, and facilitate access to resources needed by jobseekers to mitigate barriers and meet training and/or employment minimum requirements. Assist jobseekers in reducing barriers, such as transportation, childcare, and criminal history, and meeting minimum eligibility requirements (GED, valid driver’s license, health/wellness standards, etc).
JRI CBOs will have access to a Barrier Mitigation Fund (BMF) to help jobseekers address specific barriers. The BMF will be available to help jobseekers mitigate specific barriers, such as union back-dues, transportation, emergency childcare support, fines, legal issues, work-related equipment/tools, and education access.

The Agency, with the JRI CBOs, will develop a standard policy for the use of the BMF to ensure equal access to the funds. The BMF will be available only as a last resort; JRI CBOs must demonstrate efforts to mitigate barriers by maximizing the available community and city-funded resources prior to drawing funds from the BMF.

5) Orientation: Connect jobseekers to San Francisco One-Stop Career Link Centers and Sector Academy partners to attend an orientation to the various industries and to the Sector Academies. Assist jobseekers in navigating the citywide workforce system to increase their ability to independently access services.

6) "Bridge" Job Readiness Training: Develop a "Bridge" Job Readiness Training curriculum based on industries' requirements and the range of job readiness of the recruited jobseekers. The Bridge JRT class should be designed to build workplace skills, foster positive workplace attitudes and behaviors, and provide positive teamwork experiences. The curriculum should focus on motivating jobseekers to identify and address their employment barriers, and improve their basic math, reading, and computer literacy skills. The Bridge JRT should also prepare jobseekers for success in one of the Sector Academies by equipping them with effective workplace and classroom survival skills. Curriculum should include:

- Jobseeker portfolio (resume, applications etc)
- Interview skills
- Employer Expectations
- Appropriate work attire
- Managing a work life
- Physical exercise and manual dexterity (if required)
- Review of eligibility requirements of the Academy/ies
- Life skills including achieving goals, developing positive support systems and balancing work and home

JRI Southeast Performance Requirements:

Barrier Removal:
- 10% of all jobseekers served remove 1 barrier to training and employment
- 20% of all jobseekers served remove 2 barriers to training and employment
- 50% of all jobseekers served remove 3 barriers to training and employment

Job Readiness Training:
- 50% of all jobseekers served complete job readiness training

Vocational Skills Training and Job Placement:
- 75% of all jobseekers served are accepted into a Sector Academy or obtain an Individual Training Account from a One-Stop Career Link Center
- 10% of all jobseekers obtain direct employment through a One-Stop Career Link Center

JRI Innovative Workforce Services

The Agency seeks to promote innovative workforce development models that increase jobseekers' competitiveness and career opportunities, e.g.,
Based on the availability of funds and proposal competitiveness, JRI will consider investing in workforce proposals serving the Northeast and/or Southeast project areas that will meet or exceed the respective project area performance requirements by implementing innovative workforce programs that do not fit within the JRI Northeast and/or Southeast Scope of Services.

V. SELECTION PROCESS AND CRITERIA

Selection Process

a. Submissions of proposals by applicants wishing to be considered by the Agency to provide these services will be accepted via the Elation System until the date and time shown in Section II. A.

b. Submissions must be complete to be considered. No submissions received late or by hand, mail, facsimile, or electronic mail will be considered.

c. Agency staff will evaluate all submissions for completeness and minimum qualifications. Each Applicant is solely responsible for ensuring that all information requested in Section VI. Proposal Narrative, Budget, and Other Submission Requirements is submitted even if it does not appear on the Checklist.

d. A Proposal Review Committee will review and score all responsive proposals. The Proposal Review Committee will include Agency staff, non-Agency staff, Agency project area advisory committee members, and other individuals who have experience in the service areas requested in this RFP. Any attempt by an applicant to contact a member of the Review Committee during the proposal review process may result in the elimination of that proposal from consideration.

e. All or some of the applicants who have submitted complete and responsive proposals may be interviewed and/or receive site visits. Interviews and/or site visits are scheduled to be held on the date(s) shown in Section II. A. These dates are subject to change. All applicants should advise Agency staff of availability on these days. Interviews will be held at the Agency’s offices located at 1 South Van Ness Avenue on the fifth floor.

f. Further written material regarding qualifications or submittals may be requested prior to or following interviews.

g. Agency staff will make a recommendation to the Agency Commission based on evaluation of the proposals and interviews (if held).

h. The Agency Commission will approve the selection of the successful applicant.

Selection Criteria

The Agency will make the selection of the contractor based on the following factors:

• The strength of the CBO’s qualifications to undertake the subject scope of services;
• Overall expertise regarding the specific tasks in the scope of services;
• The extent to which the proposal outlines specific, measurable and realistic outcomes for the targeted population;
• The extent to which budget is reasonable and funds are leveraged and add capacity to existing services.
• Demonstrated ability to provide culturally competent services and work effectively with diverse populations; and
• Ability to comply with the Agency’s policies, including but not limited to nondiscrimination, equal benefits, minimum compensation, healthcare accountability, small business enterprise requirements (if applicable), and insurance.

VI. AGREEMENT TO COMPLY WITH AGENCY POLICIES
Each applicant shall acknowledge receipt and understanding of the following Agency's contracting requirements and policies and state its ability and willingness to comply with each of them:

A. Small Business Enterprise Program

The Agency has adopted a Small Business Enterprise ("SBE") Program, which provides first consideration in awarding contracts in the following order: (1) Project Area SBEs, (2) Local SBEs (outside an Agency project or survey area, but within San Francisco), and (3) all other SBEs (outside of San Francisco). Non-local SBEs should be used to satisfy participation goals only if Project Area SBEs or Local SBEs are not available, qualified, or if their bids or fees are significantly higher than those of non-local SBEs. (See SBE Agreement, Attachment #1.) The Contractor must make good faith efforts to achieve the goals of the SBE Program, which are 50% SBE participation for professional, personal services, and construction contracts. This goal also applies to the Agency when it is contracting directly for goods and services. SBEs must be certified with the Agency. Further information on the criteria for determining eligibility is located in Attachment #1. For any questions, please contact Astrid Zometa, of the Agency’s Contract Compliance Department, at (415) 749-2423.

B. Applicant’s Duty of Loyalty

Applicant for itself and its subcontractors, if any, agrees to abide by the Agency’s duty of loyalty, which appears at Section IX.H. (Prohibited Activities of Present and Former Employees, Commissioners and Consultants) of the Agency’s Personnel Policy and which states in part the following: “Unless approved in advance in writing by the Agency, no present or former employee, Commissioner or consultant of the Agency shall knowingly act for anyone other than the Agency in connection with any particular matter in which the Agency is a party, or has a direct and substantial interest, and in which he or she participated personally and substantially as an Agency employee, Commissioner or consultant whether through decisions, recommendations, advice, investigation or otherwise. Violation of this section by a present employee, consultant or Commissioner may, in the case of an employee or consultant, be grounds for discharge or termination of the consultant contract, and in the case of a Commissioner, be considered misconduct in office pursuant of California Health and Safety Code Section 33115.”

C. Limitations on Contributions

Through execution of this Agreement, Applicant acknowledges that it is familiar with section 1.126 of the San Francisco Campaign and Governmental Conduct Code, which prohibits any person who contracts with the Agency for the rendition of personal services, for the furnishing of any material, supplies or equipment, for the sale or lease of any land or building, or for a grant, loan or loan guarantee, from making any campaign contribution to (1) the Mayor or members of the Board of Supervisors, (2) a candidate for Mayor or Board of Supervisors, or (3) a committee controlled by such office holder or candidate, at any time from the commencement of negotiations for the contract until the later of either the termination of negotiations for such contract or six months after the date the contract is approved. Applicant acknowledges that the foregoing restriction applies only if the contract or a combination or series of contracts approved by the same individual or board in a fiscal year have a total anticipated or actual value of $50,000 or more. Applicant further acknowledges that the prohibition on contributions applies to each prospective party to the contract; each member of Applicant’s board of directors; Applicant’s chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Applicant; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Applicant. Additionally, Applicant acknowledges that Applicant must inform each of the persons described in the preceding sentence of the prohibitions contained in section 1.126.

Finally, Applicant agrees to provide to the Agency the names of each member of Applicant’s board of directors; Applicant’s chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Applicant; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Applicant.

D. Nondiscrimination in Contracts and Benefits
The Agency has established a policy prohibiting discrimination in contracting, which includes a prohibition on discrimination in providing benefits between employees with spouses and employees with domestic partners.

The applicant shall complete Attachment #2. Entities that have received certification from the San Francisco Human Rights Commission regarding their compliance with the Equal Benefits Ordinance of the City and County of San Francisco will be deemed in compliance with the Agency's policy. For further information, see instructions contained in Attachment #2 or contact the Agency's Contract Compliance Department at 415-749-2400.

E. Minimum Compensation Policy and Health Care Accountability Policy

The Agency has adopted a Minimum Compensation Policy ("MCP") for all contractors under personal services contracts that require the payment of a minimum level of compensation to employees (Attachment #3). In addition, the Health Care Accountability Policy ("HCAP") requires that contractors offer certain health plan benefits to their employees or participate in a health benefits program developed by the City's Department of Public Health, or make a payment in lieu of such benefits to the City's Department of Public Health (Attachment #4).

The applicant shall either submit a completed MCP Declaration Form and HCAP Declaration Form or state its intent to comply with these Agency policies.

F. Insurance

The selected applicant must procure and maintain insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the work under the Agency contract by the contractor, its agents, representatives, employees or subcontractors.

Unless otherwise approved by the Agency, the selected applicant must maintain insurance with an insurance company that has an A.M. Best rating of A:VII with the following coverages and limits:

- General Liability: $1,000,000 per occurrence for bodily injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit must apply separately to this project/location or the general aggregate limit must be twice the required occurrence limit;
- Automobile Liability: $1,000,000 per accident for bodily injury and property damage;
- Workers' Compensation and Employers Liability: Workers' Compensation limits as required by the State of California and Employer's Liability limits of $1,000,000 for bodily injury by accident and $1,000,000 per person and in the annual aggregate for bodily injury by disease. (Required only if Contractor has employees); and Waiver of Subrogation endorsement required for Agency;
- Professional Liability: $1,000,000 per occurrence.

The insurance requirements may be modified by the Agency's Risk Manager in his/her sole discretion.

G. Indemnity

The selected applicant shall defend, hold harmless and indemnify the Agency, the City and County of San Francisco and their respective commissioners, members, officers, agents and employees of and from all claims, loss, damage, injury, actions, causes of action and liability of every kind, nature and description directly or indirectly arising out of or connected with the performance of the Agency contract and any of the contractor's operations or activities related thereto, excluding the willful misconduct or the gross negligence of the person or entity seeking to be defended, indemnified or held harmless.

H. Disclosure Questions
Each consultant shall Complete Attachment #5, Disclosure Questions, and submit the completed form as part of its Statement of Qualifications.

I. Certification of Applicant

The selected applicant shall certify under penalty of perjury under the laws of the State of California that all the information provided in the RFP is true and correct (Attachment #6).

VII. ADDITIONAL TERMS AND CONDITIONS

A. Personal Services Contract

The selected applicant will be required to enter into a Personal Services Contract with the Agency (Attachment #7). The contractor will be required to comply with all of the provisions of the personal services contract, including, but not limited to, the Agency's policies and provisions regarding indemnification, insurance, small business enterprise requirements, and non-discrimination in employee benefits and hiring.

B. Contractor Expenses

Applicants responding to this RFP do so at their own expense. The Agency will not consider any contractor costs related to this RFP or to negotiating a Personal Services Contract as reimbursable or as eligible costs under the contract.

C. Agency Right to Modify or Suspend RFP

The Agency, through its Executive Director, reserves the right at any time and from time to time, and for its own convenience, in its sole and absolute discretion, to modify or suspend any and all aspects of the selection process, including, but not limited to this RFP, and all or any portion of the contractor selection process in or subsequent to the RFP; to obtain further information from any contractor, to waive any defects as to form or content of the RFP or any other step in the selection process; to reject any and all responses submitted; to reissue the RFP; procure the desired services by any other means or not proceed in procuring the services; to negotiate with any, all, or none of the respondents to this RFP as to fees, scope of services, or any other aspect of the RFP or services; to negotiate and modify any and all terms of an agreement; and to accept or reject any applicant for entry into a Personal Services Contract.

D. Claims Against the Agency

Each applicant by responding to this RFP, waives any claim, liability or expense whatsoever against the Agency and its respective officers, commissioners, employees and agents by reason of any or all of the following: any aspect of this RFP, the selection process or any part thereof, any informalities or defects in the selection process, the failure to enter into any agreement, any statements, representations, acts or omissions of the Agency, the exercise of any discretion set forth or concerning any of the foregoing, and any other matters arising out of all or any of the foregoing.

VIII. ATTACHMENTS

Attachment #1: Small Business Enterprise Agreement
Attachment #2: Declaration of Nondiscrimination in Contracts and Benefits
IX. PROPOSAL NARRATIVE, BUDGET, AND OTHER SUBMISSION REQUIREMENTS

Organizational history and experience (20 Total Points)

Background — 5 points
1) Describe your organization’s history, mission, service strategies, and the characteristics of the jobseekers you currently serve (e.g. demographics, income levels, employment barriers, skill needs, etc).

2) Describe how this project will help jobseekers remove barriers to training and employment and increase jobseeker participation in the OEWD Sector Academies.

Key Staff — 5 points
1) Identify the individuals who will work on this project on behalf of your organization or partnership. Include name, job title, organization, skills, and experience. Applicants must notify the Agency in writing within ten days of any change in the employment status of key employees identified in this submittal.

2) Discuss fiscal and data management staff experience, specifically working with federal funds.

3) For organizations serving as a fiscal agent, discuss organizational management structure and board of directors.

4) Describe how you will develop the capacity and skills of all staff engaged with these services.
Organizational and Partner Capacity – 10 points

1) Discuss your organization's ability to implement the proposed project and how it fits with your past performance and experiences providing workforce services.

2) Describe the roles of each organization or partner that will participate in the proposed project.

3) Describe your organization's experience with Agency and City funds and programs, including both programmatic and administrative experience.

4) Provide specific details regarding your past performance as a provider of workforce services in general including any current and/or on-going grants or contracts. Include a list of all current, on-going, and recently funded workforce services (within the past 3 years). Include an overview and analysis comparing your contracted goals against your achieved outcomes and outputs for each of your workforce related contracts/grants on this list.

Proposed Activities (40 Total Points)

1. Identify the JRI project area cluster that the proposed project will serve — Northeast or Southeast. For applicants proposing to serve the Southeast, provide additional detail on the specific Southeast project areas that will be targeted.
   a. Applicants proposing to serve the Northeast project areas must provide services to all Northeast project areas
   b. Applicants proposing to serve the Southeast project areas may apply to target one specific Southeast project area or all of the Southeast project areas.

2. Describe in detail how your organization and/or partnership collaborative will develop and deliver the project area-specific Scope of Services outlined in the Request for Proposals. Include a quarterly plan that outlines major activities, deliverables, number of jobseekers served, and outcomes. Please address all performance requirements.

3. Describe the targeted job seeker population for this project, their income levels, and/or other characteristics that contribute to unemployment or underemployment.

4. Describe your organization and staff experience in leading a partnership or collaborative in achieving a common goal, providing strategic oversight of program development, and management of
joint accountability and outcomes measurements.

5. List and describe the roles of the relevant partners of the proposed project. If partnerships are not in place or defined, describe your approach to coordinating with partners after the grants are in place.

Financial Management and Budget (40 Total Points)

Financial Management — 10 Points

Please provide a narrative detailing the financial management of the organization, including the following items A through F below. This section must describe in detail the applicant's financial management system. Applicants must operate a system that satisfactorily accounts for and documents the receipt and disbursement of all workforce development funds. While a separate accounting system is not required, each operator must maintain financial records that adequately identify the source and application of all workforce development funds.

A Effective control and accountability over workforce development assets (funds, property, other workforce development assets) — Assure that the financial system will maintain effective control and ensure accountability over all funds, property and other workforce development assets including the adequate safeguard of such assets.

B System's capability of generating financial information — Ensure that the system is capable of generating all financial information needed for required reports, including data needed to monitor, evaluate and if necessary, modify program performance.

C Source documentation — Ensure that accounting records are supported by source documentation for each transaction. Ensure that records are traceable to documentation and maintained in such a manner as to provide a complete and accurate audit trail during any internal or external examination.

D Cost allocation plan — Describe in detail any cost allocation plan utilized when costs are chargeable to more than one cost category, or to more than one program and/or funding source. Identify common costs. Applicants must follow the guidelines established in the OMB circular or Code of Federal Regulations applicable to their type of organization.

E Invoices & reconciliation — Ensure that the actual and accrued expenditures will be reported on invoices and that reconciliation between actual and accrued expenditures will be conducted on a payment-by-payment basis.

F Generally accepted accounting principles — Ensure that the
The agency will utilize generally accepted accounting principles in order to account for and control all workforce development funds.

**Budget Narrative - 15 Points**

This narrative provides justification for items in the budget. For the budget narrative, please detail all mathematical computations for each line item.

1. Identify all staff, their roles and related functions to the program and related costs (rent, supplies, etc.) for functions that directly deliver services to the customer (job seeker and/or employer). This may include direct supervision and support directly related to these roles.

2. This narrative should also address any in-kind or leveraged support that the organization will provide to ensure the success of the program.

**Budget - 15 Points**

Include a budget for your proposed project activities using the Agency’s Budget Template. No other budget formats will be accepted.

### LEVERAGED FUNDING SOURCE BUDGET

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### JOB READINESS INITIATIVE 18-MONTH BUDGET DETAIL - USES (SFRA Funds Only, Line A Breakdown)

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<table>
<thead>
<tr>
<th>Contractual Services - Consultants</th>
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<tr>
<td>Item</td>
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<tr>
<td>OMB A-133 Audit ($500,000 in Federal Funds)</td>
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<td>Total Contractual Services (Lines 17 thru 21)</td>
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<table>
<thead>
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<th>Equipment</th>
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<tr>
<td>Item</td>
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<td>General Liability</td>
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<tr>
<td>Fidelity Bond</td>
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<tr>
<td>Property</td>
</tr>
<tr>
<td>Auto</td>
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<td>Other</td>
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<td>Total Insurance (Lines 29 thru 33)</td>
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<table>
<thead>
<tr>
<th>Travel &amp; Conferences</th>
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<tr>
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<p>| Space Rental (Office/Program Space) |</p>
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<tr>
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<td></td>
<td>Office Supplies</td>
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<td>42</td>
<td>Total Office Supplies</td>
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<td>Telecommunications (Phone)</td>
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<tr>
<td>44</td>
<td>Total Telecommunications</td>
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<td>Utilities</td>
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<td>Total Utilities</td>
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<td>Other Expenses</td>
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<tr>
<td>50</td>
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<tr>
<td>51</td>
<td>Total Other (Lines 47 thru 50)</td>
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<tr>
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<td>Overhead/Admin</td>
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<tr>
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<tr>
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<tr>
<td></td>
<td>TOTAL</td>
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<tr>
<td>54</td>
<td>Total (Line 9+16+22+24+28+34+38+40+42+44+46+51+53) Must Equal Line A (above)</td>
<td></td>
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</tr>
</tbody>
</table>

**SUPPORTING DOCUMENTATION UPLOAD**

- Compliance Forms: (To Upload Compliance Forms Attachment 1-6, right click the following blue area then select upload option)
- Organizational Chart: (To Upload Org Chart, right click the following blue area then select upload option)
- Pictures: (To Upload Pictures, right click the following blue area then select upload option)

**Attachment**

1. Attachment 1 Small Business Agreement.pdf
2. Attachment 2 Nondiscrim Contracts and Benefits.pdf
3. Attachment 2a Nondiscrim in Contracts and Benefits Inst.pdf
4. Attachment 3 MCP Declaration.pdf
5. Attachment 4 HCAP Declaration.pdf
6. Attachment 5 Disclosure Questions.pdf
8. Attachment 7 Personal Services Contract.pdf
9. Attachment 8 JRI RFP Budget Instruction.pdf
## JRI Southeast Workplan: Scope of Services and Activities for Goodwill Industries - DRAFT

### Jobseeker Recruitment & Outreach

1. Direct referrals will come from the One Stops Triage teams with a focus on the Visitation Valley One Stop operated by Florence Crittenton.
2. Leverage our position as Sector Coordinator for the Green Academy, work with Coordinators to target applicants who are identified as needing intensive preparation to be eligible for the Academies.
3. Applicants to the Ramp program who are over 24 will be referred to IJRT. Recruitment events are held weekly for Ramp at three One Stop locations.
4. Program participants will also be recruited through participation in the Interagency Council efforts to target youth in this specific community. The RAMP recruiter recruits clients at community events.
5. **Partner Activities:** Florence Crittenton Services (FCS) will provide referrals through its new Visitation Valley Satellite One Stop. FCS brings to the table strong connections to the existing One Stop infrastructure, ongoing participation as an Intensive Service Provider, a long track record of success working with the populations to be served under this grant, and longstanding relationships with workforce service providers including Goodwill, employee groups and unions.

### Career Counseling

1. The Job Coach/Case Manager will provide one-on-one career counseling, including reviewing individual assessment results and working with the client to establish career goals, including admission to one of the Sector Academies or an approved Training Program, or direct referral to placement services.
2. Together the Job Coach/Case Manager and jobseeker will create an Individual Career Plan detailing the training and skill development required by the job seeker over both the three month program and beyond.
3. Leveraging the linkages of the One Stop, they will also provide direct referrals to support services such as childcare support, transportation vouchers and the like as needed.
4. Eligibility requirements for Sector Academies will be introduced early on in the program so that clients can set goals and track progress towards meeting eligibility requirements.

### Assessment

1. Candidates will be interviewed to determine eligibility with priority given to candidates with multiple barriers. Candidates will undergo an intense assessment leveraging Goodwill's current assessment tools and processes developed for other JRT programs.
2. The Assessment Specialist will administer the customized assessment, using a comprehensive online assessment tool developed expressly for the One Stop system.
3. The Job Coach will analyze the results against the rubric of eligibility requirements for the Sector Academies. Assessment will focus on identifying and addressing barriers to employment, developing a case management plan along with an individual career plan.
4. Goodwill's Assessment Specialist will conduct any additional testing required to establish minimum math and communications competency or to identify learning disabilities or other challenges as required. All participants will be WIA certified.

### Intensive Case Management & Barrier Removal

1. The Job Coach/Case Manager will work one-on-one with jobseekers to guide them through the program, monitor their progress and ensure that they access all professional and supportive services clients' need from Goodwill, the One-Stop or other community partners.
2. The Case Manager will be highly accessible to clients throughout the program. Management staff will meet regularly with the case manager to review case loads, case notes, maintenance of client files and clients' attendance. Where needed, the Job Coach/Case Manager will utilize Barrier Mitigation Funds to support clients in removing barriers.
3. Valid driver's license and related legal issues - The Job Coach/Case Manager will work with each client to get their first driver's license through referrals to driving schools and with assistance in resolving legal issues, such as unpaid tickets or outstanding warrants related to moving violations.
4. Education - Clients may be enrolled in ESL, GED and HSD classes provided at Goodwill, as needed based on individual educational plan. Each of these classes is open enrollment and students can work at their own pace and level.
5. Partner Activities: Mental Health/Substance Use - Rubicon Programs will provide a Mental Health/Substance Abuse counselor to conduct assessments and individual and group counseling to clients in the JRT program. Rubicon has extensive experience working with individuals needing counseling and support for mental health and substance abuse issues, including people with co-occurring disorders and those facing multiple barriers.
6. Partner Activities: Criminal Histories/Legal Assistance - The Job Coach will connect clients with legal services through Rubicon's Hawkins Center, a legal services program with over 20 years of experience serving people who have disabilities, are homeless, formerly incarcerated, or are economically disadvantaged in the San Francisco Bay Area.
7. Child Care and Transportation - Through Goodwill's One Stop Shop, all eligible participants will be enrolled in WIA where they can access supportive services include childcare and transportation support. As needed, referrals will also be provided to other childcare providers including emergency childcare.

### Orientation

1. IJRT participants will receive introductions to various industries, Sector Academies and the citywide workforce system.

### "Bridge" Job Readiness Training

1. IRT consists of 8-10 hours of Professional Development classes weekly, which covers basic digital literacy, portfolio development and job search skills.
2. Clients will learn and master the basic computer skills that are now essential for an effective job search.
3. As they learn computer skills clients will draft a resume and will receive assistance in collecting reference letters and other materials.
4. Each client will have a jobseeker portfolio including a resume ready to present to employers upon completion of the Professional Development class.
5. Clients will learn interview skills through modeling and role playing in the classroom, with ample time to practice until each client feels confident in their ability to present themselves to employers.
6. The remaining 10 hours of development time will be customized to each individual's barrier removal plan and may include GED and/or ESL class, substance abuse counseling, legal counseling, housing, childcare, professional workshops, and more.
7. Case Manager/Job Coach will provide referrals for any previously undetected needs for substance abuse counseling, mental health services, and other supports and provide referrals appropriate community partners as needed.
8. Clients will be enrolled in additional workshops offered through the One Stop.

### Innovative Workforce Services

1. Participants will receive a weekly stipend (an average of $250 per week) and have the opportunity to earn an additional $1000 in incentives for achieving barrier removal milestones during the IJRT for a total of $4,000 over the 3 months. Stipends will be provided on Mondays for completion of work during the prior week and be paid only when clients meet all requirements.

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**Attachment 2 - Proposed Workforce Development Scope of Services, Performance and Budgets**