

WORKFORCE DEVELOPMENT CRITERIA AND QUESTION SET

WORKFORCE DEVELOPMENT CRITERIA

- **Eligible Applicants**
- **Eligible Projects**
- **Program Objectives**
- **Eligible Beneficiaries**
- **Organizational Capacity**
- **Program Design**

WORKFORCE DEVELOPMENT QUESTION SET

Technical Assistance for Workforce Development Proposal Areas:

OEWD will conduct one technical assistance workshop specifically related to the **Workforce Development Proposal Areas** of this RFP. This workshop will assist interested applicants in assessing the eligibility and scope of proposed projects, and in completing the required elements of proposals using the online proposal system. Please note, the workshop for Economic Development Proposal Areas will be a separate and distinct workshop.

WORKFORCE SERVICES ONLY (WIA and CDBG)

DATE: Wednesday, January 6, 2010

TIME: 1:00-3:00 PM

LOCATION: San Francisco Main Branch Library (lower level);
Koret Auditorium; 100 Larkin Street (at Grove),
San Francisco, CA 94102

- Questions regarding the Workforce Development Proposal Areas of this RFP will be addressed at the designated Technical Assistance Workshop and posted on the OEWD website. Please submit questions via email to OEWD at workforce.development@sfgov.org. Reference "RFP 108" in the subject line of the email.
- All questions must be submitted before **12:00pm, 01/15/10**. Questions received after **12:00pm, 01/15/09** will not be answered. Questions and responses will be posted on the OEWD website periodically at http://www.oewd.org/Workforce_Development_Funding.aspx
- OEWD will post written responses to all appropriately submitted questions by 5pm on 01/20/10.
- Applicants are responsible for reviewing and incorporating information provided on the OEWD website.

Eligible Applicants

For All Workforce Services Proposal Areas (WF- I. through VI.):

Eligible applicants include:

1. 501(c)(3) registered non-profit corporations or 501(c)(14) community development credit unions 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
2. Churches that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS
3. Governmental entities, including public agencies, commissions, or authorities that are independent of the City and County of San Francisco's government (e.g. S.F. Housing Authority)
4. Institutes of higher education

For WIA-funded Proposal Areas only: In addition to all of the eligible applicants listed above, OEWD will also accept proposals from private sector businesses and other qualified entities.

Eligible Projects

Proposal Area I. One Stop Career Link Center (One Stop) Operators

(primarily WIA Adult & Dislocated Worker funds, some OEWD general funds)

- o Bayview Hunters Point
- o Mission
- o Chinatown

Proposal Area II. WIA Child Care Resources Administrator

(primarily WIA Adult and Dislocated Worker funds, some OEWD general funds)

Proposal Area III. Job Readiness Services (JRS)

(primarily CDBG and some OEWD general funds)

Proposal Area IV. One-Stop Complementary Services

(primarily CDBG and some OEWD general funds); Five Modules:

- A. Adult Basic Education Skills and Adult Literacy
- B. Basic Computer Skills training
- C. Criminal Justice Re-Entry Employment Services
- D. Disability Employment Services
- E. Limited English Proficiency Services

Proposal Area V. Sector-based Vocational Skills Training

(primarily CDBG and some OEWD general funds); Two Modules:

- A. Vocational Skills training for Construction, Green, Health Care, or Social Services Sector Academies
- B. Vocational Training Programs for Other Sectors

Proposal Area VI. Youth Workforce Programs: Sector Bridge

(CDBG and some OEWD general funds)

OEWD RFP#108: Workforce Development Proposal Areas:
Eligible Applicants and Projects

Program Objectives

The Workforce development strategy described in this RFP leverages multiple funding sources including:

- Formula WIA Adult & Dislocated Worker Funds
- Formula Workforce CDBG Funds
- OEWD General Funds

The overall priority of the workforce development portion of this RFP is to maximize the impact of each of these individual funding sources by coordinating a stronger system of services aligned along a comprehensive workforce development framework. The specific services being solicited are listed in the following section.

Background: WISF's Vision for the City's Workforce System

The City's Workforce Investment Board (WISF), as designated by statute, has responsibility for oversight of the local workforce development system. Youth workforce policy and operations are overseen by the Youth Council as a mandated committee of the WISF. The WISF provides a forum for business, labor, education, government, and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the local workforce.

The vision for workforce development in San Francisco includes the integration of policies, funding, and delivery systems into a coordinated community-wide effort to support businesses and workers to full employment. The WISF envisions a workforce system that provides quality, accessible, and targeted services to both San Francisco residents and the businesses that employ them. The San Francisco workforce system is the bridge between employers and job seekers, ensuring that services are tailored to the needs of job-seekers as well as providing a skilled and ready workforce for local businesses.

To this end, the WISF has agreed to invest in a number of key elements described by this RFP that will strengthen the foundation of this vision. These key elements will be funded through multiple funding streams to create service models with greater flexibility and effectiveness. Each of the service components will be subject to the applicable regulations associated with the specific funding sources from which it draws resources. It is envisioned that funding will be used primarily to seed other investments of resources, services and staff.

Background: WISF's Vision for the City's Youth Workforce Development Services

In 2004, the Youth Council adopted the following vision for the youth workforce system along with a strategic plan designed to achieve this vision:

“San Francisco offers a comprehensive and coordinated system of care, which provides a continuum of quality services to ensure that all youth are equipped with the skills,

knowledge and abilities to prepare them for successful employment, academic and life choices by age 25”.

In March 2009, the Youth Council reaffirmed its support of this vision and the existing strategic plan. It also recognized that, in the current and future economy, in order for young people to thrive as adults, they need a strong academic foundation. Therefore, the Council further adopted that:

- the youth workforce system be designed to make it possible for every youth in San Francisco to complete high school and to obtain a post secondary credential, and
- all City departments, the San Francisco Unified School District, City College of San Francisco, the business community, and non-profit organizations should work together to achieve this goal.

Over the past year, Youth Council of the WISF has worked collaboratively to engage the community, key stakeholders and internal and external partners to assess San Francisco’s youth workforce services and priorities and develop a more cohesive strategy for youth workforce services for young people ages 13 – 24 years of age. Through these processes, the following were identified as overarching common goals:

- Enhance the educational component of workforce services for youth and emphasis the role of educational attainment in future career pathways;
- Improve inter-agency partnerships to facilitate the process of connecting target populations with appropriate youth workforce services;
- Involve employers and workplace partners to align youth workforce services to demand and emerging industry sectors;
- Ensure that youth have the knowledge, skills and opportunities to make progress toward reaching education and career goals;
- Provide a continuum of experiences to support youth career preparation;
- Fund comprehensive programming that addresses the educational, career, and transition to post-secondary needs of youth, as well as provide needed wraparound supports;
- Achieve integration of citywide summer youth job programs to ensure priority populations are served; and
- Improve the capacity and impact of providers by utilizing evidence-based program models.

The Youth Council approved the following priorities for youth workforce services:

1. Adopt a unified purpose for youth workforce programs that support educational attainment necessary to reach career goals.
2. Target investments and strategies to serve youth and young adults most in need of educational-oriented workforce opportunities.
3. Fund programs that provide holistic programming that includes:
 - an educational core integrated with workforce services,

- career education that is centered on the interest and aptitudes of youth, builds workplace knowledge and readiness and supports school-based learning,
 - wraparound and transition support that reduce barriers, builds connection and provides a strong safety net for youth,
 - planning for post secondary education or training, assisting youth on their next step of a career pathway.
4. Strengthen the workforce system by:
- connecting youth workforce programs more closely and intentionally with secondary schools and post-secondary institutions.
 - involving employers and organized labor more fully in the design, coordination and implementation of the youth workforce system.
 - investing in evidence-based strategies that incorporate these elements.

Furthermore, the Youth Council and WISF have adopted a set of Minimum Quality Program Standards for Youth Workforce Programs that organizations will be asked to address. (See Appendix)

Goals of RFP Process

The goal of the RFP process is to facilitate a fair and objective process for selecting organizations most qualified to implement workforce programs in San Francisco. This RFP is issued to solicit responses from community based organizations, educational institutions, private sector businesses, social service agencies and other qualified entities to provide the services described in this RFP to adult and dislocated worker job-seekers, youth, and business customers.

Workforce Investment Act Funds

OEWD is issuing this RFP, to solicit services specified under Title I of the Workforce Investment Act (WIA) for Adult, Dislocated Worker, and Youth services.

The Workforce Investment Act of 1998 reformed the federal Job Training Partnership Act and created a new, comprehensive workforce system. Respondents to this RFP are expected to be familiar with the contents of the WIA and the federal regulations guiding the program. Both can be found via the Department of Labor's site at www.doleta.gov. The terms and conditions of this RFP may change based on new legislation or guidance released concerning the ARRA or WIA. OEWD staff offers technical assistance concerning ARRA and WIA once awards are made.

OEWD is held accountable to the Department of Labor's Common Measures for all WIA funded activities. These DOL Common Measure performance metrics are separate and distinct from the performance requirements that OEWD will apply to grantees awarded funding through this RFP. These OEWD requirements will be detailed for each specific statement of work later in this RFP. However, given OEWD's commitment to meet DOL's Common Measure objectives, applicants for this funding should be familiar with the DOL measures and should consider how their proposed activities may affect or be affected by this commitment.

OEWD RFP#108: Workforce Development Proposal Areas:
Program Objectives

OEWD will, through its procedures and client tracking system, collect sufficient data to track the department's progress on DOL's Common Measures (summarized below).

Common Measures for programs serving adult and dislocated workers:

- Number of program participants working one quarter after they exit the program (i.e., successful placement)
- Number of program participants working three quarters after exit (i.e., retention)
- Participant earnings after exit (wage gain)

The following link to the Department of Labor's website will direct you to both the detailed Training and Employment Guidance Letter (TEGL-1705) and a 1 page overview that summarizes all the key measures:

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

OEWD has established policies and procedures for all activities that it funds using WIA dollars. Because WIA funding is a primary funding source for this RFP, all bidders should be familiar with these and incorporate them into their proposal planning for this RFP. For bidders applying under Proposal Areas WF-I. or WF-II, OEWD's WIA policies and procedures can be found on-line at:

<http://www.oewd.org/Directives.aspx>

http://www.oewd.org/WIA_Procedures.aspx

CDBG Workforce Funds

OEWD's Workforce Development Division will be utilizing CDBG Funds within the context of local and federal CDBG guidelines and strategy to provide a variety of workforce services for low to moderate income residents of San Francisco. These service strategies were designed to support neighborhood-based services, fund targeted services for jobseekers with employment barriers, leverage San Francisco's One Stop Career Link System, reinforce Sector strategies, and increase collaboration and coordination among workforce system services and providers.

OEWD Workforce Division General Funds

OEWD General Funds have also been included to supplement this RFP's funding in order to create greater flexibility to extend services to San Franciscans who may not be able to meet WIA or CDBG eligibility criteria. It is envisioned that the inclusion of General Funds would also create greater flexibility to develop effective service models and/or components that are not strictly tied to WIA/ CDBG funding structures. Availability of OEWD general funds for this RFP is subject to approval through the City's budget process.

Assessing Impact and Measurement of Strategic Indicators

OEWD is committed to assessing impact by measuring strategic indicators of progress. Funded agencies are required to utilize the OEWD-identified client tracking system(s) and to submit regular cost and progress reports through the identified reporting system(s) – there are no exceptions to this rule. Required data elements vary by program areas and

OEWD RFP#108: Workforce Development Proposal Areas:
Program Objectives

are described during the contracting process. These data elements are subject to change, based on the mandates of the fund source and/or other local, state, or federal requirements.

Contract Terms

The Workforce Services portion of this RFP includes six distinct Proposal Areas that correspond with the workforce strategic priorities outlined earlier. Each Proposal Area contains one or more service modules. The contract terms that apply for each of these modules are identified in this section. These terms include the anticipated number of awards, the anticipated amount per successful proposal, the expected term of the grant or contract, as well as the anticipated total amount for all awards offered in each module.

NOTE: OEWD reserves the right, at OEWD discretion, to extend the contracted terms for any of these Proposal Areas and/or specific modules.

Proposal Areas: WF-I & WF-II-- WIA & general fund

Total = ~\$1.5M

Proposal Area I: One Stop Ctr. Operators (WIA, CDBG, & general fund)

Module	Number of awards available	Estimated amount per award	Term	Estimated total of awards offered
Mission	1	\$300,000 – \$500,000/ year	March/April, 2010- June 30, 2012	\$300,000 – \$500,000/ year
Southeast-- Bayview/ Hunters Point	1	\$300,000 – \$500,000/ year		\$300,000 – \$500,000/ year
Chinatown	1	\$300,000 – \$500,000/ year		\$300,000 – \$500,000/ year

Proposal Area II: WIA Childcare Resources Administrator (WIA & general fund)

Module	Number of awards available	Estimated amount per award	Term	Estimated total of awards offered
NA	1	\$150,000- \$250,000/ year	July 1, 2010- June 30, 2012	\$150,000- \$300,000/ year

Proposal Areas: WF-III, IV, V, & VI-- CDBG & general fund

Total = ~\$2M

Proposal Area III: Job Readiness Services

OEWD RFP#108: Workforce Development Proposal Areas:
Program Objectives

Module	Anticipated # of awards	Estimated amount per award	Term	Estimated total of awards offered
Job Readiness Services	2-8	\$50,000- \$100,000	July 1, 2010- June 30, 2011	\$350,000- 450,000

Proposal Area IV: One Stop Complementary Services

Module	Anticipated # of awards	Estimated amount per award	Term	Estimated total of awards offered
Adult Basic Education Skills	1-3	\$50,000- \$200,000	July 1, 2010- June 30, 2011	\$150,000- 250,000
Basic Computer Skills Training	1-4	\$50,000- \$250,000		\$200,000- 300,000
Criminal Justice Re-Entry Services	1-3	\$50,000- \$200,000		\$100,000- 250,000
Disability Workforce Services	1-4	\$30,000-\$60,000		\$75,000- 125,000
LEP Jobseeker Services	1-3	\$50,000- \$250,000		\$200,000- 300,000

Proposal Area V: Sector-Based Vocational Skills Training

Module	Anticipated # of awards	Estimated amount per award	Term	Estimated total of awards offered
Sector Academy Voc. Skills Training	2-5	\$50,000- \$250,000	July 1, 2010- June 30, 2011	\$200,000- 300,000
Voc. Training for Other Sectors	2-4	\$50,000- \$250,000		\$250,000

Proposal Area VI: Youth Sector Bridge

Module	Number of awards available	Estimated amount per award	Term	Estimated total of awards offered
Youth Sector Bridge	1-3	\$50,000-\$100,000	July 1, 2010- June 30, 2011	\$75,000- 200,000

Eligible Beneficiaries

Workforce Development Target Populations

The WISF and Youth Council have prioritized the following target groups in delivering job seekers services:

1. Dislocated Workers
2. Formerly incarcerated individuals
3. Homeless individuals
4. Public Housing residents
5. People with disabilities
6. Individuals with limited English proficiency
7. Veterans
8. Out-of-school youth
9. In-school youth not on track to graduate
10. Youth in the juvenile justice and foster care systems
11. Pregnant and parenting teens
12. Former foster youth

Additional information regarding participant eligibility and requirements to receive services are outlined in the individual Scope of Services sections of this RFP.

CDBG:

The beneficiaries of CDBG workforce development activities must be either low- or moderate-income residents of San Francisco. CDBG regulations define a low- and moderate-income person as a member of a family that has an income equal to or less than the Section 8 low-income limit established by HUD. Unrelated individuals shall be considered as one-person families for this purpose.

[For more information, please review HUD eligibility chart—see RFP Appendix]

Organizational Capacity

There must be a demonstrated program history and track record of ability to efficiently and effectively administer programs and achieve desired outcomes. There should be evidence of the ability to fundraise. The proposal should demonstrate a logical relationship between the organization, its mission, and the proposed program/project.

Agencies that have been suspended, put on corrective action, or were unable to successfully complete a City funded program/project at any time during the period July 2004 through June 2009 may be required by OEWD to provide additional supportive information on enhanced ability to manage/implement projects.

Preferences for program funding are given to current grantees with superior performance records and those agencies with ability to leverage other program funds.

OEWD RFP#108: Workforce Development Proposal Areas:
Eligible Beneficiaries and Organizational Capacity

Program Design

Proposal Area I. One Stop Career Link Centers (One Stops)

Overview

OEWD is seeking proposals for One Stops in the following specified neighborhoods:

- Bayview Hunters Point
- Mission
- Chinatown

The Role of San Francisco One Stops:

1. One Stops serve as access points to San Francisco's larger workforce system, providing access to a broad continuum of employment and training opportunities through a coordinated and seamless service delivery structure.
2. At minimum, services at each One Stop include:
 - a) A staffed career resource center.
 - b) A continuum of job readiness training services customized to community needs.
 - c) Access to supportive services.
 - d) Connection to education and vocational training.
 - e) Job matching and placement services.
 - f) Business service component responsible for developing job leads with key industry sectors and employers.
3. One Stops deliver a range of high-quality services on-site specifically designed to meet the workforce development needs of San Francisco residents and employers.
4. One Stops work with OEWD staff to coordinate services with the broader San Francisco One Stop System.
5. One Stops coordinate with mandated partners to ensure that these partners' services are offered on-site at the One Stop and/or through a structured and documented referral/ connection process.
6. One Stops are responsible for achieving the outcomes identified by the Common Measures leading to employment, retention and wage gain, as well as the acquisition of a certificate or skills gains, where appropriate.
7. One Stops offer high-quality, market-driven, accessible and convenient services provided through consumer choice.
8. One Stops are responsible for ensuring all customers receive appropriate, timely, and effective workforce services (especially jobseekers with barriers to employment and businesses in targeted industry sectors).
9. One Stops offer a range of WIA defined services, including:
 - a) Universal Services/ Triage
 - b) Core B Services
 - c) Assessment
 - d) Intensive Services
 - e) Business Services
 - f) Follow Up

10. One Stops assist participants in achieving the outcomes identified by the Common Measures leading to employment, retention and wage gain, as well as the acquisition of a certificate or skills gains, where appropriate.

Mandated Partners and Collaboration

One Stops should capitalize on the strengths of multiple agencies and organizations working toward common workforce development service goals. Funding preference will be given to high-quality subcontracting arrangements, partnerships, or collaborations, particularly those that leverage resources from other sources. Proposals must include at least one of the following entities that will work in partnership with the applicant in the development and/or delivery of service at the One Stop:

- (1) Programs authorized under title I of WIA, serving:
 - (i) Adults;
 - (ii) Dislocated workers;
 - (iii) Youth;
 - (iv) Job Corps;
 - (v) Native American programs;
 - (vi) Migrant and seasonal farm worker programs; and
 - (vii) Veterans' workforce programs;
- (2) Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);
- (3) Adult education and literacy activities authorized under title II of WIA;
- (4) Programs authorized under parts A and B of title I of the Rehabilitation Act (29 U.S.C. 720 et seq.);
- (5) Welfare-to-work programs authorized under sec. 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5) et seq.);
- (6) Senior community service employment activities authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);
- (7) Postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);
- (8) Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);
- (9) Activities authorized under chapter 41 of title 38, U.S.C. (local veterans' employment representatives and disabled veterans outreach programs);
- (10) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.);
- (11) Employment and training activities carried out by the Department of Housing and Urban Development;
- (12) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law); and
- (13) TANF programs authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).

The Scope of Work:

A. Planning and Coordination

B. Direct Services

A. Planning and Coordination

1. Transition Management: Coordinate a smooth transfer of clients and services from existing One Stop in the same neighborhood.
2. Plan and design One Stop services relevant to neighborhood-specific and citywide needs. It is anticipated and intended that these One Stops will provide services primarily to neighborhood jobseekers, and that services will be customized to meet their requirements. However, all One Stops are required to provide a general set of services to assist a full range of job seekers and employers that utilize the services of the centers.
3. Coordination of Partner Services
4. Facilities Management:
 - a. Maintain a professional appearance and atmosphere at the One Stop
 - b. Coordinate and schedule facilities usage to include classrooms, learning events, training, and conference rooms as needed.
 - c. Ensure the One Stop is open for business Monday-Friday 8 a.m.-5 p.m. At a minimum, each one stop must be open expanded hours at least one day per week to accommodate evening usage. The awardee must ensure arrangements are made to keep service delivery available throughout the holiday seasons with limited closings for major holidays.
5. One Stop System Integration: Actively participate in collaborative service planning, implementation, and coordination among One Stop System providers including other One Stops, One Stop partners, and other workforce funded programs and services. All partners and grantees will establish their collective and individual goals and objectives to meet performance measures and customers' needs, including counseling, training and labor exchange information. Brokering of information in this work environment, for both internal and external customers, will be vital to success.
 - a. Support improved communication linkages among various Workforce System partners to ensure effective and seamless delivery of services and resources to customers.
 - b. Participate in all One Stop staff training plans, including cross-training staff on One Stop resources.
 - c. Assist in the development of marketing strategies while maintaining compliance with OEWD marketing style guidelines and policies
 - d. Participate in OEWD efforts to evaluate and improve access points to One Stop system, to include increasing the use of the One Stop system by people with disabilities and other targeted populations.
 - e. Actively participate in OEWD's efforts to evaluate duplication of existing resources and programs and refocus these into an improved cost

effective, seamless service delivery system through resource sharing agreements and other tools.

- f. Actively support a continuous improvement process that links all OEWD resources and grantees, which results in recommending new strategies and evaluation tools to ensure cutting edge initiatives are standard with One Stops.
 - g. Participate in evaluation of the One Stop systems for continuous improvement of performance through improved feedback and analysis of internal and external customer surveys.
 - h. Attend meetings of the One Stop System provider agencies. The central purpose of these meetings will be to support effective operation of the One Stop Centers and the larger One Stop System to encourage best practices.
 - i. Actively support a communications system among the service providers within each One Stop location that at a minimum will include routine coordination of meetings and distribution of key contact lists.
 - j. Implement procedures for center operations.
 - k. Participate in OEWD performance management teams and ensure implementation of outcomes developed by these teams.
 - l. Ensure coordination among non-mandatory entities within the One Stop System and the WIA Direct Service providers.
 - m. Coordinate and collaborate with other funded providers of workforce services, WIA One Stop mandated funded agency partners, and other OEWD-contracted providers including WIA youth providers. A youth advocate will provide services at each center to provide in-school and out-of-school youth services.
6. Data collection and reporting
- a. Ensure complete, accurate, and timely data entry that is in compliance with WIA reporting requirements
 - b. Receive and report program participant information, including intake, eligibility, tracking, and follow up data in a shared data repository.

B. Direct Services

Applicants will provide the following One Stop direct services especially to the priority workforce development populations as outlined earlier in this RFP:

1. Universal Services/ Triage Services
2. Core B Services
3. WIA Eligibility Services
4. Assessment
5. Intensive Services
6. Business Services
7. Follow-up

1. Universal Services/ Triage

To effectively implement Universal Services the contractor will:

- a. Provide universal service to anyone coming into the One Stop for services and ensure such provision through direct staffing or arrangements with other provider organizations;
- b. Establish operations support either by direct staffing or arrangements with partners that include resource room staffing to support internal and external customers, including computer assistance for access to key information and services, information on how to conduct self-assessment, print resumes, and contact potential employers;
- c. Provide greeters/reception services by direct staffing or arrangements with partnering organizations;
- d. Provide support for staff within the One Stop center, including staff assigned to the One Stop center by other provider organizations;
- e. Coordinate outreach and recruitment efforts for the One Stop, and dissemination of information to customers.
- f. Ensure the One Stop addresses and serves the diverse cultural and language needs of customers;
- g. Ensure that services provided are readily accessible to individuals, including those with disabilities;
- h. Create and operate a Resource Room that is fully staffed with qualified individuals who represent the diverse community they serve;
- i. In collaboration with other partners, ensure a plan for ongoing staff development; and
- j. Administer customer surveys to address continuous improvement.

Universal Services/ Triage include:

- i) Outreach, Intake, Orientation: Standard marketing tools such as brochures, speakers, ads, flyers should be utilized to attract the community to services provided in the One Stop centers. Targeted outreach will be developed and coordinated to attract populations for WIA programs and other programs funded by the additional programs mandated under WIA. This outreach will be done in coordination with the other direct service providers and/or agencies responsible for these programs. Orientations shall provide information on the full array of services available through the One Stop system, including those provided by other agencies and organizations. Information should also be provided on how to access other workforce services within the community. Information regarding supportive services including childcare and transportation will be accessible as well.
- ii) Initial Assessment: This activity is used to help the customer determine their skill level, interests, aptitudes, and abilities as they begin to define/redefine career goals. Any needed supportive services are also identified.
- iii) Initial Determination (Triage): Contractor will determine through assessment (above) whether individuals are eligible to receive assistance under WIA adult or WIA dislocated worker programs.
- iv) Information and Referral: Information in the Resource Room will be made available, including Internet sites, job opportunity postings, training, and

education options. Additional information and assistance will be available through an array of workshops.

- a) Information will include provision of employment statistics, information including the provision of accurate information relating to local, regional, and national labor market areas including vacancy listings, job skills required. Information will also include availability of supportive services including childcare and transportation, available in the local area and referral to such services as appropriate.
 - b) Information regarding filing of claims for unemployment compensation will be available. Assistance will be given with establishment of eligibility for welfare to work activities as defined in WIA, and with programs of financial aid assistance for training and education programs that are not funded under WIA and are available in the local area.
 - c) Provision of Performance Information and Program Cost Information.
 - d) Provide information on eligible providers of training services as per the WIA; provide information on how the local area is performing on local performance measures and any additional performance information with respect to the One Stop delivery system in the local area.
- v) Provision of Job Seeker Learning Events: The awardee shall promote and make available learning events to the universal population. Lectures and presentations from local businesses and community organizations should be incorporated in these learning events. Learning events should be provided at least once a week in the One Stop center, including offering them at a variety of times (i.e., evenings) to accommodate the customers' work schedules. Examples of topics include:
- a) HOT Jobs (jobs in demand in the area)
 - b) How to locate job openings
 - c) Tools for an effective job search
 - d) How to market yourself to employers
 - e) Keys to keeping your job
 - f) What do employers want?
 - g) Budgeting 101
 - h) Effective communication
 - i) Developing a career path
 - j) Time & stress management
 - k) Conflict Resolution
 - l) Balancing school & work
 - m) What job suits my skills
 - n) How to be a team player
 - o) Resume writing
 - p) Tips for completing applications
 - q) Discovering your skill and strengths

- vi) Provisions of Job Search and Placement assistance: Provide information and assistance regarding job search, resume development, and interviewing as well as career counseling when appropriate.
- vii) Ensure that anyone entering the One Stop center seeking employment and or education/training services completes the locally adopted swipe card application on first visit to a One Stop Center in the region.
- viii) Case tracking: All customers complete an application for a swipecard. This application essentially opens a "Case" electronically in the system. Those customers who are not deemed appropriate for enrollment in WIA services will self-identify activities they engage in while at the center each time they visit. For these customers, there is no additional case tracking. For those customers who are identified as potential WIA eligible, the contractor will ensure that their file is assigned to a case manager by coordinating with the direct services operator and ensuring that identified customers attend a WIA-specific workshop. Electronic case files for those individuals deemed appropriate for WIA registration will then be assigned to security access level of the case management system, accessible only by the case manager staff.
- ix) Co-enrollment: Awardee will work in collaboration with the OEWD staff to implement appropriate co-enrollment policies between:
 - o WIA funded programs and non-WIA funded programs, and
 - o WIA adult programs and/or WIA youth programs.

2. Core B Services

Core B services are generally provided to individuals who have not secured or obtained employment through Universal Services and need additional individual assistance. Job seeker customers must be WIA eligible and registration must be completed prior to providing any Core B services. Core B services provided must be documented and retained in the participant's case file. Assisted Core services may be provided by non-WIA sources.

Core B (Assisted Core) Services include:

- a. Staff assisted job search and placement assistance, including career counseling.
- b. Staff assisted individual job development.
- c. Staff assisted Job clubs.
- d. Staff assisted referrals.
- e. Follow-up services for registered participants (those previously receiving Assisted Core/ Intensive/ Training services) in workforce investment activities authorized under WIA who are placed in unsubsidized employment. These services should be provided for not less than 12 months after the first day of unsubsidized employment, as appropriate.

3. WIA Adult/ Dislocated Worker Eligibility (Part of Core B)

Determine participant eligibility based on approved WISF policy and WIA regulation. This includes but is not limited to:

- Right-to-Work / I-9 documentation

- Selective Service registration for all males born on or after January 1, 1960.

Specific eligibility criteria for Adults, Low-income Adults, Dislocated Workers and Youth are as follows:

Adults:

Any individual age 18 and older who is either unemployed or underemployed.

Low-income Adults:

Any individual meeting the San Francisco Lower Living Standard income criteria

Dislocated Workers:

Such individual shall be considered eligible to participate: if he/she is age 18 and older, and was dislocated from employment; and:

- Has been terminated or laid off, or has received a notice of termination or layoff from employment, and is eligible for or has exhausted entitlement to unemployment compensation, and is unlikely to return to a previous industry or occupation; Has been terminated or laid off, or has received notice of termination or lay off from employment as a result of any permanent closure of, or significant layoff at a plant, facility, or enterprise; or is employed at a facility at which the employer has made a general announcement that such facility will close in 180 days; or
- Was self-employed and due to general economic conditions or natural disasters; or
- Is a displaced homemaker.

Youth:

An individual shall be eligible to participate in youth services if such an individual meets the definition of eligible youth:

- A. Is not less than age 14 and not more than age 21; and
- B. Is a low-income individual; and
- C. Is an individual who is one or more of the following:
 - 1) *Deficient in basic literacy skills (8th grade or lower math/ reading)*
 - 2) A school dropout
 - 3) Homeless, a runaway, or a foster child
 - 4) Pregnant or a parent
 - 5) An offender, or
 - 6) An individual who *requires additional assistance* to complete an educational program, or to secure and hold employment

[Reference: WIA Section 101(13); please see OEWD's WIA Technical Assistance Guide for further details, located at:

http://www.oewd.org/WIA_Adult_Procedure_and_Forms.aspx]

If it has been determined that an applicant is WIA eligible and would benefit from Staff-Assisted or Intensive services, then the applicant should be enrolled into the

WIA system. At this point the applicant becomes a “participant” and an electronic and paper case file is required. See case record maintenance for further information.

Not more than 5% of participants assisted may be individuals who do not meet the minimum income criteria, if such individuals are within one or more of the following categories identified above.

The awardee shall be responsible for WIA Registration:

- a. Registering and determining the priority of service of individuals who are referred from other agencies or Grantees, prior to providing intensive and training Services with WIA funds.
- b. Completing the required WIA application, obtaining the necessary documentation, identifying barriers to employment, etc. (Applicants should take into consideration that certifying WIA eligibility and priority of service is a very technical task, which requires experienced, trained staff to complete. In addition, eligibility for WIA carries with it liability for dollars spent in serving individuals who are not eligible).

4. Assessment

The provider must comply with the United States Department of Labor’s thirteen guidelines for the use of assessment tools.

- a. Use assessment tools in a purposeful manner.
- b. Use the "whole-person" approach to assessment.
- c. Use only assessment instruments that are unbiased and fair to all groups.
- d. Use only reliable assessment instruments and procedures.
- e. Use only assessment procedures and instruments that have been demonstrated to be valid for the specific purpose for which they are being used.
- f. Use assessment tools that are appropriate for the target population.
- g. Use assessment instruments for which understandable and comprehensive documentation is available.
- h. Ensure that administrative staff is properly trained.
- i. Ensure that testing conditions are suitable for all test takers.
- j. Provide reasonable accommodation in the assessment process for people with disabilities.
- k. Maintain security of assessment instruments.
- l. Maintain confidentiality of assessment results.
- m. Ensure that scores are interpreted properly and consistently.

Further, providers must:

- a. Make available an employment assessment to all customers who are interested in receiving such service.
- b. Use assessment tools to assist the individual customer in identifying the employment area in which he or she would be best suited.
- c. Identify the type and depth of comprehensive assessment for Intensive service customers, based upon the nature of the problems/ employment barriers

identified during counseling and any prior assessments that have been conducted.

Specifically, the objective assessment must examine a customer's:

- (i) Education
- (ii) Basic Skills
- (iii) Occupational skills
- (iv) Prior work experience
- (v) Interests
- (vi) Employability
- (vii) Aptitudes
- (viii) Supportive services needs
- (ix) Developmental needs

Providers should build upon any prior assessment conducted by a School District, Community College, and/or any other agency offering mandated services within the One Stop Center.

5. Intensive Services

Intensive Services are comprehensive, in-depth and individualized. These services are those that enable customers to obtain and retain employment and receive career advancement services necessary for them to reach self sufficiency. Intensive Services should be based on the identification of barriers to employment and a determination and attachment to specific services needed. This list of Intensive Services is not all-inclusive and other services such as literacy training, out-of area job search assistance, and relocation assistance may be provided based on needs of the individual job seeker.

- a. Develop Individual Employment Plans (IEPs) that specify an employment goal, objectives, and an appropriate mix and sequence of services that are based on each client's completed assessments.
- b. Case Management.
- c. Managing the cases of individuals seeking Training services.
- d. Making training referrals and developing Individual Training Accounts (ITAs)
- e. Case Maintenance and Documentation
- f. Offering group counseling.
- g. Counseling individuals and assisting each with career planning.
- h. Managing the cases of individuals seeking training services.
- i. Providing short-term prevocational services, including, but not limited to, development of learning skills, communication skills, interviewing skills, and professional conduct to prepare individuals for a job or training.
- j. Providing follow-up services for 12 months to those registered in WIA and placed into unsubsidized employment.

Elements in Intensive Services are described in detail below:

Individual Employment Plan (IEP)

Develop an appropriate IEP for each registered WIA customer that advances to Intensive services. Jointly develop such plan/strategy with the customer using the JTA (MIS) system or OEWD's Workforce Central data system, and the regionally adopted electronic case management system. Use the assessment results of the IEP, and at a minimum, describe all employment barriers identified, and include the mix and sequence of services that should help the customer overcome the barriers identified, supportive services to be provided, and the expected employment outcome(s) or goals.

Initiate discussion of joint staffing for appropriate customers with the other partnering agency case managers within the One Stop center to ensure that no services are duplicated. Modify the plans, to reflect changes in customer needs quickly, and as a modification to the existing plan. Documentation of such changes will be noted in the regionally adopted case management system.

Case Management

Provide integrated case management services to all individuals that receive Intensive and/or Training services and ensure that the customer will only deal with one case manager from the beginning of the service delivery process through the provision of services even though services may be provided by a variety of agencies.

Track the customer's progress, assist the customer in overcoming any barriers, provide career and motivational counseling, act as an advocate on behalf of the customer, and refer the customer to other resources that can meet any needs that are identified.

Training Referral and ITAs

Refer each individual to the most appropriate activity as determined from the assessment, using procedures established by the WISF and as documented in the Individual Employment Plan (IEP) and within timeframes required by laws, regulations, and policies. Maintain a training and education database along with OEWD. Coordinate the development and placement into an OJT opportunity for customers with the job development and case management staff.

Adult and Dislocated Worker who have been determined to need training may access training with an Individual Training Account which enables them to choose among available training providers that are listed on the California State Eligible Training Provider List. Training services are purchased from eligible training providers selected from the state list in consultation with case managers. Provider must give information on eligible providers of training services as per the WIA; and provide information on how the local area is performing on local performance measures and any additional performance information with respect to the One Stop delivery system in the local area.

Training Services are defined as services designed to provide individuals with skills to enter the workplace and retain employment. Training services may include:

- (1) Occupational skills training, including training in non-traditional jobs.
- (2) On-the-Job training.
- (3) Programs that combine workplace training with related instruction.
- (4) Training programs operated by the private sector.
- (5) Skills upgrading and retraining
- (6) Entrepreneurial training.
- (7) Job readiness training.
- (8) Adult education and literacy activities in combination with services described above.
- (9) Customized training.

Supportive Services

The awardee must work with the customers to address those life issues impacting the job seeker's ability to get out or retain adequate employment. The most commonly needed supportive services include: child care assistance and transportation assistance. In addition, Intensive Service Providers shall provide accurate information relating to the availability of supportive services, including childcare and transportation, available in the local area, and referral to such services as appropriate.

Case Record Maintenance and Documentation

The awardee shall be responsible for maintaining a case file for every customer that has received assisted core services. The awardee will be expected to fully utilize the regionally adopted data tracking system. Electronic case file tracking must be augmented by hard copy file as appropriate. At a minimum, the case file shall include information on and documentation of all required WIA forms. These files are the property of the OEWD and must be turned over to OEWD upon request or at the end of the contract.

Awardee(s) will enter data into OEWD's Workforce Central data system.

In cases where qualified customers receive intensive services and are still not able to find jobs, they may receive training services that are directly linked to job opportunities in their local area.

These services may include occupational skills training, on-the-job training, entrepreneurial training, skill upgrading, adult education, and literacy activities in conjunction with other training.

6. Business Services

Job development and placement are the ultimate goals of the Workforce Investment Act for both Adult and Dislocated Worker clients, and an effective Business Services strategy is a critical components of One-Stop based service delivery. OEWD envisions a market-driven approach for job placement services in San Francisco, and all RFP applicants must use a demand-side approach to fulfilling the workforce needs of businesses (including current, emerging and anticipated labor needs).

Business Services activities to be performed by specific One-Stop staff include:

- Proactively developing job opportunities for One-Stop job seekers
- Assisting businesses with drafting job descriptions and job orders
- Identifying and maintaining a large and varied job seeker pool (consisting of individuals with varying degrees of education and experience) from which businesses can select candidates
- Screening, matching and referring qualified applicants to available job opportunities
- Providing labor market information to assist businesses with workforce planning
- Communicating available Business Services through direct outreach and marketing
- Providing business management workshops and seminars
- Providing new hire employee retention coaching, as well as follow up and retention services to participants
- Identifying and developing On The Job Training (OJT) opportunities
- Providing space for individual and group interviews and business association meetings
- Acting as a single point of contact between businesses and other City agencies
- Surveying of Job Seekers and Employers
- Organizing and hosting career/hiring fairs
- Job board maintenance

These elements are described in detail below:

Proactively Developing Job Opportunities for One-Stop Job Seekers

Proactively seeking employment opportunities and matching the most appropriate One Stop job seekers to those positions is the culmination of all the One Stop services. Jobs developed must be driven by balancing the needs of businesses and the appropriate jobs desired by One-Stop job seekers. Placements should provide sustainable wages and career advancement opportunities.

Assisting Businesses with Drafting Job Description and Job Orders

Working directly with the hiring authority or human resources representative to clearly define the specific tasks and responsibilities

associated with a new position and the required skills, abilities education, and any other screening criteria the business may mandate in order to facilitate the referral of the most appropriate candidates.

Identifying and Maintaining a Large and Varied Applicant Pool

Business Services must make a diverse applicant pool available to businesses. Partnering with other agencies in the community and making use of other applicant resources is required to ensure a pool of applicants that consists of individuals with varying degrees of education and experience. Partners in this effort should include, but not be limited to CBOs, public and private service providers, and placement department staff from educational institutions and training providers.

Screening/Matching/Referral Services

The screening, matching and referring of applicants to job opportunities is the cornerstone of a good business services plan. Must be able to identify, screen, match and refer applicants of varying education and experience levels in order to best serve the businesses in need of workforce assistance. **Business Services staff will also ensure that job-ready One-Stop clients utilize OEWD-funded screen/match/refer technology, so as to facilitate job placements citywide.** Reaching out to other San Francisco One-Stops should also be pursued when a local One Stop is unable to provide applicants for a specific job opportunity, in accordance with a demand-driven approach to job placement.

Providing Labor Market Information

Staff must be able to provide local businesses with industry specific labor market information so as to assist with workforce and strategic business planning, and to ultimately become a valued asset of the business. Staff may work in concert, and coordinate services, with the Economic Development Department, the Department of Labor, the Employment Development Department (EDD) or any number of other resources to this end.

Communicating Through Direct Outreach and Marketing

An outreach and marketing strategy must be created and implemented to inform the business community about available Business Services. One Stop Centers will proactively seek out various industry associations to sponsor their monthly, quarterly, or annual meetings at the One Stop Center.

Providing Business Management Workshops and Seminars

One Stops will partner with other agencies and service providers to provide free workshops to the business community to be held at the One Stop (i.e., small business tax tips, HR issues/guidance, etc.). These workshops create goodwill among employers, provide opportunities for

One Stop staff to network, and provide another opportunity to draw businesses into the One Stop to educate them about available services and to remind them that the One Stop site is a place that could act as a location at which they could conduct some of their business.

Providing New Hire Employee Retention Coaching

Businesses who have hired applicants referred by the One Stop will be provided with new hire employee retention coaching services as needed. Assisting both employers and participants with addressing new or on-going barriers that may interfere with employment must be addressed and support services in the form of direct assistance or service referral and follow up must be provided. Services should include a minimum of 30, 60 and 90 day documented retention check ins after a placement has occurred as well as a check in at the 12 month mark as required by WIA.

On The Job and Incumbent Worker Training Opportunities

Business Services staff must be well versed in available funding sources and the availability of subsidized training programs as they will be in the position to identify training needs in the community when interacting with businesses and must be able to speak to programs that may meet their needs. Through training coordinated by OEWD, staff will be trained and empowered to negotiate and execute training contracts utilizing/combining available training funds from various sources with businesses in the community.

Space for Individual and Group Interviews and Association Meetings

Sufficient space must be available for businesses to conduct one on one interviews, conduct group interviews, and hold association or business group meetings.

Single Point of Contact

As businesses express concerns that are beyond the scope of One Stop services, staff should act as a liaison or a single point of contact to assist businesses with identifying and contacting appropriate agencies/individuals within the City of San Francisco.

Surveying Job Seekers and Employers

The follow up strategy must include a formal process of surveying both participants and employers 30 days after a placement has occurred. All participants on a Job Developer's caseload and the employers that hired them will be surveyed. Surveys received will be reviewed at the managerial level and responses will be provided and/or action plans developed to address concerns expressed.

Career Fairs and Hiring Fairs

Career Fairs that showcase training providers and/or local businesses will be hosted at the One Stop centers throughout the calendar year in an effort to educate One Stop customers/participants about available employment and training opportunities. Hiring Fairs will be coordinated when a group of similarly skilled/educated applicants are in immediate need of placement and are likely to return to the same type of business/industry (as in the case of groups of employees affected by a workforce reduction). Hiring Fairs should only include businesses that are actively recruiting applicants and are prepared to interview applicants on site whenever possible.

Job Board

A Job Board should be developed and regularly maintained in an area that is accessible to all One Stop customers. Openings requiring varied levels of experience and education will be posted. Job leads (opportunities found on the internet or otherwise already publicized) will be posted with contact information for self referral. Job Openings (opportunities developed by staff where a job developer is working directly with the hiring authority) will be posted with job requirements and basic information, but participants will need to speak with a Job Developer before they receive the contact information. This allows Developers to screen applicants and record any referrals made to that business.

7. Follow-up (Job and Education Retention)

This scope of this contract includes follow-up services, if needed, for 12 months to those registered in WIA and placed into unsubsidized employment. It also includes retention services to identify and address barriers that may jeopardize the participant's new employment (see list below) to provide additional services if the participant has quit or been terminated, and to obtain employment retention information for reporting purposes. The follow up and retention services will also include an analysis of client services prior to placement that will allow OEWD to identify services that are provided well and those services that may not be as effective, thereby enabling necessary service redesign.

Some potential issues that may affect retention include missing or inadequate:

- Transportation
- Child care
- Work ethic
- Family or community support system
- Work-appropriate behaviors
- Problem solving & coping skills
- Job skills & training
- Managing family crises
- Proactive planning to prevent problems

More specifically, the contractor must follow-up with employers and participants on a regular basis to determine if the participant is still on the job and/or still in school.

If necessary, this contractor should also provide reemployment services to address the above list of potential issues. The contractor must coordinate with the core and intensive service providers to address reasons for job loss and implement appropriate solutions to secure re-employment. They can also employ such strategies as referring customers to training services if determined to be appropriate and necessary and providing additional job search and job placement assistance in re-placing the individual in unsubsidized employment.

Contractor for this role will have responsibility for meeting the WIA Adult and Dislocated Worker Retention and Wage Increase Common Measures for San Francisco.

Performance Requirements:

Successful applicants should be prepared to begin planning and developing activities (see Grant Activities below) within two weeks of the grant award. Delivery of services at the One Stop Centers should begin no later than July 1st, 2010.

Targeted Service Numbers For Adults & Dislocated Workers (DLW) <i>*Total Proposal Area goal (all grantees combined)</i>		Performance Outcomes Requirements																												
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Business Services Performance Outcomes

Contractor is responsible for meeting the WIA Adult and Dislocated Worker and Youth Common Measures for San Francisco.

This contractor will also be responsible for some process measures including but not limited to the following areas:

- Increased market penetration of the One Stop System, resulting in higher number of repeat customers and new customers (Employers).
- Reduced amount of time customer spends seeking services, resulting in customer service efficiencies (e.g., decrease in the average time for first staff-assisted services offering, increase in # of clients obtaining wage increases in targeted industries as a result of service offering, and increase in employer customer satisfaction).
- Reduced customer handoffs with an integrated intake, assessment, eligibility determination, and follow-up referral process across programs.
- Increased system capacity with better trained staff.
- Process goals such as:
 - o The number of employer outreach calls, visits, etc. made by each Job Developer,
 - o The number of job openings developed (as opposed to job leads-those previously published or found online, in the newspaper, etc.),
 - o The number and nature of job placements made (including wage, benefits, permanent/full time status, etc.),
 - o Participant and employer satisfaction survey results

One Stop contractor(s) will be responsible for quality control on all eligibility certifications. Applicants should take into consideration that certifying WIA eligibility and priority of service is a very technical task, which requires experienced, trained staff to complete. In addition, eligibility for WIA carries with it liability for dollars spent in serving individuals who are not eligible.

Performance Outcomes Goals:

* The percentages/numbers listed are for planning purposes only. CONTRACTOR shall still be held to the yearly DOL performance requirements that will be established as a result of the negotiations between the COUNTY and the State. Upon completion of these negotiations, CONTRACTOR shall be notified of the revised performance levels.

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

1. Experience providing workforce development services
2. Demonstrated ability to leverage other workforce services
3. Letters of Commitment from community service partners, community advisory groups, and/or neighborhood service coalitions
4. Access to classroom space (for job readiness training, workshops, employer presentations, etc.)

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Program Design: Proposal Area I: One Stop Career Link Centers

5. Access to a bank of computers to be used for job search activities
6. Established relationships with local business and non-workforce service providers

Proposal Area II. WIA Child Care Resources Administrator

Overview:

This Proposal Area involves the coordination of childcare services for WIA eligible and approved participants of San Francisco. These services would be provided by the awardee for WIA enrolled participants after receipt of an approved Child Care Authorization form from OEWD authorizing a WIA financed childcare subsidy. This Proposal Area also includes the provision information and training to workforce system providers about the City's child care delivery system.

Scope of Work:

- 1) Identify providers of child care to meet the needs of specific WIA Youth, Adult, and Dislocated Workers, taking into consideration the age of the child the number of hours and dates when childcare will be needed, specific needs of the child, and geographic proximity of the childcare facility to the residence or work/ training place of the participants.
- 2) Undertake investigation, as appropriate, under State rules to establish that the childcare provider is:
 - a) Licensed, or
 - b) Exempt from the requirement of being licensed and offers a safe and suitable facility for childcare in those cases where participants have already identified a potential provider of service.
 - i) Awardee will ensure that children being given in-home care are in a safe and wholesome environment, and
 - ii) Awardee will ensure that all childcare providers involved in this program (with the exception of in-home providers) will carry appropriate liability insurance or will have applied for liability insurance.
- 3) Sign contracts with parents and day care providers
- 4) Reimburse childcare providers the usual and prevailing rates of pay.
 - a) Payment for less than full time childcare would be paid on a prorated basis.
 - b) Identify participants who are eligible for childcare payments from other public sources (e.g. Temporary Aid for Needy Families, CalWORKs, etc.). Payments will only be made for participants deemed to be ineligible for other public childcare sources.
- 5) Discontinue providing childcare services as soon as notification of completion of training is received from the training provider (i.e., a copy of the WIA completion notice).
- 6) Provide counseling, information and referral services to participants in English, Spanish, the Chinese dialects, and other languages with interpreter assistance from the different training facilities and assist the participants to be put on waiting list for subsidized childcare slots.
- 7) Ensure that each participant signs two copies of the Child Care Information sheet, issued in a language in which the participant has reasonable understanding.

- 8) Provide Child Care Resources and Referrals presentations/ trainings to One Stop staff or other workforce development system staff at least monthly as directed by OEWD.

The associated costs for this scope of work are administrative costs and proposed child care payments to providers.

The total grant amount is: \$300,000

The grantee staffing and overhead cost ceiling is 20% of the actual expended funds for childcare payments.

Performance Requirements:

Targeted Service Numbers	
Outputs	Target #
WIA-enrolled participants served:	25-50
Child Care resources trainings provided to One Stop staff or other workforce development system staff:	12 (monthly)
Performance Outcomes Requirements	
Overall Participant Customer Satisfaction Rate: 75.0%	
Overall Workforce System Staff/Trainee Customer Satisfaction Rate: 85.0%	

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

- 1) Experience providing childcare referral services
- 2) Demonstrated ability to leverage other services and resources
- 3) Experience providing training to service providers.
- 4) Established relationships with citywide child care service providers and child care subsidy resources.

Proposal Area III. Job Readiness Services (JRS)

Overview:

JRS-

Many low-income San Francisco residents face multiple barriers that prevent them from:

- Meeting the eligibility requirements for participation in the Sector Academies (see description of Sector Academies below) and other employment training programs,
- Attending and successfully completing Sector Academies and other employment training programs, and/or
- Securing employment.

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

Job Readiness Services (JRS) Providers will focus on providing intensive case management, barrier removal services, and job readiness training to support low-income residents' efforts to navigate and utilize citywide workforce services. As a result of this focus, JRS providers will increase jobseekers access to the citywide workforce system and create significant opportunity for vocational skills development, job placement opportunities, and career development.

JRS services should reach the spectrum of low-income 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.

JRS services should be designed to provide services to:

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

OEWD intends to fund multiple CBOs and/or collaboratives to provide holistic and culturally competent workforce services within the City's low-income neighborhoods. Collaboratives, joint ventures, or a team of organizations with complementary skills and experience are permitted and highly encouraged to respond to this module.

Sector Academies-

Through its Sector Academies initiative, OEWD has contracted with a network of providers to deliver coordinated workforce preparation and training services in

several priority industry sectors identified through the American Recovery and Reinvestment Act of 2009, and through OEWD's strategic planning process.

These Sector Academies are designed to provide jobseekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment.

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 that can offer jobseekers career development opportunities and 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

San Francisco 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 residents to enter the Sector Academies, JRS providers will assist residents with gaining 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. Awardees will be expected to develop and maintain effective working relationships with Sector Academy Sector Coordinators, Sector Academy Intensive Service Providers, and One-Stop Career Link Centers. A brief description of each of these parties is provided below along with a description of their roles in implementing the JRS and Sector Academy initiatives.

- *Sector Academy Sector 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* are the primary case management service providers assisting jobseekers during participation in the program and after they are placed in employment.
- *One-Stop Career Link Centers* provide a full array of job search, training, and placement services. The One Stops connect and partner with employers throughout San Francisco to encourage and support hiring of local residents.

Scope of Work: JRS

- 1) Jobseeker Recruitment and Outreach
- 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:

- a. Providers must incorporate a rigorous, unbiased assessment component to ensure that the services and interventions offered are appropriate to the individual receiving them.
- b. Assessment services should extend beyond just a standard intake process. Generally the assessment should include a full quantitative assessment of the individual's employment barriers, basic skills, and vocational interests and aptitudes, including hard and soft skills testing.
- c. Assessment strategy should be tied into assessment services available at the One Stops whenever it is possible and reasonable to do so.
- d. The Assessment should be based on the minimum requirements and qualifications for successful employment in the identified industry and acceptance into the related Sector Academy and 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.
- e. 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.

4) Intensive Case Management and Barrier Removal Services:

- Should include the development of an individualized employment plan for each program participant, with long-term and short-term vocational goals as well as goals and steps to achieve barrier remediation relevant to the individual's situation
- Should incorporate individualized one-on-one engagement as well as group engagement strategies as much as possible
- Should connect individuals to other available resources and support services available at the One Stops and through other providers throughout the City

JRS case managers will:

- a. 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.
- b. Provide Supportive Services and Referrals:

- i. Supportive Services should tie into services available through the One Stops, One Stop partners, and other providers as much as possible
 - ii. Supportive Services should be delivered in a culturally competent and culturally sensitive manner
 - iii. Awardees will identify, assemble, and facilitate access to resources needed by jobseekers to mitigate barriers and meet training and/or employment minimum requirements
 - iv. Awardees will 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.).
- c. Make Referrals to Sector Academy Orientations:
Awardees will refer 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.

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.

- 5) Job Placement Services:
- a. These services should tie into Placement Services available through the One Stops
 - b. These services should include regular and on-going partnering and relationship-building with relevant employers
 - c. JRS provider will generate employment leads for jobseekers and place jobseekers into employment. They will 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.
- 6) ESL / VESL Services: If your target population includes jobseekers with limited English proficiency, and your program proposal includes the provision of ESL/ VESL services. These services should:
- a. Be vocationally oriented and directly relevant to the vocational goals of the individual as much as possible
 - b. Include an assessment of both written and verbal language skills
 - c. Include an assessment of the individuals literacy in their native language
 - d. Be contextually-based learning with substantial time allocated to the practice and utilization of English language skills in a safe learning environment
 - e. Be relevant to the learning needs of the individual/target population
 - f. Be delivered in a culturally competent and culturally sensitive manner.

- 7) “Bridge” Job Readiness Training: If your proposed program model includes the provision of job readiness training services. These services should:
- a. Be directly relevant to the vocational goals of the individual
 - b. Be relevant to the learning needs of the individual/target population
 - c. Be delivered in a culturally competent and culturally sensitive manner
 - d. Be tied into Soft Skills Development Activities and Job Readiness Training available at the One Stops whenever it is possible and reasonable to do so.

Job Readiness Training Curriculum: Proposals including a JRT component should develop a “Bridge” Job Readiness Training curriculum based on industries’ requirements and the needs 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 also 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.

The Bridge JRT curriculum should include:

- a. Jobseeker portfolio (resume, applications etc)
 - b. Interview skills
 - c. Employer Expectations
 - d. SCANS Competencies <http://wdr.doleta.gov/scans>
 - e. Appropriate work attire
 - f. Managing a work life
 - g. Physical exercise and manual dexterity (if required)
 - h. Review of eligibility requirements of the Academy(ies)
 - i. Life skills including achieving goals, developing positive support systems and balancing work and home
- 8) JRS Strategy Meetings: Awardees will be required to participate in OEWD meetings and trainings to enhance the workforce provider network, facilitate CBO peer exchanges, coordinate services, and strengthen service capacity.

Performance Requirements: JRS

OEWD RFP#108: Workforce Services Proposal Areas
Program Design: Proposal Area III: Job Readiness Services

Targeted Service Numbers *Total Proposal Area goal (all grantees combined)	
Outputs	Target #
Participants Enrolled & Served:	250-400
Performance Outcomes Requirements	
<p>Job Readiness Training:</p> <ul style="list-style-type: none"> 70% of all jobseekers served complete job readiness training <p>Vocational Skills Training and Job Placement:</p> <ul style="list-style-type: none"> 40% of all jobseekers served are accepted into a Sector Academy, obtain an Individual Training Account from a One-Stop Career Link Center, or successfully enroll in an accredited vocational training program or other postsecondary educational degree or certificate program. 40% of all jobseekers obtain direct job placement <p>Barrier Removal:</p> <ul style="list-style-type: none"> 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 <p>Overall Participant Customer Satisfaction Rate: 75.0%</p>	

Reporting

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications

1. Demonstrated success in providing employment services and employment barrier remediation services
2. Demonstrated ability to leverage other services and resources
3. Established relationships with citywide service providers and resources

Proposal Area IV. One-Stop Complementary Services

These Services must be provided in connection with one or more of the SF One Stop Career Link Centers

- Services may be located in the One Stop or at a nearby location
- Most if not all referrals should come through the One Stop(s)
- The strongest proposals will be designed to connect with the entire One Stop System

Five Modules:

- A. Adult Basic Education Skills Training**
- B. Basic Computer Skills Training**
- C. Criminal Justice/ Re-Entry Employment Services**
- D. Employment Services for Jobseekers with Disabilities**
- E. Limited English Proficiency Services**

A. Adult Basic Education Skills Training

Overview:

Awardee will deliver a range of comprehensive educational services to assist adults to attain positive basic skills/ adult literacy and numeracy gains, attachment educational institutions, and employment outcomes.

Awardee will be responsible for developing and implementing a formal educational program that leads to basic skills/ adult literacy gains, attachment to educational institutions, and employment outcomes, utilizing innovative approaches to classroom-based facilitation including:

- a) Open enrollment or fast track enrollment services;
- b) Implementation of non-conventional learning strategies;
- c) Linkages to vocational studies;
- d) Academic enrichment activities appropriate for serving adults with poor academic achievement, particularly those who are deficient in basic skills or who are in need of G.E.D / H.S. Diploma to further career or academic goals.

Scope of Work:

Planning and Program Development

1. Create a collaborative literacy and numeracy curriculum, referral protocols and written policies and procedures to complement programs that can substantially help adults improve basic skills competencies in math and English.
- 2) Develop procedures for outreach and receiving referrals from One Stops and other programs.
- 3) Develop connections to G.E.D/ High School (HS) diploma programs and supplement these with comprehensive academic and support services, including:
 - a) Credentialed instruction to facilitate classroom learning and study
 - b) Counseling and case management services to address participant needs, including support services
 - c) Flexible programming to meet the needs of individual learning styles
 - d) Development of an Individual Service Strategy for next steps following completion of Adult Basic Skills program to G.E.D./HS diploma.
 - e) Study materials and one-on-one tutoring
 - f) Services at a safe, learning-friendly space
 - g) Appropriate engagement and educational enrichment services for adults while still in detention and assisting in the transition to more enriched services upon release.
- 4) Facilitate the testing and completion of the G.E.D. /HS diploma.
- 5) Develop formal program linkages to higher education and/or advanced vocational training leading to a certificate or degree.
- 6) Participate in evaluation of program model and identification of best practices.

Services (Implementation)

OEWD RFP#108: Workforce Services Proposal Areas
Program Design: Proposal Area IV: One Stop Complementary Services
Module A: Adult Basic Education Skills Training

The Grantee shall provide the following services for adults:

- 1) Outreach and Recruitment: Conduct activities to attract individuals to the program. Conducting such effort within communities where potentially eligible customers may reside (including adults in detention) and in partnership with WIA Adult Providers, One Stops and other workforce system service providers.
- 2) Intake: All participants must complete an application. This application essentially opens a “Case” electronically in the system.
- 3) Orientation: The orientation will include a complete overview of the processes and procedures participants can expect as they are provided services, and addresses program specific requirements, as appropriate.
- 4) Enrollment & Assessment: Use assessment tools to examine the participant’s education and basic skills levels (pre/post reading & math), interests, employability, aptitudes, developmental needs and supportive services needs. The assessment should indicate any barriers to employment or continued education. Grantee should build upon any prior assessment conducted by a School District, Community College, and/or any other agencies.
- 5) Individual Services Strategy: Based on intake and assessment, develop an Individual Service Strategy including measurement of basic math and reading skills and pre and post-measurement of work readiness
- 6) Educational Programming: Grantee will be responsible for developing and implementing a formal educational program that leads to attainment of a G.E.D./HS diploma. utilizing innovative approaches to classroom-based facilitation including:
 - a) Open enrollment or fast track enrollment services;
 - b) Implementation of non-conventional learning strategies;
 - c) Introduction and linkages to vocational studies;
 - d) Academic enrichment activities appropriate for serving adults with poor academic achievement, particularly those who are deficient in basic skills or who are in need of G.E.D/HS diploma. to further career or academic goals.
- 7) Case Management: Provide case management services and coordinate as needed with other service providers to ensure that the customer has consistent support throughout the provision of services even though services may be provided by a variety of agencies. Track the customer's progress, assist the customer in overcoming any barriers, provide career and motivational counseling, act as an advocate on behalf of the customer, and refer the customer to other resources that can meet any needs that are identified.
- 8) Transition Plan Development and Implementation: Grantee will develop a transition plan with all participants based on goals and needs identified through assessment and individual service strategy development, including the identification of appropriate next step services. Transition plans will document academic and employment needs of each participant and identify specific action steps. Grantee will assist participants in developing formal connections to ‘next step’ vocational or educational services including enrollment into postsecondary education or further vocational training.

Performance Requirements:

Targeted Service Numbers <i>Total Proposal Module goal (all grantees combined)</i>	
Outputs	Target #
Participants Enrolled & Served:	150-250
Performance Outcomes Requirements	
<ul style="list-style-type: none"> • 65% of clients achieve literacy and numeracy gains • 75% of clients without a HS diploma or GED will enroll in a formalized HS diploma/ GED program • 30% of these clients achieve GED 	
Overall Participant Customer Satisfaction Rate: 75.0%	

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Participant and Employer Satisfaction Surveys:

The satisfaction of the participants and employers is extremely important to the agency providing the services and to OEWD. The feedback provided in surveys helps to identify those areas in which the contractor staff excels, as well as those areas that may need improvement or changes in practices. Surveys will also alert contractor staff to participant employment information of which they may not have previously been aware. The sending/receiving of Surveys is the responsibility of the provider that provides services.

OEWD may require the Grantee to implement satisfaction surveys for participants and/or employers. Please refer to OEWD policy and procedures governing satisfaction surveys.

Preferred Qualifications:

1. Demonstrated success in providing employment services and employment barrier remediation services to adults with adult basic education skills deficiencies
2. Demonstrated ability to leverage other services and resources
3. Established relationships with citywide service providers and resources for adult basic education skills development.

B. Basic Computer Skills Training

Overview:

OEWD is seeking proposals to provide Basic Computer Skills training that is tied to one or more of the San Francisco One Stops throughout the City.

The basic computer skills training should be designed to equip participants with the skills and support they need to fully access the One Stop system services as well as employment and career advancement opportunities in the modern workforce. These services should be designed to bridge the digital divide for job seekers who lack the basic computer skills needed to navigate the One Stop system and to conduct an effective self-directed job search.

Scope of Work:

1. Outreach and Recruitment Strategies:

Outreach should be coordinated through one or more of the City's One Stops. Training should be offered at one or more One Stops or in the vicinity of one or more One Stops for easy access and referral of One Stop jobseekers.

2. Training:

Training should include but would not be limited to:

- Basic computer skills & literacy
- Internet use and skills for job search
- Email skills and use for job search
- Training may also include: Outlook, Word, Excel, Access, PowerPoint, and Google applications.

Performance Requirements:

These services should enhance the ability of jobseekers to effectively look for jobs and increase their competitiveness as job candidates. For a smaller subset of those participating, the program should act as a gateway to more advanced training that can lead to sustainable employment in the Information Technology/ Digital Media Sector.

Targeted Service Numbers <i>Total Proposal Module goal (all grantees combined)</i>	
Outputs	Target #
Participants Enrolled & Trained:	250- 400
Performance Outcomes Requirements	
<ul style="list-style-type: none"> • 75% of all clients achieve quantifiable computer literacy gains/ increased computer skills proficiency 	
Overall Participant Customer Satisfaction Rate: 75.0%	

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

1. Demonstrated success in providing employment services and basic computer skills training to adults.
2. Demonstrated ability to leverage other services and resources
3. Established relationships with citywide providers and resources for basic and advanced computer skills training and public computer access.

C. Criminal Justice/ Re-Entry Employment Services

Overview:

Awardees will provide employment services for jobseekers with criminal justice histories/ records. This will include but is not limited to counseling services and workshops targeting the employment needs of jobseekers with criminal records, especially those newly re-entering the workforce from the criminal justice system.

These services must be connected to the San Francisco One Stop System through built-in cross-referral mechanisms and strategies. Only proposals with formal connections with one or more One Stop Center providers will be considered.

Scope of Work:

Services should be delivered in a culturally competent and culturally sensitive manner. Services should primarily be provided on-site at one or more One Stops and should include:

1. Assessment Services:
 - a. Assessment of the individual's work history and any related employment barriers, basic skills, and vocational interests and aptitudes, including hard and soft skills testing.
 - b. Should be tied into assessment services available at the One Stops whenever it is possible and reasonable to do so
2. Case Management:
 - a. Should include the development of an individualized employment plan for each program participant, with long-term and short-term vocational goals as well as goals and steps to achieve barrier remediation relevant to the individual's situation
 - b. Should incorporate individualized one-on-one engagement as well as group engagement strategies as much as possible
 - c. Should connect individuals to other available resources and support services available at the One Stops and through other providers throughout the City
3. Soft Skills Development and Job Readiness Training/ Targeted Workshops:
 - a. Should be directly relevant to the vocational goals of the individual
 - b. Should be relevant to the learning needs of the individual/target population
 - c. Should be delivered in a culturally competent and culturally sensitive manner
 - d. Should be tied into Soft Skills Development Activities and Job Readiness Training available at the One Stops whenever it is possible and reasonable to do so
4. Placement Services and Retention Tracking Services:
 - a. Should tie into Placement and Retention Services available through the One Stops

- b. Should include regular and on-going partnering and relationship-building with relevant employers in the specific targeted industries or sector(s).
 - c. Should include staff assisted career counseling, job search, individual job development, job clubs, and placement assistance.
 - d. Should clearly define when and how Job Placements and Job Retention is counted
5. Supportive Services and staff assisted referrals: Should tie into Support Services available through the One Stops and other providers as much as possible
 6. Follow-up/ retention services for not less than 12 months after the first day of unsubsidized employment.

Performance Requirements:

These services should enhance the ability of jobseekers to effectively look for jobs and increase their competitiveness as job candidates.

Targeted Service Numbers * Total Proposal Module goal (all grantees combined)	
Outputs	Target #
Participants Enrolled & Served	100-250
Performance Outcomes Requirements	
<p>Job Readiness Training:</p> <ul style="list-style-type: none"> • 50% of all jobseekers served complete job readiness training <p>Job Placement:</p> <ul style="list-style-type: none"> • 40% placement rate <p>Barrier Removal:</p> <ul style="list-style-type: none"> • 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 <p>Overall Participant Customer Satisfaction Rate: 75.0%</p>	

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

OEWD RFP#108: Workforce Services Proposal Areas:
 Program Design: Proposal Area IV: One Stop Complementary Services
 Module C: Criminal Justice/ Re-Entry Employment Services

Preferred Qualifications:

1. Demonstrated success in providing employment services and employment barrier remediation services to adults re-entering the workforce after one or more episodes of criminal justice system involvement.
2. Demonstrated ability to leverage other services and resources
3. Established relationships with citywide service providers and resources for ex-offender/ re-entry services.

D. Disability Workforce Services

Overview:

Awardees will provide employment services for jobseekers with disabilities. These services should be connected to the San Francisco One Stop System through built-in cross-referral mechanisms and strategies. Only proposals which clearly communicate formal connections with one or more One Stop Center providers will be considered.

Scope of Work:

Applicants should apply common standards of excellence for the delivery of various workforce services for jobseekers with disabilities. OEWD's specific requests and standards for each set of workforce services are outlined herein. Applicants should specify which of the following services will be provided and how the agency or collaborative will meet OEWD's specified quality standards indicated below.

1. Assessment Services:
 - a. All services, training, and programs must incorporate a rigorous, unbiased assessment component to ensure that the services and interventions offered are appropriate to the individual receiving them.
 - b. Assessment services should extend beyond just a standard intake process. Generally the assessment should include a full quantitative assessment of the individual's employment barriers, basic skills, and vocational interests and aptitudes, including hard and soft skills testing.
 - c. Should be tied into assessment services available at the One Stops whenever it is possible and reasonable to do so
2. Case Management:
 - a. Should include the development of an individualized employment plan for each program participant, with long-term and short-term vocational goals as well as goals and steps to achieve barrier remediation relevant to the individual's situation
 - b. Should incorporate individualized one-on-one engagement as well as group engagement strategies as much as possible
 - c. Should connect individuals to other available resources and support services available at the One Stops and through other providers throughout the City
3. Soft Skills Development and Job Readiness Training:
 - a. Should be directly relevant to the vocational goals of the individual
 - b. Should be relevant to the learning needs of the individual/target population
 - c. Should be delivered in a culturally competent and culturally sensitive manner
 - d. Should be tied into Soft Skills Development Activities and Job Readiness Training available at the One Stops whenever it is possible and reasonable to do so
4. Job Training Services:

- a. Should be vocationally oriented and directly relevant to the vocational goals of the individual as much as possible
 - b. Should be developed and revised based on regular input from industry employers
 - c. Should provide skills that will enhance the individuals marketability to employers who have available jobs
 - d. Should be directly connected to immediate employment opportunities whenever possible
 - e. Should be relevant to the learning needs of the individual/target population
 - f. Participants should be recruited for job training services through the One Stop system as much as possible
5. Placement Services and Retention Tracking Services:
- a. Should be incorporated into most, if not all, services or programs
 - b. Should tie into Placement and Retention Services available through the One Stops
 - c. Should include regular and on-going partnering and relationship-building with relevant employers in the specific targeted industry or industries or sector(s).
 - d. Should clearly define when and how Job Placements and Job Retention is counted
6. Supportive Services and Referrals:
- a. Should tie into Support Services available through the One Stops and other providers as much as possible
 - b. Should be delivered in a culturally competent and culturally sensitive manner
7. Follow-up/ retention services for not less than 12 months after the first day of unsubsidized employment.

Performance Requirements:

These services should enhance the ability of jobseekers to effectively look for jobs and increase their competitiveness as job candidates.

Targeted Service Numbers <i>Total Proposal Module goal (all grantees combined)</i>	
Outputs	Target #
Participants Enrolled & Served	100-150
Performance Outcomes Requirements	
Overall Participant Customer Satisfaction Rate: 75.0%	

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

1. Demonstrated success in providing employment services and employment barrier remediation services to adults with barriers to employment related to having one or more disabilities.
2. Demonstrated ability to leverage other services and resources
3. Established relationships with citywide service providers and resources for persons with disabilities.

E. Limited English Proficiency (LEP) Services

Overview:

Awardees will provide language-appropriate employment counseling services and workshops for jobseekers with limited English proficiency. These services should be connected to the San Francisco One Stop System through built-in cross-referral mechanisms and strategies. Only proposals with formal connections with one or more One Stop Center providers will be considered.

Scope of Work:

Language appropriate workshops and services for LEP One Stop patrons should be provided on-site at one or more Ones Stops and should include:

1. Staff assisted job search and placement assistance, including career counseling.
2. Staff assisted individual job development.
3. Staff assisted Job clubs.
4. Staff assisted referrals.
5. Follow-up/ retention services for not less than 12 months after the first day of unsubsidized employment.

One Stop ESL / VESL Service Implementation Requirements:

- a. Services should be vocationally oriented and directly relevant to the vocational goals of the individual as much as possible
- b. Services should include an assessment of both written and verbal language skills
- c. Services should include an assessment of the individuals literacy in their native language
- d. Services should be contextually-based learning with substantial time allocated to the practice and utilization of English language skills in a safe learning environment
- e. Services should be relevant to the learning needs of the individual/target population
- f. Services should be delivered in a culturally competent and culturally sensitive manner

Performance Requirements:

These services should enhance the ability of LEP jobseekers to effectively look for jobs and increase their competitiveness as job candidates.

Targeted Service Numbers <i>Total Proposal Module goal (all grantees combined)</i>	
Outputs	Target #
Total # of Participants Enrolled & Served	400-500
Enrolled in VESL/ESL	150-200
Performance Outcomes Requirements	
Overall Participant Customer Satisfaction Rate: 75.0%	

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

1. Demonstrated success in providing employment services and employment barrier remediation services to adults with limited English proficiency.
2. Demonstrated ability to leverage other services and resources
3. Established relationships with citywide service providers and resources for LEP jobseekers.

Proposal Area V. Sector-based Vocational Skills Training

MODULES:

- A.** Sector Academy Vocational Skills Training for Construction, Green, Health Care, or Social Services Academies
- B.** Vocational Training Programs for Other Sectors

A. Vocational Skills training for Construction, Green, Health Care, & Social Services Academies

Overview:

All Training Providers must demonstrate that the proposed curriculum/curricula conform(s) to industry standards for the occupations identified. Further, the Training Provider must be able to support a wide variety of targeted students with special needs such as financial aid, ESL, tutoring, career counseling, job placement assistance, GED assistance and other support services.

Scope of Work:

VST Program Design, Coordination, and Implementation

Following the direction provided by OEWD, and the respective Sector Academy's Sector Coordinator, the Training Provider will:

- 1) Provide a detailed curriculum (for Construction Sector VST the curriculum must adhere to OEWD's curriculum requirements noted below).
- 2) Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Academy based on quantifiable current and future employer demand for the identified occupations.
- 3) Validate and customize the curriculum to meet the requirements identified by employers and Academy Partners.
- 4) Implement student exit- satisfaction surveys
- 5) Provide (and share with OEWD designated Intensive Service Providers [ISPs]) participant assessments on the following:
 - i) Classroom Attendance
 - ii) Interpersonal and communication skills
 - iii) Vocational skills attainment
 - iv) Special support service needs
- 6) Express budgeted training costs on a per-student basis.

Construction VST Sector Specific Requirements

OEWD is only seeking to fund construction-related Vocational Skills Training programs that focus on serving incumbent or dislocated construction workers. Construction VST proposals for this RFP should provide outreach to incumbent or dislocated workers who have already worked in construction in the recent past but who have been unable to find regular work due to the economic downturn and the current overall unemployment levels in the local construction industry. Construction VST proposals should include opportunities for these workers to access vocational skills upgrade training that will make them more competitive in construction. Proposers should describe how they will connect these workers to temporary employment in other fields if necessary until the construction sector bounces back. Proposers should also describe an ability to offer wrap-around case management, vocational counseling, and referrals to support services as needed.

OEWD RFP#108: Workforce Services Proposal Areas:
Program Design: Proposal Area V: Vocational Skills Training
Module A: Sector Academy Vocational Skills Training

Performance Requirements:

Sector	Deliverables	Targeted # of Students Enrolled	Performance Outcomes
Construction	A curriculum that meets industry requirements, ETPL and OEWD specifications.	175-250 <i>(total Proposal Module goal -- all grantees combined)</i>	90% VST enrollees graduate 90% VST grads are placed 90% positive rating from students 85% positive rating of hired students by employers
Green			
Healthcare			
Social services			

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

1. A regionally or nationally accredited institution of higher education; or ETPL Certified; or have the capacity to become ETPL Certified before the start of the training date.
2. Demonstrated capacity to customize curriculum to meet industry requirements.
3. Demonstrated history of successful placement of trainees into training related employment.
4. Provide or have access to the provision of financial aid, ESL, tutoring, career counseling, job placement assistance, GED assistance and other support services.

B. Vocational Training Programs for Other Sectors

Overview:

OEWD will also accept proposals for Sector Academies targeting other industry sectors; including but not limited to: Transportation & Logistics, IT/Digital Media, and Retail/ Hospitality.

Successful proposals will indicate how the respondent(s) will build upon, streamline, and leverage existing and proposed services and funds in order to increase the performance of the Workforce System's overall Sector Strategies. This may include Pell Grants, Perkins loans, FTE/ADA funding, and/or other funds.

Applicants in this category must clearly identify the occupational demands in the target industry, average wage for target occupations, and the skills needed for successful placement of training participants.

Services must be designed to coordinate and leverage the services and resources of the City's One Stop Career Link Centers. The One Stop Centers are the central hubs of the City's workforce development service delivery system. The client flow processes must, therefore, connect into the One Stop system. Specifically, the One Stops will be leveraged to provide: space and logistical coordination for each of the VST Orientation workshops, Intensive Vocational Assessments, and Job Search Assistance Services for participants, as appropriate.

All Training Providers must demonstrate that the proposed curriculum/ curricula conform(s) to industry standards for the occupations identified. Further, the Training Provider should be able to support a wide variety of targeted students with special needs such as financial aid, ESL, tutoring, career counseling, job placement assistance, GED assistance and other support services.

Scope of Work:

Required Services and Connections to the SF One Stop Career Link System:

Awardees must deliver services tailored to job seeker and industry needs. Services solicited through this proposal area must result in preparation, training, placement, and long-term job retention for San Francisco residents in the targeted industry sectors, and should include:

1. Recruitment
2. Orientation workshops regarding sector specific careers and sector academy service options
3. Assessment of program eligibility (i.e., suitability of clients for program services)
4. Job readiness training (i.e., Bridge-to-Sector training).
5. Case management and career counseling
6. Vocational/Occupational Training
7. When appropriate, refer jobseekers out to other vocational training opportunities that are available through the One Stops (e.g. Sector Academies, or WIA Individual Training Accounts).
8. Job placement
9. Retention and follow up

OEWD RFP#108: Workforce Services Proposal Areas:
Program Design: Proposal Area V: Vocational Skills Training
Module B. Vocational Skills Training for Other Sectors

Successful proposals will address service strategies for the components described above. Proposers are expected to design client service models that are tailored and responsive to the needs of job seekers and employers, and that will result in placement and retention in a sector-related job.

Program Design, Coordination, and Implementation:

Following the direction provided by OEWD, after mutual planning and agreement, the Training Provider will:

- 1) Provide a detailed curriculum that demonstrates adherence to OEWD’s curriculum requirements.
 - 2) Provide a detailed description of the occupations for which the curriculum prepares participants, and quantifiable current and future employer demand for the identified occupations.
 - 3) Validate and customize the curriculum to meet the requirements identified by employers.
 - 4) Implement student exit- satisfaction surveys
 - 5) Provide participant assessments on the following:
 - a. Classroom Attendance
 - b. Interpersonal and communication skills
 - c. Vocational skills attainment
 - d. Special support service needs
- b) Express their budgeted training costs on a per-student basis.

Performance Requirements:

Targeted Service Numbers *Total Proposal Module goal (all grantees combined)	
Outputs	Target #
Participants Enrolled & Trained:	125-200
Deliverables	
- A curriculum that meets industry requirements, ETPL and OEWD specifications.	
Performance Outcomes Requirements	
<p>Vocational Skills Training and Job Placement:</p> <ul style="list-style-type: none"> • 90% VST enrollees graduate • 90% VST grads are placed • 90% positive rating from students • 85% positive rating of hired students by employers 	

OEWD RFP#108: Workforce Services Proposal Areas:
 Program Design: Proposal Area V: Vocational Skills Training
 Module B. Vocational Skills Training for Other Sectors

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

1. A regionally or nationally accredited institution of higher education; or ETPL Certified; or have the capacity to become ETPL Certified before the start of the training date.
2. Demonstrated capacity to customize curriculum to meet industry requirements.
3. Demonstrated history of successful placement of individuals completing training into training related employment.
4. Provide or have access to the provision of financial aid, ESL, tutoring, career counseling, job placement assistance, GED assistance and other support services.

Proposal Area VI. Youth Sector Bridge

Overview:

The Sector Bridge model prepares youth and young adults with basic education and technical skills that are contextualized around a specific industry sector leading to an articulated path to postsecondary education, further sector training or industry-recognized certification. This strategy will serve as a feeder to postsecondary education or the City's Sector Academies (Construction, Green, Health and Social Services) and may focus on these sectors or others demonstrated to be viable career options for youth. Successful models will blend education and financial incentives with employment so that disconnected youth can build education credentials while learning skills and earning money. The target population for this proposal area is young adults (17-24, at time of enrollment) with high school diploma or GED.

Scope of Work:

Recruitment and Intake

1. Target outreach to youth
2. Provide intake and initial assessment of participants to ensure appropriateness for services. For clients not eligible or appropriate, make referrals to other more appropriate services
3. Utilize diagnostic assessment to identify appropriate instructional strategies to remediate youth deemed basic skills deficient.
4. Develop an Individual Service Strategy (ISS), including measurement of basic math and reading skills.

Program Services

5. Offer research-based occupational programming that is closely aligned with the knowledge, skills and competencies necessary to obtain industry certification and succeed in the workplace;
6. Partner with an employer, labor union or industry association in the development and/or delivery of the program;
7. Provide comprehensive social supports to help youth attain an employer recognized credential and/or GED and transition into a post-secondary institution;
8. Ensure that occupational training is employer-driven, meets local and industry labor market needs and is connected to employment opportunities;
9. Strengthen program services by leveraging industry, educational, employment and social service partnerships.
10. Provide case management, support services and job readiness training for youth.
11. Record and enter data on educational and employment outcomes, and retention.

Transition Support

12. Develop formal program transition linkages to higher education and/or advanced vocational training leading to a certificate or degree, including the City's Sector Academy programs
13. Provide follow-up/outcomes tracking for program enrolled youth.

Performance Requirements:

Targeted Service Numbers <i>Total Proposal Module goal (all grantees combined)</i>	
Outputs	Target #
Total # of Participants Enrolled & Served	35-90
Performance Outcomes Requirements	
<ul style="list-style-type: none"> ○ 70% placed in employment or education ○ 50% achieve an academic degree, HS diploma/ ○ GED, or a state recognized vocational certificate* ○ 30% achieve literacy or numeracy gains ○ Overall Participant Customer Satisfaction Rate: 75.0% 	

**Vocational certificates may only count towards a maximum of 15% of this goal.*

Reporting:

Contractor will be responsible for submitting periodic performance reports to OEWD as required by funding source guidelines and/or upon OEWD request.

Preferred Qualifications:

1. Documented experience with outreach and recruitment of targeted youth
2. Demonstrated experience providing employment and education programs
3. Demonstrated experience collaborating with institutions of higher learning and employers in high growth industries.
4. Demonstrated partnership with an employer, union or industry association.
5. Demonstrated ability to meet contractual performance measures and successfully implement innovative youth programs.

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WORKFORCE DEVELOPMENT QUESTION SET

1. Project Information

2. Program Specific

- a. SECTION A: ORGANIZATIONAL HISTORY AND EXPERIENCE
- b. SECTION B: FINANCIAL MANAGEMENT AND BUDGET
- c. SECTION C: PROPOSED ACTIVITIES
(Each proposal area has a distinct set of questions for Section C)

3. Work Plan Outline

4. Evaluation

5. Program and Agency Budget

6. Neighborhood

1. Project Information

Q1. Contact Person First Name:

Contact Person Last Name:

Q2. Contact Person Phone:

Contact Person Fax:

Q3. Contact Person Email Address:

Q4. Project Name:

Q5. Project Site Address

(Number, Street, Street Type, Unit, Address Line 2, City, State and Zip)

Please enter the address where program activities take place.

2. Program Specific

All applicants for Proposal Areas WF-I. through WF- VI. must respond to:

- Section A: Organizational History and Experience
- Section B: Financial Management and Budget
- Section C: Module-Specific Questions

Each proposal should include Sections A and B tailored as needed to the Proposal Area(s) and Module(s) being responded to along with answers to the questions for the specific area and module in Section C. For applicants wishing to submit proposals for multiple Proposal Areas separate proposals must be submitted for each.

SECTION A: ORGANIZATIONAL HISTORY AND EXPERIENCE (20 TOTAL POINTS)

Background – 5 points

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This section should provide a description of your organization's history and experience providing workforce development services. This section should present a clear picture of how the jobseekers will benefit from this targeted funding, and how these workforce services meet a critical need in the local or regional labor market.

There must be a demonstrated program history and track record of ability to efficiently and effectively administer programs and achieve desired outcomes. There should be evidence of the ability to fundraise. Your answers should demonstrate a logical relationship between the organization, its mission, and the proposed program/project.

Agencies that have been suspended, put on corrective action, or were unable to successfully complete a City funded program/project at any time during the period July 2004 through June 2009 must provide additional supportive information on enhanced ability to manage/implement projects.

Preferences for program funding are given to current grantees with superior performance records and those agencies with ability to leverage other program funds.

This section should also address, as appropriate, qualifications noted in the RFP for the modules your organization is addressing.

- (i) Describe your organization's overall history, mission, service strategies, characteristics of the job seekers you currently serve (e.g. demographics, income levels, employment barriers, skill needs, etc), and industry or business services you provide.
- (ii) Describe how this project will help San Francisco residents move toward self-sufficiency, and how businesses or employers will benefit.

Key Staff – 5 points

- (iii) Identify the individuals who will work on this project on behalf of your organization or partnership. Include name, job title, organization, skills, and experience.
- (iv) Provide an organizational chart with the relevant staff/unit circled.
- (v) Discuss fiscal and data management staff experience, specifically working with federal funds.
- (vi) For organizations serving as a fiscal agent, discuss organizational management structure and board of directors.
- (vii) Describe how you will develop the capacity and skills of all staff engaged with these services.

Organizational and Partner Capacity – 10 points

- (viii) Discuss your organization's ability to implement the proposed project and how it fits with your past performance and experiences providing workforce services.
- (ix) Describe the roles of each organization or partner that will participate in the proposed project.

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- (x) Describe your organization's experience with Workforce Investment Act (WIA), CDBG/ HUD, and/or City funds and programs, including both programmatic and administrative experience.
- (xi) 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.

SECTION B: FINANCIAL MANAGEMENT AND BUDGET (40 TOTAL POINTS)

Financial Management – 10 Points

Note: Guidance on WIA allowable expenses, allowable activities, cost allocation plans, etc can be found at <http://www.oewd.org/Directives.aspx> and http://www.oewd.org/WIA_Procedures.aspx. These resources should be utilized by the organization as needed to ensure that the program proposed can be funded by the sources identified.

Please provide a narrative detailing the financial management of the organization by addressing the following items below.

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.

- (i) **Agency and Program Budget – Please give us more information about your agency and program budget.**

Total agency budget for current fiscal year: \$ _____

Total CDBG funding in the current fiscal year:

\$ _____ = _____ % of budget

Total agency budget for proposed 2010-11 fiscal year: \$ _____

Percentage of total agency budget funded by the proposed CDBG proposal: _____%

Total Program Budget: \$ _____

Amount requested under this application: \$ _____

Other sources of funding identified for program budget:

\$ _____ = _____ % of budget

- (ii) **Effective control and accountability over workforce development assets (funds, property, other workforce development assets)** – Describe the financial management system and fiscal procedures the organization currently uses. Address how these systems and procedures will maintain effective control and ensure accountability over all funds, property and other workforce development assets including the adequate safeguard of such assets.

- (iii) **System's capability of generating financial information** – Describe what financial management reporting is currently done to monitor, evaluate, and

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if necessary modify the organization's operations and performance. In addition, confirm that the organization's financial management system is capable of generating all financial information needed for required reports requested by current and/or future funding agencies.

- (iv) **Source documentation** – Describe the organization's process to record, and track all source documents that support accounting records. How are these records maintained to provide a complete and accurate audit trail during any internal or external examination?
- (v) **Bonding for protection against loss** – Identify all positions that are authorized to receive or deposit workforce development funds, issue financial documents, checks or other instruments of payment for workforce development program costs. The individuals in these positions must be bonded in a minimum amount of the contract award. Identify the insuring agency, policy number, term of the bond, and the total dollar amount of the bonding coverage. If the organization does not currently hold the required certificates, confirm that this requirement will be fulfilled should the organization receive an award through this solicitation.
- (vi) **Record retention** – Does the organization agree to the following record retention requirements: Yes No
- All financial and program records, including any supporting documents, will be retained for at least three years from the date of the WIB's submission of close-out reports.
 - If any litigation, claims or audits are begun prior to expiration of the three-year period, all records shall be retained until such litigation, claims or audits relating to the records have been resolved.
 - Records relating to non-expendable personal property that are authorized to be purchased with workforce development funds will be retained for at least three years after the final disposition of the property.
- (vii) **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.
- (viii) **Invoices & reconciliation** – Does the organization agree to report actual and accrued expenditures on monthly invoices and that reconciliation between actual and accrued expenditures will be conducted on a payment-by-payment basis? Yes No
- (ix) **Generally accepted accounting principles** – Does the organization agree it will utilize generally accepted accounting principles in order to account for and control all workforce development funds. Yes No
- (x) **Program income and stand-in costs** – Any program income received as a result of this contract must be reported to the WIB. Program income must be used prior to payment of any workforce development funds.
Does the organization agree that it will: Yes No

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- Use any program income earned as a result of the contract for services for job training purposes only.
 - Ensure that the use of program income against workforce development services will be documented and traceable through the financial system as well as reported as part of the invoice.
- (xi) **Procurement** – In order to ensure fiscal accountability and prevent waste, fraud and abuse in programs administered under the Workforce Investment Act, the applicant shall have a procurement system, which adequately provides, maximum, free, and open competition.
- Does the organization have or agree to institute a system which: Yes
 No
- Provides for full and open competition,
 - Has written procedures for procurement transactions and
 - Has a code of ethical standards, which adequately provide for the avoidance of any conflict of interest.
 - Is in compliance with the WIB's procurement policy requirements found in Directive 25-07 at <http://www.oewd.org/Directives.aspx>.

SECTION C: PROPOSED ACTIVITIES (40 TOTAL POINTS)

NOTE: Provide a narrative response only to the relevant Proposal Area.

Proposal Area I One Stops

- (i) Describe in detail how your organization will develop and deliver the Scope of Services outlined in the Request for Proposals. Include a quarterly plan that outlines major activities, deliverables, and outcomes. Please refer to the relevant section of the RFP, and address all activities and performance requirements.
- (ii) Describe the needs of the targeted neighborhood job seeker population and your organization's experience serving those clients.
- (iii) Describe your organization's experience and history of success in developing partnerships, referral arrangements, and workforce service coordination.
- (iv) Describe your organization's experience and performance with WIA and other federally funded programs.

Proposal Area II WIA Childcare Resources Administrator

- (i) Describe in detail how your organization will develop and deliver the Scope of Services outlined in the Request for Proposals. Include a weekly workplan that outlines major activities, deliverables, and outcomes. Please refer to the relevant sections of the RFP, and address all activities and performance requirements.
- (ii) Describe your organization's proposal for the provision of training to One Stop and other workforce system staff and development of education and outreach materials.
- (iii) Describe your organization's existing relationships with other child care resources, information, and service providers can be leveraged to serve jobseekers with child care needs.

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Proposal Area III Job Readiness Services (JRS)

- (i) Describe in detail how your organization will develop and deliver the Scope of Services outlined in the Request for Proposals. Include a quarterly plan that outlines major activities, deliverables, and outcomes. Please refer to the relevant section of the RFP, and address all activities and performance requirements.
- (ii) Describe your organization's experience in serving jobseekers with multiple barriers to employment. Identify the unique challenges facing this population and your strategies for addressing these hurdles.
- (iii) Describe your organization's approach to delivering barrier removal/remediation services, including assessing barriers and ability to meet Sector Academies or other workforce training programs' requirements.
- (iv) Describe how your organization will coordinate services with the One Stop Career Link Centers and with other institutions to recruit and engage jobseekers with multiple barriers to employment.
- (v) Describe your organization's existing relationships with service, resource, and training providers that can be leveraged to serve jobseekers with multiple-barriers to employment.

Proposal Area IV One-Stop Complementary Services

- (i) Describe in detail how your organization and/or partnership collaborative will develop and deliver the Scope of Services outlined in the Request for Proposals. Include a quarterly plan that outlines major activities, deliverables, and outcomes. Please refer to the relevant sections of the RFP, and address all general and sector-specific activities and performance requirements.
- (ii) Describe the targeted job-seeker population to be served, and your organization's experience providing successful case management to this population. If focused on a specific barrier, language group(s), etc., please provide evidence to support the scope and scale of this need in the community.
- (iii) Describe how services will be tailored to meet the needs of dislocated workers, incumbent workers, and those with multiple-barriers to employment.
- (iv) Describe how your organization will coordinate services with the One Stop Career Link Centers to recruit and engage appropriate jobseekers for your services.
- (v) Describe your organization's existing relationships with service, resource, and training providers that can be leveraged to serve jobseekers with multiple-barriers to employment.
- (vi) Discuss innovative uses of technology that can be utilized to serve the target population.

Proposal Area Proposal Area V: Sector-based Vocational Skills Training (Modules A & B)

- (i) Describe in detail how your organization and/or partnership collaborative will develop and deliver the Scope of Services outlined in the Request for Proposals. Include a quarterly plan that outlines major activities, deliverables, and

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- outcomes. Please refer to relevant sections of the RFP, and address all general and sector-specific activities and performance requirements.
- (ii) Describe the occupation(s) for which the curriculum will prepare students, and how it will be tailored to industry and student needs.
 - (iii) Describe how your organization will provide and/or coordinate to support targeted student need including financial aid, ESL /VESL training, tutoring, career counseling, job placement assistance, GED assistance and other support services.
 - (iv) Describe the pre-requisites, testing, and /or minimum competencies required for the vocational training, including your testing and grading process.
 - (v) Describe the partnerships and referral process and agreements in place which will allow potential students to obtain pre-requisites as required for entry to training.
 - (vi) Describe how RFP funding would increase scale, capacity, or scope of an existing sector-based training program if applicable.
 - (vii) List and describe the roles of the relevant partners. If partnerships are not in place or defined, describe your approach to coordinating with partners after the grants are in place.

Proposal Area VI Youth Occupational Skills Training

- (i) Describe in detail how your organization will develop and deliver the Scope of Services outlined in the Request for Proposals. Include a quarterly plan that outlines major activities, deliverables, and outcomes. Please refer to the relevant section of the RFP, and address all activities and performance requirements.
- (ii) Briefly describe how your proposed program will meet the Minimum (Threshold) Quality Standards for youth workforce development programs adopted by the Youth Council.
 - The program designs activities appropriate to the ages and developmental stages of the participants.
 - The program implements policies and procedures to ensure the physical and emotional safety of participating youth and staff.
 - The program engages youth as active participants in the learning process throughout program activities.
 - The program provides opportunities for youth to engage in self assessment and reflection on their learning.
 - The program conducts a comprehensive, objective assessment of factors relevant to academic and career goal-setting and service planning for each young person and creates and implements a realistic plan to achieve them.
 - The program helps youth identify their personal needs and assets (including connections to family and caring adults) and develop a strategy for support services and asset building.
 - The program works with employers to connect youth to work experiences, work-based learning and employment opportunities and to ensure its workforce development activities and the competencies that youth develop

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- are relevant to employer needs, post-secondary requirements and/or industry standards.
- The program ensures that all youth have a plan for how they will continue to pursue and achieve academic and career goals.
- (iii) Describe your organizations demonstrated experience in:
 - Reaching and providing effective programming to the populations targeted by this initiative
 - Preparing youth for and connecting youth to high growth industries
 - Developing, cultivating and supporting relationships with employers in these industries
 - Assisting clients in attaining industry-recognized credentials or certification. (Please be specific).
 - Providing contextualized basic skill development
 - Connecting or transitioning clients to formal education programming, including secondary or postsecondary education, formal apprenticeships or industry recognized certification programs.
 - Providing integrated educational/work programming
 - Providing career awareness learning and implementation of vocational assessments. (Please describe any tools or instruments you will utilize).
 - Managing or collaborating with service providers to achieve the educational and/or vocational outcomes specified in this RFP
- (iv) Describe which industries or sectors you will prepare clients for, what evidence is there that this is a demand industry and specifically how you will connect youth to these opportunities.

3. Work Plan Outline

Q1. Please fill out the work plan detail - including # of people served per activity and total UNDUPLICATED clients served program wide.

From the drop-down menu, select the activity(ies) that best describes your program. If you have multiple activities, please enter each activity on a separate line. Please provide a brief one or two-line summary of each activity in the text box next to each activity.

FOR CDBG ECONOMIC DEVELOPMENT GRANTEES: Refer to the 2010-2011 RFP ED Program Work Plan Activities in the RFP appendix to indicate the appropriate work plan activity to be entered into the "Description/ Unit of Accomplishment" below. For description of the work plan activities, refer to the Eligible Projects section of the RFP.

Table Input:

Activity

Description/ Unit of Accomplishment

Annual Output

Q2. Please enter the number of unduplicated clients served by your program.

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4. Evaluation

Q1. In addition to the activities and outcomes that will be monitored as part of your work plan, please describe how your organization will assess the quality and effectiveness of the proposed program/project. How does your agency know your program is successful? Include, if applicable, examples such as focus groups, surveys, stakeholder input, and other methods of evaluation. Describe how evaluation results are reviewed and used to improve programming.

Also, please describe your evaluation method for assessing the impact your services have made on your clients. How does your agency know your program helped improve the quality of life of your clients and neighborhood? If your organization does not have an evaluation method for assessing impact, please explain how you will develop one in the future.

5. Program and Agency Budget

Q1. Please enter detailed budgetary information.

If you are not requesting funding for a specific line item please enter "0". Your budget will be incomplete if there are blanks in the Amount box for any line item.

Agency Budget

Total agency budget for current fiscal year: \$ _____

Total agency budget funded by CDBG: _____%

Total agency budget for proposed 2010-11 year: \$ _____

Total agency budget funded by the proposed CDBG proposal: _____%

Amount requested under this application: \$ _____

Leveraged funding identified on budget: \$ _____ = _____ % of budget

Total Program Budget: \$ _____

Salary Detail:

If you are requesting funds to pay for administrative salaries please indicate the title(s) and % of admin time in the justification box. If you are requesting coverage for indirect costs you may NOT request administrative salaries as part of your direct costs.

Table Input:

Last Name	First Name	Title	Rate	Hrs	Total
-----------	------------	-------	------	-----	-------

Fringe Benefits Detail:

Table Input:

Description	Payroll Total	Rate	%	Amount
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FICA

SUI

Workers Compensation

Medical Insurance

Retirement

Other

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Contractual Services Detail:

Subcontracting must follow federal procurement guidelines as outlined in the City's Operating Procedures Manual and specifically in [Form H](#).

Table Input:

Service Type	Contractor Name	Explanation	Amount
--------------	-----------------	-------------	--------

Equipment Detail:

Equipment purchases exceeding \$1,000 must follow the guidelines set forth in [Form H](#).

Equipment leases should be included under "Other" Detail.

Table Input:

Equipment Name	Explanation	Amount
----------------	-------------	--------

Insurance Detail:

General Liability	Amount:
Auto	Amount:
Fidelity	Amount:
Property	Amount:
Other	Amount:

Travel/Conference Detail:

The Operating Procedures Manual requires agencies to consult their grant coordinator for out of town travel expenses.

Table Input:

Travel Event	Travel Location	Explanation	Amount
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Other Detail:

CDBG funds CANNOT be used for stipends, food and beverage, and entertainment expenses. Political activities and advertising not related to recruitment are also disallowed budget items.

Other Name	Explanation	Amount
------------	-------------	--------

Budget Details:

Item	Amount	Justification
Salaries		
Fringe Benefits		
Contractual Services		
Equipment		
Insurance		
Space Rental		
Supplies		
Telecommunications		
Travel/Conferences		
Utilities		
Other		

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Indirect Cost (Applicants may include indirect costs in the proposed budget.)

Total Budget

Q2. Program Funding from other City Department(s).

Using the table below, please list funding received for FY 2010-2011 from other City Departments that supports the same program for which you are requesting funds. If you do not receive any funding from other City Departments for the proposed program leave the table blank.

Name of Funding Source	Comment (Optional)	Amount
Total Funding from other City department(s) \$		

Q3. Program Funding from non-City sources.

Using the table below, please list funding received for FY 2010-2011 from non-City sources that support the same program for which you are requesting funds. If you do not receive any non-City sources for the proposed program leave the table blank.

Name of Funding Source	Comment (Optional)	Amount
Total Funding from other Funding Source(s): \$		
Total Proposed Funding from this Grant: \$		
Total Program Budget: \$		

6. Neighborhood

Q1. The specific programs that would benefit from the funding you are requesting should be based in and primarily benefit low-income residents of San Francisco neighborhoods. Identify the neighborhoods to be served and the % of your total clients from each neighborhood. The total percentage must equal 100%. Please see the map of defined San Francisco neighborhoods.

If your program serves at least six neighborhoods AND no one neighborhood comprises at least 20% of the total individuals served, you may select "Citywide" as the neighborhood. If you serve individuals residing outside of San Francisco, choose "Other" as the neighborhood.

Table Input:

Neighborhood	% Input
--------------	---------