



CITY AND COUNTY OF SAN FRANCISCO  
GAVIN NEWSOM, MAYOR

OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT

RHONDA SIMMONS, DIRECTOR OF  
WORKFORCE DEVELOPMENT

## MEMORANDUM

**DATE: May 19, 2009**

**TO: Workforce Investment San Francisco (WISF)**

**FROM: Rhonda Simmons, Director of Workforce Development**

**SUBJECT: Request For Proposals #107, Consolidated Workforce Stimulus RFP**

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### **DISCUSSION:**

The WISF is asked to provide input regarding the strategic implementation of OEWD's RFP #107 (the 2009 Consolidated Workforce Stimulus RFP). This RFP is being issued by OEWD as part of our overall strategy aimed at addressing the immediate crisis of need facing San Francisco residents who have been the most impacted by the severity of the current economic recession and the yawning local unemployment rate. Through the issuance of this RFP, OEWD plans to contract out for the immediate provision of additional workforce development services to meet this growing demand.

This RFP will utilize funds from the following allocations:

- a. Workforce Investment Act (WIA) Stimulus funds that have been allocated by the American Recovery and Reinvestment Act (approximately \$3.7M)
- b. OEWD General Funds (approximately \$2.5M),
- c. WIA Formula Allocations (approximately \$1.3M)
- d. WIA Rapid Response Stimulus Allocations (approximately \$250-350K)

By blending different funding sources, OEWD will achieve greater flexibility in the service strategies that can be implemented through this RFP. This flexibility will ultimately result in services that can best fit the needs of San Franciscans from a variety of backgrounds and with a variety of skill sets and skill levels, a variety of employment barriers, and a variety of training and job placement needs.

Through this Consolidated Workforce Stimulus RFP, OEWD will maximize the impact of each of the individual funding sources by coordinating a stronger system of services that are more cohesively aligned along a common workforce development framework.

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The specific services to be solicited are through this RFP include:

1. **Sector Academies:** Create and/or enhance Sector Academies in strategically important industry sectors (construction, green jobs, social services, health care, and possibly others) whose purpose is to recruit, train and place workers qualified by industry standards;
2. **Business Services:** Enhance the business services available through the One Stop service delivery systems by adding a stronger On-the-Job training component, and by conducting outreach to businesses and posting job openings on an OEWD-selected web-based tool;
3. **Youth/ Young Adult Services:** Provide a range of integrated educational and workforce services targeted toward disconnected, at- risk youth. These services would be aimed at: building a more coordinated system for youth workforce development, extending the City's RAMP-SF program which is aimed at engaging disconnected transition-age youth into positive supported employment and education services, increasing the capacity of One Stop Centers to serve youth, and assisting youth with achieving educational outcomes that lead to HS diploma, GED, or vocational certificate.
4. **One Stop Expansion Services:** Enhance the current One Stop service delivery system by adding portals to entry in neighborhoods that currently do not have access to the breadth and depth of services offered through the One Stop system; and develop appropriate services and access points for mid to high-skilled worker segments such as dislocated and incumbent workers.

### **BACKGROUND:**

Through the recently passed American Recovery and Reinvestment Act of 2009 (ARRA)

\$6.1M in federal stimulus formula allocations will be coming to San Francisco to provide employment services to San Francisco residents. To receive services through these funds, residents must meet existing Workforce Investment Act (WIA) eligibility criteria for: Adults, Dislocated Workers, and Youth (definition extended to 24 years of age).

Furthermore, these allocations are designed to fund existing **WIA Activities** including: One Stop Services (job search, counseling, training); Training; and Supportive Services. ARRA stipulates that the funding must increase the number of clients served through WIA, and cannot supplant other funding. Also, ARRA gives priority for training services.

In addition to this formula funding, ARRA will provide millions of additional dollars that will be available through competitive processes.

OEWD's strategy around ARRA workforce related funds includes:

1. Implementation of initiatives aimed at increasing One Stop system capacity
2. Granting out funds to workforce service providers through a Summer Youth Employment Programs RFP (SYEP/ RFP#106) (proposals due 05-08-09)
3. Granting out funds to workforce service providers through Consolidated Workforce Stimulus RFP ("Super RFP"/ RFP #107) (pending WICAC input and approval by the WISF).
4. Coordination of other local formula stimulus funds
5. Identification and strategy development for competitive funds

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The proposed strategic priorities for RFP#107 that OEWD has developed are built around the idea of supporting and building upon the foundational elements that OEWD has been working to put into place over the last few years. Furthermore, the identified strategic priorities are also designed to help position the City to be able to compete effectively for the millions of dollars worth of competitive ARRA funds for workforce development services that will be granted out through the federal government.

**CONCERNS:**

The implementation of these workforce service strategies allows us to achieve some long-term system improvements in the overall effectiveness of the City's workforce services delivery system. The short-term and long-term success of these strategies, however, will require the coordination of efforts across various stakeholders at a level beyond what we have historically seen. This includes:

- 1- Community Based Organizations
- 2- Employers
- 3- Formal training and education institutions
- 4- Unions
- 5- City Departments
- 6- Local politicians
- 7- Community advocates

Local businesses/ employers especially must be committed and fully engaged in the implementation of these strategies and services beyond what we have historically seen in our local workforce development system. Our workforce system's service and training providers, City Departments, and educational institutions must engage employers to make sure their input on services and training are a primary driver for our strategies and training curricula.

Timing is critical, especially for the federal WIA stimulus funding included in this RFP, which must be spent within two years. This means our workforce service contractors must be able to quickly develop and implement their service systems and infrastructure, and then engage residents and employers into services with minimal planning or ramp-up time.

Furthermore, contracted providers must commit to work together to secure long-term diversified funding streams and leveraged resources to ensure that this level and quality of workforce services can be sustained beyond the two year ARRA stimulus funding.

Finally, cooperative approaches to strategy development will also be required to effectively compete for federal competitive funding opportunities, and to ensure that San Francisco receives a fair share of federal stimulus dollars that can be used to expand and/or broaden these services in a manner that will achieve even greater economies of scale.

**RECOMMENDATIONS:**

Based on the concerns addressed above and the time sensitivity of the stimulus funds that are included in the proposed RFP #107, and given the immediate and extreme levels of need that San Franciscans are currently facing and that the City's workforce system is currently struggling to meet, OEWD urges the following action from the WISF:

**ACTION 1:** Approval of the strategic priorities and strategies to be included for funding through this RFP as outlined in this memo.

**ACTION 2:** Immediate WISF authorization to contract out for additional workforce services as outlined in this memo through the issuance of RFP #107 through spending of the identified funding.

**ACTION 3:** A commitment from the WISF to call upon the various stakeholders as mentioned in this memo to participate and support the workforce services strategies and priorities in this RFP and to work together to develop effective responses to other competitive federal workforce stimulus funding opportunities as coordinated through OEWD.

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