

# Bay Area Workforce Funding Collaborative

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## Solicitation for Proposals: Policy and Systems Change Grants

Issued September 11, 2006

**Proposals must be received by:  
October 27, 2006, at 5:00 p.m.**

**Submit to:**

The San Francisco Foundation  
Attention: Jessica Pitt, Coordinator  
Bay Area Workforce Funding Collaborative  
225 Bush Street, Suite 500  
San Francisco, CA 94104

**The Bay Area Workforce Funding Collaborative is a partnership of:**

The State of California Employment Development Department, The San Francisco Foundation, Walter and Elise Haas Fund; Evelyn and Walter Haas, Jr. Fund, William and Flora Hewlett Foundation, Richard and Rhoda Goldman Fund, Annie E. Casey Foundation, Walter S. Johnson Foundation, Levi Strauss Foundation, The California Endowment, Y & H Soda Foundation, The Women's Foundation of California, and Kaiser Permanente Northern California Region.

Available on The San Francisco Foundation Website:  
[http://www.sff.org/grantmaking/program\\_neighborhood.html](http://www.sff.org/grantmaking/program_neighborhood.html)

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## SECTION I: PROPOSAL TIMELINE

DATE	EVENT	COMMENTS
Monday, September 11, 2006	Solicitation for Proposals Release	Available at:  <a href="http://www.sff.org/grantmaking/program_neighborhood.html">http://www.sff.org/grantmaking/ program_neighborhood.html</a>
Friday, September 22, 2006	Grant Application Workshop The San Francisco Foundation 10:00 a.m.–12:00 p.m. 225 Bush Street, Suite 500 San Francisco, CA 94104	Grant Application Workshop is not mandatory for interested applicants; for informational purposes only.
Friday, October 27, 2006	<b>Proposals due by 5:00 p.m.</b> To: The San Francisco Foundation Attention: Jessica Pitt, Coordinator BAWFC 225 Bush Street, Suite 500 San Francisco, CA 94104	Please submit 3 copies of full proposal; Incomplete or late proposals will not be accepted.
Friday, December 22, 2006	Notification to Awardees will be made by phone and mail	

Please e-mail all questions and requests for clarification regarding the Solicitation for Proposals  
to Jessica Pitt, Coordinator, Bay Area Workforce Funding Collaborative, at:  
[jmp@sff.org](mailto:jmp@sff.org)

## SECTION II: INITIATIVE OVERVIEW

### Purpose

Launched in 2004, the Bay Area Workforce Funding Collaborative (BAWFC or the Collaborative) is a public/private partnership of more than a dozen philanthropic foundations and the State of California Employment Development Department (EDD) designed to strengthen and expand sectoral workforce development efforts in the Bay Area region.

The BAWFC is a partnership of the following funders: Annie E. Casey Foundation, The California Endowment, Evelyn and Walter Haas, Jr. Fund, Kaiser Permanente Northern California Region, Levi Strauss Foundation, Richard and Rhoda Goldman Fund, The San Francisco Foundation, State of California Employment Development Department (EDD), Walter and Elise Haas Fund, Walter S. Johnson Foundation, William and Flora Hewlett Foundation, The Women's Foundation of California, Y & H Soda Foundation.

The BAWFC was created as a response to an increasingly wide skills gap that leaves employers unable to meet their workforce needs and dislocated and unskilled workers unable to secure family-sustaining employment. The BAWFC is addressing the needs of these dual customers by aligning and leveraging public and philanthropic funds for strategic investments to improve the workforce training system in the Bay Area. Our goal is to stimulate greater regional planning and cooperation among employers, workforce investment boards, nonprofit employment and training providers, community colleges, labor, and other stakeholders in the region.

The BAWFC seeks to create a regional workforce system that increases economic security and career advancement opportunities for low-income individuals and low-wage workers while meeting the workforce needs of key industry sectors in the region. The BAWFC invests in workforce training and systems change efforts that promote the development and sustainability of career ladder and/or lattice initiatives that lead from entry level positions to progressively more skilled occupations which provide a family-sustaining wage.

In its second grant cycle, the BAWFC is interested in expanding its grantmaking activities to include projects and initiatives focused on increasing support for sector initiatives through policy and systems change at the state and local levels in California.

### Sector Focus

The BAWFC has chosen a sector approach to workforce development in order to ensure that our investments prepare people for employment in industries where jobs exist and that provide a family-sustaining income and opportunities for career advancement.

The BAWFC currently focuses its grantmaking in the *healthcare* and *life sciences* sectors, which have been identified by EDD as two of the region's fastest growing industries with a high demand for new workers to fill career ladder positions.

## **Policy and Systems Change Grants**

The BAWFC is committed to supporting effective and efficient workforce development practice in the Bay Area region, and to ensuring that state and local workforce and economic development policies are responsive to the needs of local communities, critical industries, and employment and training providers in the Bay Area and beyond.

The benefits of sector-based workforce development and job training for low-income and disadvantaged individuals are well documented, as are the positive impacts for local employers and industries. The BAWFC is interested in expanding the capacity, number, and scale of these programs due to their positive outcomes for the Bay Area region and its communities.

In this funding cycle, the BAWFC will invest in projects that increase the availability and accessibility of resources to support sector-based workforce and economic development activities by:

- improving access to and alignment of existing public resources to support sector initiatives; and
- developing and/or increasing access to new or previously untapped funding streams to support sector initiatives.

## **Evaluation**

The BAWFC believes that a public/private partnership to support sector-focused workforce development efforts has the potential to positively impact, on a significant scale, the ability of employers to meet their needs for a skilled workforce, and for a diverse population of low-income, low-wage workers to gain entry into career pathways that offer family-sustaining wages. In an effort to measure the outcomes achieved through its investment and identify promising practices and lessons learned, the BAWFC is investing in a comprehensive two-year program evaluation.

The evaluation will provide quantitative and qualitative data on the outcomes achieved by program participants, the economic benefits realized by employers, the extent to which BAWFC-funded programs have addressed strategic gaps in workforce development services, and whether new practices have been institutionalized by participating stakeholders.

As a condition of accepting funds through this initiative, grantees will be required to participate in the evaluation.

## SECTION III: ELIGIBILITY

### **(1) *Type of organization***

An organization must be a tax exempt 501(c)(3) or a public entity to receive funds from the BAWFC. The following types of organizations are eligible to apply for Policy and Systems Change grants:

- Policy/advocacy organizations
- Research organizations
- Intermediaries
- Community-based organizations
- Coalitions and industry associations
- Public agencies
- Colleges and universities
- Research institutes
- Labor organizations
- Business associations

All activities funded by the BAWFC through the Policy and Systems Change grants must comply with federal regulations governing allowable activities for 501(c)(3) organizations and public entities.

### **(2) *Geographic scope***

Applicant organizations can be local, regional, or national in focus, but projects must have direct applicability to Bay Area workforce systems.

## SECTION IV: POLICY AND SYSTEMS CHANGE GRANTS

The BAWFC will award grants of \$25,000 to \$100,000 for projects funded through this solicitation process. The grant period for the projects will be up to one year from the date of the grant award. The BAWFC anticipates that some of the policy projects will be working toward outcomes that will take more than one year to achieve, and we will consider additional funding for subsequent years on an individual basis.

### **Strategic Priorities for Policy and Systems Change Grants**

The BAWFC has established two priority areas that focus resources and strategies to increase the scale and type of financial supports available to sector initiative planning, implementation, and associated activities in the State of California.

#### ***(1) Improving access to and alignment of existing public resources to support sector initiatives***

One of the primary objectives of the BAWFC is to coordinate funding mechanisms and resources to better support sector (industry-specific) workforce development programs in the Bay Area. Because most sector initiatives use a wide range of strategies and engage a number of partners and stakeholders in the development of their initiatives, they require a variety of funding sources to support this work. The BAWFC is interested in projects that seek to coordinate resources that currently support sector initiatives (including, but not limited to, community college resources, Workforce Investment Act funds, Employment Training Panel funds, and others) in order to expand their use and fund a wider range of sector activities.

The Collaborative will consider funding projects that are designed to improve access to and alignment of resources to support sector initiatives by:

- streamlining or coordinating grantmaking/contracting processes and/or priorities of programs and resources with those of the BAWFC;
- broadening the range of activities that are supported by funding mechanisms to include more sector initiative strategies (such as service brokering, longer-term training and case management, employer outreach, and research);
- reducing barriers to sector programs and/or low-income Californians' access to employment, training, and/or educational resources; and
- increasing resources available for regional workforce collaboration and systems building.

Such projects might include encouraging the prioritization of resources for workforce development activities focused on low-income or disadvantaged Californians, advocating for sector supportive policies within public agencies (e.g., emphasis on career advancement and self-sufficiency level wages, and industry impact, etc.), or working with public agencies and

administrations to develop coordinated resource allocation and/or reporting and measurement systems.

***(2) Developing and/or increasing access to new funding streams to support sector initiatives***

An important strategy for increasing funding for California’s sector initiatives is to make new sources available. A variety of sources that do not currently fund sector initiatives in the Bay Area provide funding for sector initiatives in other states. Among these are commitments of state revenue, industry-specific funding, federal funding that is often left “on the table,” and local funding that doesn’t usually support sector initiatives. Making these sources available has required various policy changes, including legislative, administrative, or institutional ones.

Such projects might include advocating for legislative and budget changes to establish a state grant program that is supported by general revenue; working with state agencies to fund healthcare sector initiatives with Disproportionate Share Hospital Payment Program funding; developing a project using educational Average Daily Attendance funding to bring about policy change that expands its use to support out-of-school youth participation in sector initiatives; using non-federal revenue to leverage additional Food Stamp Employment and Training Funds for sector initiatives that serve recipients of this funding, or bringing about policies that direct development-related funding, such as tax increment financing and real estate development set-asides, to support sector initiatives.

**Grant Activities**

The BAWFC will consider funding the following types of activities through its Policy and Systems Change grants:

- research and planning;
- demonstration or pilot projects designed to increase funding for sector initiatives;
- efforts to test programmatic changes or improvements made possible by changes in fiscal policies, allocations, administrative structures, or uses;
- efforts to promote changes in policies and/or administrative systems to increase resources available to sector initiatives;
- efforts to introduce legislation or change existing legislation that will increase funding for sector initiatives; and
- activities that involve target populations in systems change efforts;

## Criteria for Selection of Policy and Systems Change Grants

Projects funded by the BAWFC through this solicitation process must meet the following criteria:

- must be consistent with the goals and objectives of the Bay Area Workforce Funding Collaborative;
- must address at least one of the Bay Area Workforce Funding Collaborative strategic priorities for Policy and Systems Change grants;
- must benefit Bay Area sector initiatives in the healthcare and life sciences sectors, and may benefit sector initiatives in other industries;
- must seek to benefit existing or new industry-specific initiatives in the Bay Area, either by changing local policies and/or systems in communities served by the BAWFC<sup>1</sup> or by changing workforce policies and/or systems; and
- must engage workforce development practitioners from the Bay Area.

In addition, the Workforce Collaborative encourages proposals that:

- engage multiple and diverse partners in the project or change effort;
- engage sector advocates from the Bay Area, other regions of the State, or other areas of the country;
- build capacity of Bay Area workforce practitioners, supporters, administrators and others to promote and advocate for sector initiatives;
- leverage additional resources (beyond those requested from the BAWFC) to support the project;
- leverage existing relationships, advocacy, or policy efforts that are consistent with or complement the BAWFC's policy priorities; and
- include both short- and long-term policy change strategies and objectives.

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<sup>1</sup> Counties served by the Bay Area Workforce Funding Collaborative include Alameda, Contra Costa, Marin, Napa, Santa Clara, Santa Cruz, San Francisco, San Mateo, Solano, and Sonoma.

## SECTION VI: APPLICATION GUIDELINES

### General Guidelines for Applicants

- Organizations funded by the BAWFC are expected to meet requirements for the submission of narrative and financial reports, as well as periodic information needed for overall project performance monitoring and management.
- Project directors may be asked to attend periodic meetings and give progress reports on their grants.
- The evaluation of the BAWFC is an integral part of the initiative, critical to understanding its effectiveness, providing timely feedback and keeping funders apprised of progress. For this reason, the BAWFC requires grantees to participate in the evaluation conducted by BTW Informing Change (BTW) and Abt Associates (Abt). BTW and Abt have demonstrated a commitment to working cooperatively with grantees and being responsive to their needs. Grantees are required to communicate and cooperate with the evaluators on tasks, including but not limited to the following:
  1. Providing twice-yearly progress reports on grant activities and outcomes. The report will also ask grantees for a brief narrative update on project activities, accomplishments, and challenges.
  2. Participating in annual interviews with the evaluators.

### Proposal Requirements

Proposals will consist of the following four components:

- Required proposal cover sheet (Attachment A).
- A Proposal Narrative that follows the format provided for the Policy and Systems Change grants.
- A budget that details requested funds using the budget form provided (Attachment B) and a budget narrative. (Please note: the budget information is not included in the 15 page proposal narrative limit).
- Required Attachments
  - Letters of commitment and support
  - Organizational status
  - Letter of resolution
  - Financial statements

**Applicants must submit three copies of their proposal by  
5:00 p.m. on Friday, October 27, 2006, to:**

The San Francisco Foundation  
Attention: Jessica Pitt, Coordinator  
Bay Area Workforce Funding Collaborative  
225 Bush Street, Suite 500  
San Francisco, CA 94104

## SECTION VII: PROPOSAL FORMAT

### Proposal Format for Policy And Systems Change Grants

The proposal narrative should be no more than 15 double-spaced pages (12 point font), not including budget information and supporting documents, and should address the following questions:

#### (1) Project description

- What is the goal of your policy change effort, and how is it congruent with the BAWFC's priorities and strategies?
- What is the strategy for policy change that you would pursue?
- Provide a detailed description of project activities.
- What funding or other benefits would this policy change provide to Bay Area sector initiatives?
- How will you be able to measure the benefits of the policy change?
- Who are the key decision-makers you will influence?
- What is the timeline for project activities?

#### (2) Qualifications of project partners

- What organizations will participate in the project?
- What experience have you and your partner organizations had in working on policy and systems change efforts?
- What is the role of each of the partners?
- Who will play key staff roles? Please provide brief descriptions of their qualifications and experience.

#### (3) Results

- What results will be achieved?
- What are the indicators of success?
- How will you evaluate success?

#### (4) Project budget

- Provide a detailed project budget using the attached budget template (Attachment B).
- Provide a budget narrative that details how project funds will be used.
- If applicable, what is the potential for sustainability beyond the grant period?

## **REQUIRED ATTACHMENTS**

### **(1) Letters of commitment or support**

- Provide a letter of support or commitment from each key partner.

### **(2) Organizational status**

- If the submitting organization is a nonprofit organization, provide a 501(c)(3) IRS Letter of Determination.

### **(3) Letter of resolution**

- If the submitting organization is a nonprofit organization, provide a letter of resolution from a board officer authorizing submission of the proposal.
- If the submitting organization is a public entity, provide a letter of resolution from the chair, president, chancellor, or executive officer of the institution authorizing submission of the proposal.

### **(4) Financial statements**

- If the submitting organization is a nonprofit organization, provide audited financial statements for the most recent year.
- If the submitting organization is a public entity, provide financial statements for the department or unit applying for the grant.

**ATTACHMENT A**

**BAY AREA WORKFORCE FUNDING COLLABORATIVE  
POLICY AND SYSTEMS CHANGE GRANTS**

**Due date: October 27, 2006**

**REQUIRED COVER SHEET**

**Applicant Organization:**

**Contact Person / Title:**

**Address:**

**Telephone:**

**Email:**

**Total Project Budget: \$**

**Grant Amount Requested: \$**

**Project Summary:**

**ATTACHMENT B**

**BAY AREA WORKFORCE FUNDING COLLABORATIVE  
POLICY AND SYSTEMS CHANGE GRANTS**

October 27, 2006

**BUDGET FORM**

<b>Expenditure<sup>1</sup></b>	<b>Philanthropic Funds Requested</b>	<b>Other Sources</b>	<b>Total</b>
<b>TOTAL</b>			

<sup>1</sup> List all project expenses including: salaries and benefits, staff travel, operating expenses (including communications, materials and supplies, office expenses), convenings, contractual services, indirect costs, etc.