

File No. 201424

Committee Item No. 4

Board Item No. 11

# COMMITTEE/BOARD OF SUPERVISORS

## AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date February 3, 2021

Board of Supervisors Meeting

Date February 9, 2021

### Cmte Board

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Youth Commission Report                      |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form                            |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Form 126 – Ethics Commission                 |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letter                                 |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

### OTHER (Use back side if additional space is needed)

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Completed by: Linda Wong Date January 29, 2021

Completed by: Linda Wong Date February 5, 2021

1 [Accept and Expend Grant - Retroactive - California Employment Development Department -  
2 Workforce Innovation and Opportunity Act (WIOA) Workforce Accelerator Fund 8.0 -  
3 \$150,000]

4 **Resolution retroactively authorizing the Office of Economic and Workforce**  
5 **Development to accept and expend a grant in the amount of \$150,000 from the**  
6 **California Employment Development Department, a recipient of the grant award from**  
7 **the United States Department of Labor for Workforce Innovation and Opportunity Act**  
8 **(WIOA) Workforce Accelerator Fund 8.0 Project, for the period of April 1, 2020, through**  
9 **September 30, 2021.**

10  
11 WHEREAS, The Administrative Code requires City departments to obtain Board of  
12 Supervisors' approval to accept or expend any grant funds (Section 10.170 et seq.); and

13 WHEREAS, The California Employment Development Department, in partnership with  
14 the California Workforce Development Board, released federal Workforce Innovation and  
15 Opportunity Act (WIOA) Workforce Accelerator Fund 8.0 funding for innovative workforce  
16 development system design projects to support people experiencing homelessness; and

17 WHEREAS, The Office of Economic and Workforce Development, Human Services  
18 Agency, and Department of Homelessness and Supportive Housing identified a strategy to  
19 improve services for job seekers experiencing homelessness through service delivery system  
20 mapping and design, tailored job readiness assessment, and trauma-informed workforce  
21 development provider training; and

22 WHEREAS, The California Employment Development Department awarded the Office  
23 of Economic and Workforce Development \$150,000 of federal Workforce Innovation and  
24 Opportunity Act (WIOA) funds to implement the strategy; and

25 WHEREAS, The grant does not require an Annual Salary Ordinance amendment; and

1           WHEREAS, The grant required \$150,000 match satisfied by existing San Francisco  
2 General Fund contracts overseen by San Francisco Human Services Agency; and

3           WHEREAS, The grant includes indirect costs of \$13,580; now, therefore, be it

4           RESOLVED, That the California Employment Development Department may fund the  
5 Office of Economic and Workforce Development, a local workforce development; and, be it

6           FURTHER RESOLVED, That the Office of Economic and Workforce Development is  
7 responsible for the oversight of Workforce Innovation and Opportunity Act (WIOA) funding for  
8 the City and County of San Francisco; and, be it

9           FURTHER RESOLVED, That the Board of Supervisors hereby authorizes the Office of  
10 Economic and Workforce Development to accept and expend, on behalf of the City and  
11 County of San Francisco, a grant from the California Employment Development Department  
12 for the Workforce Accelerator Fund 8.0 Project in the amount of \$150,000; and, be it

13           FURTHER RESOLVED, That the Director of the Office of Economic and Workforce  
14 Development is authorized to enter into the Agreement on behalf of the City; and, be it

15           FURTHER RESOLVED, That within thirty days of the Agreement being fully executed  
16 by all parties, the Director of the Office of Economic and Workforce Development shall provide  
17 to the Clerk of the Board for inclusion into the official file.

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**File Number:** \_\_\_\_\_  
(Provided by Clerk of Board of Supervisors)

**Grant Resolution Information Form**  
(Effective July 2011)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: Workforce Accelerator Fund 8.0
2. Department: Office of Economic and Workforce Development
3. Contact Person: Lisa Pagan Telephone/Email: lisa.pagan@sfgov.org
4. Grant Approval Status (check one):  
 Approved by funding agency                       Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$150,000.00
6. a. Matching Funds Required: \$150,000  
b. Source(s) of matching funds (if applicable): HSA General Fund
7. a. Grant Source Agency: United States Department of Labor  
b. Grant Pass-Through Agency (if applicable): California Employment Development Department
8. Proposed Grant Project Summary:  
OEWD, in partnership with HSA and HSH, will map an integrated workforce development service delivery system, create a tailored job readiness assessment, and develop trauma-informed training for workforce development providers to better serve people experiencing homelessness.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:  
Start-Date: April 1, 2020    End-Date: September 30, 2021
10. a. Amount budgeted for contractual services: \$135,000  
b. Will contractual services be put out to bid? Yes  
c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements? Yes  
d. Is this likely to be a one-time or ongoing request for contracting out? One-time
11. a. Does the budget include indirect costs?  
 Yes                       No  
b. 1. If yes, how much? \$13,580  
b. 2. How was the amount calculated? Total budget minus contractual and travel  
c. 1. If no, why are indirect costs not included?  
 Not allowed by granting agency                       To maximize use of grant funds on direct services  
 Other (please explain):  
c. 2. If no indirect costs are included, what would have been the indirect costs? N/A
12. Any other significant grant requirements or comments: N/A

**\*\*Disability Access Checklist\*\*\*(Department must forward a copy of all completed Grant Information Forms to the Mayor’s Office of Disability)**

13. This Grant is intended for activities at (check all that apply):

- |  |   |   |
|--|---|---|
| <input checked="" type="checkbox"/> Existing Site(s) | <input checked="" type="checkbox"/> Existing Structure(s) | <input checked="" type="checkbox"/> Existing Program(s) or Service(s) |
| <input type="checkbox"/> Rehabilitated Site(s)       | <input type="checkbox"/> Rehabilitated Structure(s)       | <input type="checkbox"/> New Program(s) or Service(s)                 |
| <input type="checkbox"/> New Site(s)                 | <input type="checkbox"/> New Structure(s)                 |   |

14. The Departmental ADA Coordinator or the Mayor’s Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local disability rights laws and regulations and will allow the full inclusion of persons with disabilities. These requirements include, but are not limited to:

1. Having staff trained in how to provide reasonable modifications in policies, practices and procedures;
2. Having auxiliary aids and services available in a timely manner in order to ensure communication access;
3. Ensuring that any service areas and related facilities open to the public are architecturally accessible and have been inspected and approved by the DPW Access Compliance Officer or the Mayor’s Office on Disability Compliance Officers.

If such access would be technically infeasible, this is described in the comments section below:

Comments:

Departmental ADA Coordinator or Mayor’s Office of Disability Reviewer:

Alfredo Fajardo  
(Name)

Workforce Programs Compliance Officer  
(Title)

Date Reviewed: 10/7/2020 | 3:55 PM PDT

DocuSigned by:  
Alfredo Fajardo  
B62644C04A0A47C  
(Signature Required)

**Department Head or Designee Approval of Grant Information Form:**

Joaquín Torres  
(Name)

Director, Office of Economic and Workforce Development  
(Title)

Date Reviewed: 10/15/2020 | 12:34 PM PDT

DocuSigned by:  
Joaquin Torres  
1A8C561620854D6  
(Signature Required)

**Workforce Accelerator Fund 8.0 (April 1, 2020 - September 30, 2021)**

<b>Budget Item</b>	<b>Total</b>
<b><u>OEWD:</u></b>	
<b>Staff Travel</b>	<b>\$ 1,420.00</b>
<b>Indirect Costs</b>	<b>\$ 13,580.00</b>
<b>Total OEWD Costs</b>	<b>\$ 15,000.00</b>
<b><u>Contractual:</u></b>	
<b>Consultant</b>	<b>\$ 135,000.00</b>
<b>Total Contract Cost</b>	<b>\$ 135,000.00</b>
<b>Total Budget</b>	<b>\$ 150,000.00</b>

WIOA SUBGRANT AGREEMENT

Office of Economic and Workforce Development

SUBGRANT NO: AA011035  
 MODIFICATION NO: 10  
 SUBRECIPIENT CODE: SFO  
 UNIQUE ENTITY NO: 788656416  
 INDIRECT COST RATE: 18.89

PASS-THROUGH ENTITY:  
 State of California  
 Employment Development Dept.  
 Central Office Workforce  
 Services Division  
 P.O.Box 826880, MIC 69  
 Sacramento, CA 94280-0001

SUBRECIPIENT: Office of Economic and  
 Workforce Development  
 1 SOUTH VAN NESS AVENUE  
 5TH FLOOR  
 GOVERNMENTAL SAN FRANCISCO, CA 94103  
 ENTITY:  
 Yes

This Subgrant Agreement is entered into by and between the State of California, Employment Development Department, hereinafter the Pass-through Entity, and the **Office of Economic and Workforce Development**, hereinafter the Subrecipient. The Subrecipient agrees to operate a program in accordance with the provisions of this Subgrant and to have an approved Workforce Innovation and Opportunity Act (WIOA) Local Plan for the above named Pass-through Entity filed with the Pass-through Entity pursuant to the WIOA. This modification consists of this sheet and those of the following exhibits, which are attached hereto and by this reference made a part hereof:

Funding Detail Chart	
Workforce Accelerator Fund (WAF) 8.0 PY 19/20	
1173 Project Narrative	Exhibit A, 6 pages
1173 Other Exhibit	Exhibit E, 1 pages
1173 Budget Summary Plan	Exhibit F, 1 pages
1173 Other Exhibit	Exhibit F2, 2 pages
1173 Supplemental Budget Form	Exhibit G, 1 pages
1173 Project Workplan	Exhibit I, 1 pages
1173 Partner Roles and Responsibilities	Exhibit J, 1 pages

ALLOCATION(s) The Pass-through Entity agrees to reimburse the Subrecipient not to exceed the amount listed hereinafter 'TOTAL'	PRIOR AMOUNT INCREASE/DECREASE: TOTAL:	\$6,753,725.00 \$0.00 \$6,753,725.00
TERM OF AGREEMENT From:4/1/2019 To: 3/31/2022	Terms of Exhibits are as designated on each exhibit	
PURPOSE: The purpose of this modification is to incorporate original exhibits to the Workforce Accelerator Fund (WAF) 8.0 PY 19/20 project in grant code 1173.		
APPROVED FOR PASS-THROUGH ENTITY(EDD) (By Signature)  <i>Julia Williams for</i>	APPROVED FOR SUBRECIPIENT (By Signature) Unilateral modification. Subrecipient Signature not required	
Name and Title JAIME GUTIERREZ CHIEF CENTRAL OFFICE WORKFORCE SERVICES DIVISION	Name and Title	

I hereby certify that to my knowledge, the budgeted funds are available for the period and purpose of expenditures as stated herein

This agreement does not fall within the meaning of Section 10295 of Chapter 2 of Part 2 of Division 2 of the Public Contract Code of the State of California and pursuant to 58 OPS Cal. Atty. Gen 586, is exempt from review or approval of the Dept. of General Services and the Dept. of Finance

Signature of EDD Accounting Officer

Budget item: 7100

Fund: 0869

Budgetary Attachment: Yes

Chapter: 023

Statute: 2019

FY: 19/20

SUBGRANT AGREEMENT  
FUNDING DETAIL SHEET

SUBGRANT NO:AA011035  
MODIFICATION NO:10

Office of Economic and Workforce  
Development

I. Allocation

Funding Source	Prior Amount	Increase	Decrease	Adjusted Allocation
<b>WIA/WIOA 15% - Governor's Discretionary</b>				
96470 1173 Workforce Accelerator Fund (WAF) 8.0 PY 19/20 04/01/2020 to 09/30/2021 Prog/Element 61/40 Ref 001 Fed Catlg 17.258	\$150,000.00	\$0.00	\$0.00	\$150,000.00
<b>Total WIA/WIOA 15% - Governor's Discretionary</b>	<b>\$150,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$150,000.00</b>
<b>WIA/WIOA 25% - Dislocated Worker Rapid Response</b>				
98420 1187 Underserved COVID-19 Impacted Individuals Grants 03/01/2020 to 09/30/2020 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$675,000.00	\$0.00	\$0.00	\$675,000.00
98420 1204 COVID-19 Layoff Aversion Support (SFO) 04/01/2019 to 03/31/2022 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$0.00	\$0.00	\$0.00	\$0.00
98420 1204 COVID-19 Layoff Aversion Support (SFO) 05/01/2020 to 03/31/2022 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$999,950.00	\$0.00	\$0.00	\$999,950.00
96210 292 Rapid Response Layoff Aversion 07/01/2019 to 06/30/2021 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$15,884.00	\$0.00	\$0.00	\$15,884.00
98420 293 Rapid Response Layoff Aversion 10/01/2019 to 06/30/2021 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$75,362.00	\$0.00	\$0.00	\$75,362.00
<b>Total WIA/WIOA 25% - Dislocated Worker Rapid Response</b>	<b>\$1,766,196.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,766,196.00</b>
<b>WIA/WIOA Formula</b>				
96150 201 Adult Formula RD 1 07/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.258	\$172,657.00	\$0.00	\$0.00	\$172,657.00
98280 202 Adult Formula Rd 2 10/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.258	\$920,454.00	\$0.00	\$0.00	\$920,454.00
96100 301 Youth Formula Rd 1 04/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.259	\$982,197.00	\$0.00	\$0.00	\$982,197.00
96100 302 Youth Formula 04/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.259	\$2,906.00	\$0.00	\$0.00	\$2,906.00
96200 501 Dislocated Worker Rd 1 07/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.278	\$277,373.00	\$0.00	\$0.00	\$277,373.00
<b>Total WIA/WIOA Formula</b>	<b>\$2,355,587.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$2,355,587.00</b>

SUBGRANT AGREEMENT  
FUNDING DETAIL SHEET

SUBGRANT NO:AA011035  
MODIFICATION NO:10

Office of Economic and Workforce  
Development

I. Allocation

Funding Source	Prior Amount	Increase	Decrease	Adjusted Allocation
<b>WIA/WIOA National Emergency Grant</b>				
93870 1194 COVID-19 Employment Recovery NDWG 04/10/2020 to 03/31/2022 Prog/Element 62/10 Ref 001 Fed Catlg 17.277	\$800,000.00	\$0.00	\$0.00	\$800,000.00
<b>Total WIA/WIOA National Emergency Grant</b>	<b>\$800,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$800,000.00</b>

SUBGRANT AGREEMENT  
FUNDING DETAIL SHEET

SUBGRANT NO:AA011035  
MODIFICATION NO:10

Office of Economic and Workforce  
Development

I. Allocation

Funding Source	Prior Amount	Increase	Decrease	Adjusted Allocation
<b>WIA/WIOA 25% - Dislocated Worker Rapid Response</b>				
96210 540 Rapid Response by Formula 07/01/2019 to 06/30/2021 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$62,913.00	\$0.00	\$0.00	\$62,913.00
98420 541 Rapid Response by Formula 10/01/2019 to 06/30/2021 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$298,500.00	\$0.00	\$0.00	\$298,500.00
<b>Total WIA/WIOA 25% - Dislocated Worker Rapid Response</b>	<b>\$361,413.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$361,413.00</b>
<b>WIA/WIOA Formula</b>				
98210 502 Dislocated Worker Rd 2 10/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.278	\$1,320,529.00	\$0.00	\$0.00	\$1,320,529.00
<b>Total WIA/WIOA Formula</b>	<b>\$1,320,529.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,320,529.00</b>
<b>Grand Total:</b>	<b>\$6,753,725.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$6,753,725.00</b>

NARRATIVE

SUBGRANT NO:AA011035  
MODIFICATION NO: 10

SUBRECIPIENT:Office of Economic and Workforce Development  
FAIN NO: AA-33218-19-55-A-6  
FEDERAL AWARD DATE: 7/9/2019  
FUNDING SOURCE: Workforce Accelerator Fund (WAF) 8.0 PY 19/20 - 1173

TERM OF THESE FUNDS: 04/01/2020 - 09/30/2021

Use of funds added by this modification is limited to this period and additionally limited by the recapture provisions applicable to this funding source. The state may at its discretion recapture funds obligated under this exhibit, if expenditure plans are not being met.

PROGRAM NARRATIVE

The purpose of this modification is to incorporate original exhibits to the Workforce Accelerator Fund (WAF) 8.0 PY 19/20 project in grant code 1173.

This exhibit adds to and does not replace the terms and conditions of any other exhibit included in this agreement which terms and conditions remain in full force and effect.

WIOA (2015)

**Workforce Accelerator Fund 8.0  
PROJECT NARRATIVE**

Organization	<b>San Francisco Office of Economic and Workforce Development</b>
Project Name	Workforce System Alignment to Alleviate Homelessness
Address	Fifth Floor, One South Van Ness, San Francisco, CA 94103
Designated Contact Person and Title	Katherine Daniel, Deputy Director of Workforce
Phone	(415) 701-4859
Email	<a href="mailto:Katherine.Daniel@sfgov.org">Katherine.Daniel@sfgov.org</a>

**PROJECT NARRATIVE AND WORKPLAN/Framework**

The San Francisco Office of Economic and Workforce Development (OEWD)—the operational arm of the San Francisco Workforce Development Board—in partnership with the San Francisco Department of Homelessness and Supportive Housing and Continuum of Care (CoC), the San Francisco Human Services Agency (SFHSA), the San Francisco Homeless Workforce Collaborative (HWC), and San Francisco Mayor London Breed request \$150,000 to coordinate the San Francisco Homelessness Response System with the Public Benefits and Workforce Development Systems to better serve people experiencing homelessness (PEH) in a trauma-informed, whole person approach to care. This funding will allow partners to map an integrated service delivery system for PEH; develop a tailored, job readiness assessment; identify public and community-based organizations that serve PEH with cultural humility; and develop a trauma-informed, service coordination and referral training.

According to the Department of Housing and Urban Development’s Point-in-Time Count (PITC) (2019) administered by the San Francisco CoC, San Francisco County hosts 8,025 PEH, an approximate 17% increase from the last PITC (2017). According to the PITC (2019), PEH reported that the primary cause of homelessness was job loss (26%) and the primary barriers to obtaining permanent housing are largely economic: rent affordability (63%), no job or income (37%), and no money for moving costs (19%).

In keeping with best practices, San Francisco government agencies contract with community-based organizations that are a known entity in the communities in which they serve. While San Francisco boasts an abundance of resources and collectively funds hundreds of community-based organizations, service delivery systems remain siloed. OEWD oversees the Workforce Development System and OEWD Job Centers. CoC oversees the Homelessness Response System and CoC Coordinated Entry (CE) Access Points. SFHSA oversees the Public Benefits System and SFHSA Workforce Development Centers. While there are natural intersections among City agencies and service providers, and while most providers maintain a commitment to whole person care, not all agencies and providers have the capacity to provide culturally humble, whole person care to PEH. Additionally, PEH tend to receive fragmented care across many different service providers.

In response to the ineffectiveness of fragmented service delivery and to a growing population of individuals experiencing homelessness, the Mayor’s Office set Citywide policy to prioritize

## PROJECT NARRATIVE AND WORKPLAN/Framework

service delivery for PEH. CoC, in partnership with SFHSA, developed a coordinated entry Homelessness Response System and implemented a homeless management information system to gather and report information on PEH and the services they receive. CoC opened seven CE Access Points, including a number of physical spaces in areas with a high population of unsheltered individuals and a Vehicle Triage Center for individuals who may be living in their cars. PEH may enter any of the CE Access Points to access temporary shelter, participate in housing and service assessment, and receive referral to supportive services.

The CoC, SFHSA, OEWD, HWC, and the Mayor's Office determined that the next step in a coordinated entry, whole person service delivery for PEH includes integration of workforce development services to alleviate any present or future economic barriers to housing.

Currently, the CoC is developing a brief triage tool to determine client capacity for employment and interest in job readiness and employment services, with the intent to refer appropriate clients to SFHSA and OEWD workforce programs. Partners plan to embed one or more Homeless Employment Navigators at the CE Access Point(s). Co-location of employment navigation services in the Homelessness Response System will streamline and expedite connections to the Public Benefits and Workforce Development Systems by facilitating warm handoffs between systems of care, improving housing stability and employment outcomes.

In preparation for co-location of service providers and coordinated service delivery among the three systems, this funding will permit partners to map an integrated service delivery model, to develop a tailored job readiness assessment to be administered by the Homeless Employment Navigator at the CE Access Points, to inventory public and community-based employment service providers with potential to accept referrals of PEH, and to identify system-wide training needs to build capacity for system providers.

San Francisco has not yet coordinated service delivery for a highly vulnerable population at this magnitude. Additionally, this will be the first attempt to incorporate workforce development services into the Homelessness Response System and to embed workforce development at the CE Access Points. If this program is successful, it will streamline service delivery for PEH, improve resource sharing and referral for providers, improve the quality of service delivery for PEH, and limit service triplication across three service delivery systems.

**Objectives: strategies, outputs and outcomes, performance measures, and timeline.**

Over the 18-month grant period, partners will achieve service coordination through the following strategies: embedding workforce development service assessment and referral at the CE Access Points for PEH and assessing system health and wellness to serve PEH in a culturally humble service strategy.

### **Outputs / Outcomes**

- Map of integrated service delivery model across three benefits systems.
- Tailored job readiness assessment toolkit for Employment Navigators at CE Access Points.
- Inventory of public and community-based employment providers with capacity to effectively serve PEH in a whole person and culturally humble service delivery model.
- Recommendations for system-wide, trauma-informed care training to build capacity.

### **Performance Metrics**

## PROJECT NARRATIVE AND WORKPLAN/Framework

- Quality system coordination among City and CBO providers serving PEH.
- CoC will co-locate Homeless Employment Navigators at CE Access Points.
- CE Access Points will incorporate job readiness assessment as part of whole person care.
- Service delivery system efficiencies will improve whole person care outcomes.

## PROJECT TEAM

**EXPERT: Kat Daniel**, Deputy Director of Workforce for OEWD is responsible for overseeing workforce development services in San Francisco and administering local, State, and Federal funding and outcomes for workforce development programs. OEWD represents the core of the San Francisco Workforce Development System, which encompasses programming across 18 City Departments and over 150 community-based organizations. Ms. Daniel demonstrates significant expertise in system design and coordination, managing State and Federal monies, as well as in developing interagency partnerships.

**EXPERT: Noelle Simmons**, Deputy Director of Economic Support and Self-Sufficiency at SFHSA is a workforce development and social services expert with fifteen years of management experience in the City & County of San Francisco. Ms. Simmons oversees the delivery of public benefits including County General Assistance, TANF, CalFresh and Medicaid enrollment in San Francisco. SFHSA also provides workforce development and housing stabilization services to thousands of low-income public aid recipients each year, including PEH.

**INNOVATOR** is a consultant with significant expertise in system design, implementation science and community-based needs assessment. The Innovator works with partners to develop service delivery systems, build partnerships, and specializes in social services for highly vulnerable populations. The third-party contractor will be determined from an existing panel of approved City consultants in advance of the grant period.

**CUSTOMER: Joe Wilson** is the Executive Director of Hospitality House and representative of the Homeless Workforce Collaborative (HWC), a body of 10 community-based organizations with significant cultural humility in serving PEH. The HEC includes service providers who work with very low-income workers, including the following special populations relevant to this application: immigrants, long-term unemployed, people with disabilities, reentry, and veterans. Mr. Wilson, who has lived experience with homelessness, has worked in service delivery, policy reform, and advocacy for PEH for over thirty years.

**INFLUENCER: Jeff Kositsky** has over 20 years of experience leading social service agencies, and is the Director of the CoC which oversees the Homelessness Response System. Services include outreach, homelessness prevention, emergency shelter, drop-in centers, transitional housing, supportive housing, and support services to help people exit homelessness.

**INFLUENCER: Emily Cohen**, Policy Advisor on Homelessness, represents the Office of Mayor London Breed. Emily has over fifteen years of experience in advocacy and service delivery for PEH, and sets City policy for alleviating homelessness for Mayor Breed.

**EXPERTS: OEWD** will oversee the project, coordinate partners, and engage providers to implement new tools and business processes that result from this process. OEWD will also be responsible for connecting partners to the Workforce Development System, tracking project outcomes, and reporting to CWDB. **SFHSA** will provide expertise on the Public Benefits System and best practices in workforce development for PEH.

**PROJECT NARRATIVE AND WORKPLAN/Framework**

**INNOVATOR: CONTRACTOR** will be responsible for convening project partners, mapping an integrated service delivery strategy, creating a job readiness assessment toolkit, conducting an analysis of CBO capacity to serve PEH across three service delivery systems, and identifying training priorities for system coordination and referral.

**CUSTOMER: HEC** will be responsible for protecting Customer interests and providing expertise on service delivery coordination, culturally humble services, and system training needs.

**INFLUENCERS: CoC** and the **Mayor’s Office** will be responsible for assisting in the design of the service delivery system, ensuring its coordination with existing systems and processes, supporting the implementation of the new service delivery system, reporting on the quality of referrals, and working in unison with partners to advocate for resources and policy necessary to support the development of effective models for coordinated care. Influencers will report out on any opportunities for replication and/or scale.

SFHSA will provide cash match of \$150,000 in the form of contracts for PEH workforce services. Cash match originates from County General Fund monies.

**Project Matrix**

**This project aims to “move the needle” on employment by:**

Coordinating the San Francisco Homelessness Response System with the Public Benefits and Workforce Development Systems to provide seamless whole person care for people experiencing homelessness (PEH). These three systems provide stabilizing benefits such as temporary and transitional housing, public benefits and coordinated case management, and workforce development services, which together can move PEH who may be job ready into sustainable wage employment and pathways out of poverty.

This project will bring together key decision makers from the San Francisco Office of Economic and Workforce Development (OEWD), San Francisco Human Services Agency (SFHSA), San Francisco Department of Homelessness and Supportive Housing which administers the Continuum of Care (CoC), the Homeless Workforce Collaborative (HWC), and San Francisco Mayor London Breed to move the needle on whole person outcomes for PEH.

**Our “Big Idea” is to:**

Include workforce development in the whole person care approach. We plan to embed Homeless Employment Navigators at the Continuum of Care’s Coordinated Entry (CE) Access Points in order to perform job readiness assessments at crucial triage entry points for PEH. CE Access Points will refer PEH who have the ability to work to public and community-based workforce development organizations with the capacity to deliver culturally humble care. Partners will also develop recommendations for a trauma-informed care training to build capacity among workforce development providers.

<b>This project aims to “move the needle” on employment by:</b>			
<p>Providing funding for a third-party consultant with experience in system design and with convening authority. With oversight from the Mayor’s Office, the consultant will convene OEWD, SFHSA, CoC, and HWC; confirm and map an integrated service delivery model; create a job readiness assessment toolkit for Homeless Employment Navigators; inventory public and community-based providers that demonstrate the cultural humility and appropriate resources to serve PEH; and create training recommendations to build capacity among the three service delivery systems—Homelessness Response System, Public Benefits System, and Workforce Development Systems—and the workforce providers embedded in these three systems.</p>			
<b>Project Team</b>			
<b>Experts</b>	<b>Innovators</b>	<b>Customers</b>	<b>Influencers</b>
<p>Katherine Daniel, San Francisco Office of Economic and Workforce Development</p> <p>Noelle Simmons, San Francisco Human Services Agency</p>	<p>CONSULTANT, Third-Party Contractor selected from existing panel. Expert in government consulting, system design, assessment, implementation science, qualitative research &amp; evaluation.</p>	<p><input type="checkbox"/> Employer</p> <p><input checked="" type="checkbox"/> Job Seeker</p> <p>Joe Wilson, Executive Director, Hospitality House and Representative of Homeless Workforce Collaborative</p>	<p>Emily Cohen, San Francisco Mayor’s Office</p> <p>Jeff Kositsky, San Francisco Department of Homelessness and Supportive Housing &amp; Continuum of Care</p>
<b>Target Population</b>		<b>End-Use Customers</b>	
<i>People who experience homelessness or are precariously housed, who may also be</i>			
<p><input checked="" type="checkbox"/> Long Term Unemployed</p> <p><input checked="" type="checkbox"/> Returning Veterans</p> <p><input checked="" type="checkbox"/> Individuals with Disabilities</p> <p><input checked="" type="checkbox"/> Low-Income Workers</p> <p><input type="checkbox"/> CalWORKS Participants</p> <p><input type="checkbox"/> Disconnected Youth</p> <p><input checked="" type="checkbox"/> Ex-Offenders</p> <p><input checked="" type="checkbox"/> Immigrant Job Seekers</p>		<p><input checked="" type="checkbox"/> Job Seekers</p> <p><input type="checkbox"/> Employers/Business</p> <p><input type="checkbox"/> Both</p>	
<b>System Goals and Performance Measure</b>			
<b>What will the project do?</b>		<b>How will this be measured?</b>	
<p>Create a map of integrated service delivery model across three benefits systems.</p>		<p>Continuum of Care will be able to co-locate Homeless Employment Navigators at CE Access Points and/or propose recommendations for additional service delivery efficiencies.</p>	
<p>Create a job readiness assessment toolkit for Homeless Employment Navigators to administer at CE Access Points.</p>		<p>Assessment tool reflects workforce development goals for employment and embeds culturally humble practices and trauma-informed care in toolkit.</p>	

Create a job readiness assessment toolkit for Homeless Employment Navigators to administer at CE Access Points.	CE Access Points will embed toolkit in service delivery model.
Create an inventory of public and community-based employment providers with capacity to effectively serve PEH in a whole person and culturally humble service delivery model.	Quality of providers in the Inventory and description of their practices, service delivery models, and capacity for integration into a coordinated system.
Create recommendations for trauma-informed care training to build capacity for workforce providers across systems.	Recommendations will document appropriate methodology and action plan.
<b>Service Delivery Goals</b>	
<b># of job seekers to be served/impacted:</b> <i>*If you plan to provide direct services, you must enter all participant data into CalJOBS.</i>	<b>This grant award will not fund direct service delivery. San Francisco hosts over 8,000 people experiencing homelessness, most of whom are working age adults</b>
<b>Outcome Goals</b>	<b>Measure</b>
N/A	N/A
<b>Innovation and Learning</b>	
Partners will determine whether embedding job readiness assessment at the CE Access Points will improve economic self-sufficiency and whole person care outcomes for people experiencing homelessness. Additionally, partners will determine whether they have the capacity to coordinate three major service delivery systems through the following: apply consistent assessment, referral, and communications to vulnerable clients; assess provider overlap and capacity at magnitude; and standardize culturally humble and trauma-informed care training.	

**Workforce Accelerator Fund 8.0  
FUNDING and EXPENDITURE PLAN**

STATE USE ONLY	EXHIBIT E
Subgrant Number:	A011035
Grant code:	1173
Start Date:	4/1/2020
Modificaiton Date:	7/23/2020
Subgrantee Code	SFO

<b>Organization:</b>	San Francisco Office of Economic and Workforce Development (SFO)				
<b>Project Name:</b>	Workforce System Alignment to Alleviate Homelessness				
<b>I. FUNDING PLAN</b>					
<b>A. Fund Source</b>	<b>WIOA 15%</b>	<b>Cash/In-Kind</b>	<b>Project Total</b>		
<b>B. YOA</b>					
<b>C. Subgrant Number</b>	<b>A011035</b>				
<b>D. Fund Source Term</b>	<b>4/1/2020 - 9/30/2021</b>				
<b>E. Grant Code</b>					
<b>F. Total Administration - 10% Cap</b>	<b>\$ 13,580.00</b>	<b>\$ -</b>	<b>\$ 13,580.00</b>		
<b>G. Total Program Cost</b>	<b>\$ 136,420.00</b>	<b>\$ 150,000.00</b>	<b>\$ 286,420.00</b>		
<b>H. Total Subgrant Amount</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 300,000.00</b>		
<b>II. EXPENDITURE PLAN</b>					
Quarter/Year	Quarterly Planned Expenditures	Cumulative Planned Expenditures	Quarterly Planned Match	Quarterly Cumulative Planned Match	Project Total Planned Expenditures
April - June 2020	\$0	\$0	\$0	\$0	\$0
July - September 2020	\$30,000	\$30,000	\$30,000	\$30,000	\$60,000
October - December 2020	\$30,000	\$60,000	\$30,000	\$60,000	\$120,000
January - March 2021	\$30,000	\$90,000	\$30,000	\$90,000	\$180,000
April - June 2021	\$30,000	\$120,000	\$30,000	\$120,000	\$240,000
July - September 2021	\$30,000	\$150,000	\$30,000	\$150,000	\$300,000
<b>TOTAL</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$300,000</b>

**Workforce Accelerator Fund 8.0  
BUDGET SUMMARY**

Line Item	Budget Line Item	WIOA 15% Funds	Amount Leveraged	Total Project Budget	Source of Leveraged Fund	Type of Leveraged Fund
A.	Staff Salaries	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
B.	Number of full-time equivalents: 0					
C.	Staff Benefit Cost	0	0	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
D.	Staff Benefit Rate (Percent): 0.00%					
E.	Staff Travel	\$1,420.00	\$0.00	\$1,420.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
F.	Operating Expenses	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
G.	Furniture and Equipment	0	0	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
1	Small Purchas (unit cost of under (\$5,000)	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
2	Equipment Purchase	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
3	Lease	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
H.	Consumable Testing and Instructional Materials	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
I.	Tuition Payments/Vouchers	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
J.	On-The-Job Training	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
K.	Participant Wages and Fringe Benefits	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
L.	Participant Support Services	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
M.	Contractual Services (must complete Form G)	\$135,000.00	\$150,000.00	\$285,000.00	County General Fund	<input checked="" type="checkbox"/> Cash <input type="checkbox"/> In-Kind
N.	Indirect costs* (complete items 1 and 2 below)	\$13,580.00	\$0.00	\$13,580.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
O.	Other (describe):	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> In-Kind
P.	<b>TOTAL FUNDING**</b>	\$150,000.00	\$150,000.00	\$300,000.00		
					<b>Total Award</b>	<b>\$150,000.00</b>
					<b>**Administrative Costs</b>	<b>\$13,580.00</b>
					<b>Program Costs</b>	<b>\$136,420.00</b>

\*Indirect Cost Rate must be negotiated and approved by Cognizant Agency, per Appendices III or IV to Uniform Guidance 2CFRPart200.

1	Indirect cost Rate (Percent):	18.89%
2	Name of cognizant Agency:	City and County of San Francisco Office of Economic and Workforce Development

\*\*A maximum of 10% of the total project budget will be allowed for administrative costs.

**Workforce Accelerator Fund 8.0  
BUDGET NARRATIVE**

STATE USE	EXHIBIT F2
Subgrant Number	AA011035
Grant Code	1173
Initial Plan	4/1/2020
Modification Date	7/23/2020
Subgrantee Code	SFO

**Organization:** San Francisco Office of Economic and Workforce Development (SFO)

**Project Name:** Workforce System Alignment to Alleviate Homelessness

**Salaries: Total Salaries Paid + Benefits (WIOA 15%) Total** **\$0.00**

**Staff Travel** **\$1,420.00**

*Travel to (2) Communities of Practice events in Sacramento by (4) project staff. Costs include federal rates for per diem meals and incidental expenses (MIE) and mileage.*

*MIE \$76 x 4 staff = \$304.*

*Mileage \$0.58 x 174.8 mi to/from San Francisco/Sacramento = \$101.38 x 4 staff= \$405.52*

*Subtotal: \$709.52*

*\$709.52 x (2) Communities of Practice events = \$1420*

**Total: \$1,420**

**Operating Expenses** **\$0.00**

Item	Cost
Rent*	\$ 0.00
Insurance	\$ 0.00
Accounting (payroll services) and Audits	\$ 0.00
Consumable office supplies*	\$ 0.00
Printing	\$ 0.00
Communications (phones, web services, etc.)*	\$ 0.00
Mailing and Delivery	\$ 0.00
Dues and Memberships*	\$ 0.00
Outreach	\$ 0.00

*\*(based on FTE for program staff)*

**Furniture and Equipment\*** **\$0.00**

Small Amount of Equipment and Furniture	\$0.00
Equipment and Furniture	0.00

**Consumable Testing and Instructional Materials** **\$0.00**

**Tuition, Payments/Vouchers** **\$0.00**

**On-The-Job Training** **\$0.00**

**Participant Wages and Fringe Benefits** **\$0.00**

**Supportive Services** **\$0.00**

**Contractual Services** **\$135,000.00**

CONSULTANT is a third-party contractor which will provide services to convene partners, confirm and map an integrated service delivery model, create a job readiness assessment tool kit for people experiencing homelessness, inventory public and community-based providers that demonstrate competence in working with the vulnerable population, and make recommendations

to develop a culturally humble training for providers serving people experiencing homelessness. If proposal is awarded, CONSULTANT will be determined from an existing panel of government consultants with experience in system design, implementation science, qualitative research, and evaluation. CONSULTANT rate for San Francisco workforce system design is **\$185/hour**.

This project estimates **730 hours** of work over 18 months with the following deliverables:

Convening partners monthly: 4 hours x 18 months = 72 hours x \$185/hr. = \$13,320

Map of integrated service delivery model: 200 hours x \$185/hr. = \$37,000

Job readiness assessment toolkit and testing: 180 hours x \$185/hr = \$33,300

Inventory of culturally humble providers: 220 hours x \$185/hr = \$40,700

Recommendations and action plan for training: 57.73 hours x \$185/hr = \$10,680

**Total: \$135,000**

**Indirect Costs \$ 13,580.00**

*Costs incurred by managing and administering contract. City and County of San Francisco Office of Economic and Workforce Development's Negotiated Indirect Cost Rate is 18.89%. Administrative costs for WAF 8.0 total less than 10% of requested and total budget.*

**Other \$0.00**

**Workforce Accelerator Fund 8.0  
SUPPLEMENTAL BUDGET**

STATE USE ONLY	EXHIBIT G
Subgrant Number	AA011035
Grant Code	1173
Start Date	4/1/2020
Modification Date	7/23/2020
Subgrantee Code	SFO

<b>Organization:</b>	San Francisco Office of Economic and Workforce Development (SFO)
<b>Project Name:</b>	Workforce System Alignment to Alleviate Homelessness

I Equipment*					
Item Description	Quantity	Cost Per Item	Total Cost	% Charged to Project	Total Cost Charged to Project
<b>TOTAL</b>	0		\$ -		\$ -

\*List equipment items with a useful life of more than one year with a unit acquisition cost of \$5,000 or more charged to the project. Reference WSD 16-16, WSD 16-10, and WSD 17-08 for equipment purchases. The approval of the budget plan contained in the subgrant does not constitute approval of the equipment request. A separate request to purchase equipment must be submitted to the state for prior approval.

II. Contractual Services**		
Description - Type of Service	Cost	Service Provider
Convene partners, create assessment tools, design workforce system model for vulnerable population, identify training priorities.	\$135,000	Contractor will be determined from an existing panel of government consultants with experience in system design, implementation science, qualitative research, and evaluation.
<b>TOTAL</b>	<b>\$135,000</b>	

\*\*All contractual services must be competitively procured in accordance with federal and state procurement regulations and policies. See Procurement Standards (Sect. 200.318.326) in the Federal Uniform guidance, 2CFR200.

**Workforce Accelerator Fund 8.0  
WORK PLAN**

STATE USE	EXHIBIT I
Subgrant Number	AA011035
Grant Code	1173
Start Date	4/1/20
Modification Date	7/23/20
Subgrantee Code	SFO

<b>Organization: San Francisco Office of Economic and Workforce Development (SFO)</b>	
<b>Project Name: Workforce System Alignment to Alleviate Homelessness</b>	
<b>Objectives/Activities</b>	<b>Estimated Dates</b>
<b>Quarter 1 / APRIL - JUNE 2020</b>	
Consultant finalized by project team.	April - June 2020
Contract administration activities.	April - June 2020
Partners convene to confirm project plan and program design.	April - June 2020
<b>Quarter 2 / JULY - SEPTEMBER 2020</b>	
Partners convene to confirm program design and oversee implementation.	July - September 2020
Partners create job readiness assessment toolkit.	July - September 2020
Partners research and inventory providers with capacity to serve people experiencing homelessness (PEH).	July - September 2020
Partners research system needs and best practices in workforce development for PEH.	July - September 2020
<b>Quarter 3 / OCTOBER - DECEMBER 2020</b>	
Partners convene monthly to confirm program design and oversee implementation.	October - December 2020
Partners embed Homeless Employment Navigators at Coordinated Entry Access Points.	October - December 2020
Partners iterate assessment toolkit at Coordinated Entry Access Point.	October - December 2020
Partners research and inventory providers with capacity to serve PEH.	October - December 2020
Partners research system needs and best practices in workforce development for PEH.	October - December 2020
<b>Quarter 4 / JANUARY - MARCH 2021</b>	
Partners convene monthly to confirm program design and oversee implementation.	January - March 2021
Partners iterate assessment toolkit at Coordinated Entry Access Point.	January - March 2021
Partners identify core providers for referral within inventory.	January - March 2021
Partners test referral strategies.	January - March 2021
Partners research system needs and best practices in workforce development for PEH.	January - March 2021
<b>Quarter 5 / APRIL - JUNE 2021</b>	
Partners convene monthly to confirm program design and oversee implementation.	April - June 2021
Partners iterate assessment toolkit at Coordinated Entry Access Point.	April - June 2021
Partners maintain catalogue of core referral providers.	April - June 2021
Partners recommend whole person, trauma-informed care training and best practices for workforce providers of PEH.	April - June 2021
Partners draft a model of an integrated service delivery system.	April - June 2021
<b>Quarter 6 / JULY - SEPTEMBER 2021</b>	
Partners convene to discuss findings and outcomes.	July - September 2021
Partners deliver final job readiness assessment toolkit for PEH.	July - September 2021
Partners finalize catalogue of core referral partners.	July - September 2021
Partners deliver integrated service delivery model.	July - September 2021
Partners identify action plan for system-wide trainings to develop capacity for providers of PEH.	July - September 2021

**Workforce Accelerator Fund 8.0  
PARTNER ROLES AND RESPONSIBILITIES**



STATE USE ONLY	EXHIBIT J
Subgrant Number:	AA011035
Project Number:	1173
Initial Plan:	4/1/2020
Modification Date:	7/23/2020
Subgrantee Code	SFO

Organization:		San Francisco Office of Economic and Workforce Development (SFO)		
List Partners	Roles and Responsibilities	Cash/In-Kind Match Amt <i>(If Applicable)</i>	Fund Source Type <i>(Cash/In-Kind)</i>	Sustainability Partner <i>(Y/N)</i>
<b>Local Workforce Investment Boards</b>				
San Francisco Office of Economic and Workforce Development	Project Lead (Expert) will coordinate partners, oversee project implementation and convenings, provide expertise on workforce development services, and report on outcomes.	\$ -		Y
<b>Additional County Office(s)</b>				
San Francisco Mayor's Office	Partner (Influencer) will participate in convenings, provide policy expertise, and establish mandates.	\$ -		Y
San Francisco Human Services Agency	Partner (Expert) will participate in convenings, lend program expertise, implement program, and train providers.	\$ 150,000.00	Cash	Y
San Francisco Department of Homelessness and Supportive Housing	Partner (Influencer) will participate in convenings, lend program expertise, implement program, and train providers.	\$ -		Y
<b>Community Based Organizations / Faith Based Org / Other Non-Profits</b>				
Homeless Workforce Coalition	Partner (Customer) will participate in convenings, provide expertise on program design, assist in inventory of public and community-based providers, assist in creation of culturally humble trainings for service providers.	\$ -		Y
<b>Others: (list)</b>				
Consultant	Constultant (Innovator) is an expert in social service delivery systems and will convene partners, map integrated system, create a job readiness assessment form, deliver an inventory of CBOs with competency to serve client population, and make training recommendations.	\$ -		N
		<b>Total</b>	\$ 150,000.00	



*Gavin Newsom, Governor*  
*California Labor and Workforce Development Agency*



May 12, 2020

Mr. Joshua A. Arce, Director, Workforce Development  
Office of Economic and Workforce Development  
1 South Van Ness Avenue, 5th Floor  
San Francisco, CA 94103

Dear Mr. Joshua A. Arce

WOKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) SUBGRANT AGREEMENT AA011035

Enclosed is a copy of modification number five of your WIOA Subgrant Agreement. This modification is to incorporate WIOA Governor's Discretionary funding for the Workforce Accelerator Fund (WAF) 8.0 PY 19/20 project into grant code 1173. This modification also includes WIOA 25% Additional Assistance funding for the Underserved COVID-19 Impacted Individuals Grant into grant code 1187.

If you have any questions, please contact your Regional Advisor.

Sincerely,

/s/Maria McNamara  
Manager  
Financial Management Unit

Enclosure

cc: Ms. London N. Breed, Mayor  
Teri Brimacombe, Regional Advisor  
Sandra McFarland, Financial Management Unit

WIOA SUBGRANT AGREEMENT

Office of Economic and Workforce Development

SUBGRANT NO: AA011035  
 MODIFICATION NO: 5  
 SUBRECIPIENT CODE: SFO  
 UNIQUE ENTITY NO: 788656416  
 INDIRECT COST RATE: 18.89

PASS-THROUGH ENTITY:  
 State of California  
 Employment Development Dept.  
 Central Office Workforce  
 Services Division  
 P.O.Box 826880, MIC 69  
 Sacramento, CA 94280-0001

SUBRECIPIENT: Office of Economic and  
 Workforce Development  
 1 SOUTH VAN NESS AVENUE  
 5TH FLOOR  
 GOVERNMENTAL SAN FRANCISCO, CA 94103  
 ENTITY:  
 Yes

This Subgrant Agreement is entered into by and between the State of California, Employment Development Department, hereinafter the Pass-through Entity, and the **Office of Economic and Workforce Development**, hereinafter the Subrecipient. The Subrecipient agrees to operate a program in accordance with the provisions of this Subgrant and to have an approved Workforce Innovation and Opportunity Act (WIOA) Local Plan for the above named Pass-through Entity filed with the Pass-through Entity pursuant to the WIOA. This modification consists of this sheet and those of the following exhibits, which are attached hereto and by this reference made a part hereof:

Funding Detail Chart  
 Workforce Accelerator Fund (WAF) 8.0 PY 19/20  
 Underserved COVID-19 Impacted Individuals Grants

ALLOCATION(s) The Pass-through Entity agrees to reimburse the Subrecipient not to exceed the amount listed hereinafter 'TOTAL'	PRIOR AMOUNT INCREASE/DECREASE: TOTAL:	\$4,124,271.00 \$825,000.00 \$4,949,271.00
TERM OF AGREEMENT From:4/1/2019 To: 9/30/2021	Terms of Exhibits are as designated on each exhibit	
PURPOSE: The purpose of this modification is to incorporate WIOA Governor's Discretionary funding for the Workforce Accelerator Fund (WAF) 8.0 PY 19/20 project into grant code 1173. This modification also includes WIOA 25% Additional Assistance funding for the Underserved COVID-19 Impacted Individuals Grant into grant code 1187.		
APPROVED FOR PASS-THROUGH ENTITY(EDD) (By Signature)  <i>Julia Williams for</i>	APPROVED FOR SUBRECIPIENT (By Signature) Unilateral modification. Subrecipient Signature not required	
Name and Title JAIME GUTIERREZ CHIEF CENTRAL OFFICE WORKFORCE SERVICES DIVISION	Name and Title	
I hereby certify that to my knowledge, the budgeted funds are available for the period and purpose of expenditures as stated herein	This agreement does not fall within the meaning of Section 10295 of Chapter 2 of Part 2 of Division 2 of the Public Contract Code of the State of California and pursuant to 58 OPS Cal. Atty. Gen 586, is exempt from review or approval of the Dept. of General Services and the Dept. of Finance	
Signature of EDD Accounting Officer		

Budget item: 7100 Fund: 0869 Budgetary Attachment: No  
 Chapter: 023 Statute: 2019 FY: 19/20



SUBGRANT AGREEMENT  
FUNDING DETAIL SHEET

SUBGRANT NO:AA011035  
MODIFICATION NO:5

Office of Economic and Workforce  
Development

I. Allocation

Funding Source	Prior Amount	Increase	Decrease	Adjusted Allocation
<b>WIA/WIOA 15% - Governor's Discretionary</b>				
96470 1173 Workforce Accelerator Fund (WAF) 8.0 PY 19/20 04/01/2020 to 09/30/2021 Prog/Element 61/40 Ref 001 Fed Catlg 17.258	\$0.00	\$150,000.00	\$0.00	\$150,000.00
<b>Total WIA/WIOA 15% - Governor's Discretionary</b>	<b>\$0.00</b>	<b>\$150,000.00</b>	<b>\$0.00</b>	<b>\$150,000.00</b>
<b>WIA/WIOA 25% - Dislocated Worker Rapid Response</b>				
98420 1187 Underserved COVID-19 Impacted Individuals Grants 03/01/2020 to 09/30/2020 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$0.00	\$675,000.00	\$0.00	\$675,000.00
96210 292 Rapid Response Layoff Aversion 07/01/2019 to 06/30/2021 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$15,884.00	\$0.00	\$0.00	\$15,884.00
98420 293 Rapid Response Layoff Aversion 10/01/2019 to 06/30/2021 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$75,362.00	\$0.00	\$0.00	\$75,362.00
96210 540 Rapid Response by Formula 07/01/2019 to 06/30/2021 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$62,913.00	\$0.00	\$0.00	\$62,913.00
98420 541 Rapid Response by Formula 10/01/2019 to 06/30/2021 Prog/Element 61/70 Ref 001 Fed Catlg 17.278	\$298,500.00	\$0.00	\$0.00	\$298,500.00
<b>Total WIA/WIOA 25% - Dislocated Worker Rapid Response</b>	<b>\$452,659.00</b>	<b>\$675,000.00</b>	<b>\$0.00</b>	<b>\$1,127,659.00</b>
<b>WIA/WIOA Formula</b>				
96150 201 Adult Formula RD 1 07/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.258	\$172,657.00	\$0.00	\$0.00	\$172,657.00
98280 202 Adult Formula Rd 2 10/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.258	\$920,454.00	\$0.00	\$0.00	\$920,454.00
96100 301 Youth Formula Rd 1 04/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.259	\$982,197.00	\$0.00	\$0.00	\$982,197.00
96100 302 Youth Formula 04/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.259	\$2,906.00	\$0.00	\$0.00	\$2,906.00
96200 501 Dislocated Worker Rd 1 07/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.278	\$277,373.00	\$0.00	\$0.00	\$277,373.00
98210 502 Dislocated Worker Rd 2 10/01/2019 to 06/30/2021 Prog/Element 61/90 Ref 101 Fed Catlg 17.278	\$1,316,025.00	\$0.00	\$0.00	\$1,316,025.00
<b>Total WIA/WIOA Formula</b>	<b>\$3,671,612.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,671,612.00</b>
<b>Grand Total:</b>	<b>\$4,124,271.00</b>	<b>\$825,000.00</b>	<b>\$0.00</b>	<b>\$4,949,271.00</b>



NARRATIVE

SUBGRANT NO:AA011035  
MODIFICATION NO: 5

SUBRECIPIENT:Office of Economic and Workforce Development  
FAIN NO: AA-33218-19-55-A-6  
FEDERAL AWARD DATE: 7/9/2019  
FUNDING SOURCE: Workforce Accelerator Fund (WAF) 8.0 PY 19/20 - 1173

TERM OF THESE FUNDS: 04/01/2020 - 09/30/2021

Use of funds added by this modification is limited to this period and additionally limited by the recapture provisions applicable to this funding source. The state may at its discretion recapture funds obligated under this exhibit, if expenditure plans are not being met.

PROGRAM NARRATIVE

The purpose of this modification is to incorporate \$150,000 of WIOA Governor's Discretionary funding for the Workforce Accelerator Fund (WAF) 8.0 PY 19/20 project into grant code 1173. The term of these funds is from April 1, 2020 through September 30, 2021. The project funds available are limited to 10 percent of the total award until the department receives and approves the completed required subgrant exhibits within 60 days of the project's initiation.

This exhibit adds to and does not replace the terms and conditions of any other exhibit included in this agreement which terms and conditions remain in full force and effect.

WIOA (2015)

NARRATIVE

SUBGRANT NO:AA011035  
MODIFICATION NO: 5

SUBRECIPIENT:Office of Economic and Workforce Development  
FAIN NO: AA-33218-19-55-A-6  
FEDERAL AWARD DATE:  
FUNDING SOURCE: Underserved COVID-19 Impacted Individuals Grants - 1187

TERM OF THESE FUNDS: 03/01/2020 - 09/30/2020

Use of funds added by this modification is limited to this period and additionally limited by the recapture provisions applicable to this funding source. The state may at its discretion recapture funds obligated under this exhibit, if expenditure plans are not being met.

PROGRAM NARRATIVE

The purpose of this modification is to incorporate \$675,000 of WIOA 25% Additional Assistance funding for the Underserved COVID-19 Impacted Individuals Grants into grant code 1187. These will be used to provide supportive services to individuals impacted by COVID-19. The term of these funds is from March 1, 2020 through September 30, 2020.

This exhibit adds to and does not replace the terms and conditions of any other exhibit included in this agreement which terms and conditions remain in full force and effect.

WIOA (2015)

**From:** Hurst, Joelle@CWDB <Joelle.Hurst@cwdb.ca.gov>  
**Sent:** Monday, March 9, 2020 9:49 AM  
**To:** Daniel, Katherine (ECN) <katherine.daniel@sfgov.org>  
**Cc:** Vienna, Danielle@CWDB <Danielle.Vienna@CWDB.CA.GOV>; Lampkin, Myisha@CWDB <Myisha.Lampkin@cwdb.ca.gov>  
**Subject:** Congratulations San Francisco Office of Economic and Workforce Development!  
**Importance:** High

This message is from outside the City email system. Do not open links or attachments from untrusted sources.



We are pleased to inform you that your Accelerator 8.0 Project: *Workforce System Alignment to Alleviate Homelessness* has been awarded in the amount of \$150,000. As a reminder, the Grant Term for Accelerator 8.0 is 18 months and runs from April 1, 2020 to September 30, 2021.

**Your Next Step:**

Join us for the Orientation & Onboarding Webinar for Workforce Accelerator 8.0. Attendance is mandatory for all projects. A representatives from the Project Management and Fiscal Team are required to attend. Log-in Instructions will be sent out the week of the webinar to those who complete the registration form. RSVP via the link below:

**Orientation Webinar Info**

Date: Wed. Apr. 08, 2020

Time: 10am-11:30am

Registration Link: <https://www.surveymonkey.com/r/S9T23FM>

Additional Instructions & Information will be shared the week of the webinar via email.

For questions, scheduling concerns or accommodations please reach out to the Program Manager, Myisha Lampkin ([myisha.lampkin@cwdb.ca.gov](mailto:myisha.lampkin@cwdb.ca.gov)).

We are very excited and look forward to working with you!

Again, Congratulations!

Joelle

**Joelle Hurst**

*Deputy Director, Program Implementation & Regional Support*

California Workforce Development Board

916.657.1466

[Joelle.hurst@cwdb.ca.gov](mailto:Joelle.hurst@cwdb.ca.gov)

Pronouns: she, her, hers

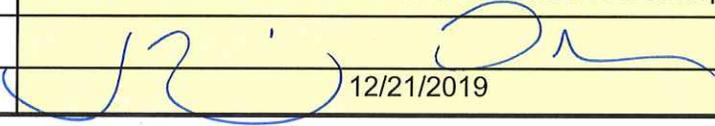
[www.cwdb.ca.gov](http://www.cwdb.ca.gov)



**Workforce Accelerator Fund 8.0  
COVER PAGE**



<b>EDD Personal Use</b>
Proposal No.
<input type="checkbox"/> Local Area <input type="checkbox"/> Non-Local Area

Applicant:	San Francisco Office of Economic and Workforce Development
Project Name:	Workforce System Alignment to Alleviate Homelessness
<b>Project Cost</b>	
Total Project Budget:	\$300,000.00
Requested Amount:	\$150,000.00
In-Kind/Match:	\$150,000.00
<b>Location</b>	
Fax Number:	(415) 701-4897
City & Zip Code:	San Francisco, CA 94103
County:	San Francisco County
DUNS Number:	7886564160000
<b>Point of Contact</b>	
Designated Contact Person:	Katherine Daniel
Title:	Deputy Director of Workforce
Email:	<a href="mailto:Katherine.Daniel@sfgov.org">Katherine.Daniel@sfgov.org</a>
Telephone Number:	(415) 701-4859
Fax Number:	(415) 701-4897
<b>Approval of Authorized Representative</b>	
Name:	Joaquín Torres
Title:	Director of Office of Economic and Workforce Development
Signature:	
Date:	12/21/2019

Is project serving participants?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Type of Application (choose one):		
<input checked="" type="checkbox"/> New Accelerator Project	<input type="checkbox"/> Accelerator Technical Assistance and Support	

<b>Checklist: Confirm all required documents are included in the application packet.</b>	
<input checked="" type="checkbox"/>	Cover Page
<input checked="" type="checkbox"/>	Project Matrix
<input checked="" type="checkbox"/>	Exhibit D Project Narrative
<input checked="" type="checkbox"/>	Exhibit E Funding Expenditure Plan
<input checked="" type="checkbox"/>	Exhibit F Budget Summary
<input checked="" type="checkbox"/>	Exhibit F2 Budget Narrative
<input checked="" type="checkbox"/>	Exhibit G Supplemental Budget
<input checked="" type="checkbox"/>	Exhibit I Work Plan
<input checked="" type="checkbox"/>	Exhibit J Partner Roles and Responsibilities

## New Accelerator Project 8.0 Matrix

Applicant	Project Name
San Francisco Office of Economic and Workforce Development	Workforce System Alignment to Alleviate Homelessness

This project aims to “move the needle” on employment by:
<p>Coordinating the San Francisco Homelessness Response System with the Public Benefits and Workforce Development Systems to provide seamless whole person care for people experiencing homelessness (PEH). These three systems provide stabilizing benefits such as temporary and transitional housing, public benefits and coordinated case management, and workforce development services, which together can move PEH who may be job ready into sustainable wage employment and pathways out of poverty.</p> <p>This project will bring together key decision makers from the San Francisco Office of Economic and Workforce Development (OEWD), San Francisco Human Services Agency (SFHSA), San Francisco Department of Homelessness and Supportive Housing which administers the Continuum of Care (CoC), the Homeless Workforce Collaborative (HWC), and San Francisco Mayor London Breed to move the needle on whole person outcomes for PEH.</p>
Our “Big Idea” is to:
<p>Include workforce development in the whole person care approach. We plan to embed Homeless Employment Navigators at the Continuum of Care’s Coordinated Entry (CE) Access Points in order to perform job readiness assessments at crucial triage entry points for PEH. CE Access Points will refer PEH who have the ability to work to public and community-based workforce development organizations with the capacity to deliver culturally humble care. Partners will also develop recommendations for a trauma-informed care training to build capacity among workforce development providers.</p>
The Accelerator 8.0 grant will further this by:
<p>Providing funding for a third-party consultant with experience in system design and with convening authority. With oversight from the Mayor’s Office, the consultant will convene OEWD, SFHSA, CoC, and HWC; confirm and map an integrated service delivery model; create a job readiness assessment toolkit for Homeless Employment Navigators; inventory public and community-based providers that demonstrate the cultural humility and appropriate resources to serve PEH; and create training recommendations to build capacity among the three service delivery systems—Homelessness Response System, Public Benefits System, and Workforce Development Systems—and the workforce providers embedded in these three systems.</p>

## New Accelerator Project 8.0 Matrix

Project Team			
Experts	Innovators	Customers	Influencers
Katherine Daniel, San Francisco Office of Economic and Workforce Development  Noelle Simmons, San Francisco Human Services Agency	CONSULTANT, Third- Party Contractor selected from existing panel. Expert in government consulting, system design, assessment, implementation science, qualitative research, and evaluation.	<input type="checkbox"/> Employer <input checked="" type="checkbox"/> Job Seeker Joe Wilson, Executive Director, Hospitality House and Representative of Homeless Workforce Collaborative	Emily Cohen, San Francisco Mayor’s Office  Jeff Kositsky, San Francisco Department of Homelessness and Supportive Housing and Continuum of Care

Target Population	End-Use Customers
<i>People who experience <b>homelessness or are precariously housed</b>, who may also be (check one or more):</i>	<i>Check only one:</i>
<input checked="" type="checkbox"/> Long Term Unemployed <input checked="" type="checkbox"/> Returning Veterans <input checked="" type="checkbox"/> Individuals with Disabilities <input checked="" type="checkbox"/> Low-Income Workers <input type="checkbox"/> CalWORKS Participants <input type="checkbox"/> Disconnected Youth <input checked="" type="checkbox"/> Ex-Offenders <input checked="" type="checkbox"/> Immigrant Job Seekers	<input checked="" type="checkbox"/> Job Seekers <input type="checkbox"/> Employers/Business <input type="checkbox"/> Both

System Goals and Performance Measure	
<i>All applicants must address System Goals and Performance Measures. Only those that plan to include direct services should address Service Delivery Goals.</i>	
What will the project do?	How will this be measured?
Create a map of integrated service delivery model across three benefits systems.	Continuum of Care will be able to co-locate Homeless Employment Navigators at CE Access Points and/or propose recommendations for additional service delivery efficiencies.
Create a job readiness assessment toolkit for Homeless Employment Navigators to administer at CE Access Points.	Assessment tool reflects workforce development goals for employment and embeds culturally humble practices and trauma-informed care in toolkit.

### New Accelerator Project 8.0 Matrix

<b>System Goals and Performance Measure</b>	
<i>All applicants must address System Goals and Performance Measures. Only those that plan to include direct services should address Service Delivery Goals.</i>	
<b>What will the project do?</b>	<b>How will this be measured?</b>
<i>(cont'd)</i> Create a job readiness assessment toolkit for Homeless Employment Navigators to administer at CE Access Points.	CE Access Points will embed toolkit in service delivery model.
Create an inventory of public and community-based employment providers with capacity to effectively serve PEH in a whole person and culturally humble service delivery model.	Quality of providers in the Inventory and description of their practices, service delivery models, and capacity for integration into a coordinated system.
Create recommendations for trauma-informed care training to build capacity for workforce providers across systems.	Recommendations will document appropriate methodology and action plan.

<b>Service Delivery Goals</b>	
<b># of job seekers to be served/impacted:</b> <i>*If you plan to provide direct services, you must enter all participant data into CalJOBS.</i>	<b>This grant award will not fund direct service delivery. San Francisco hosts over 8,000 people experiencing homelessness, most of whom are working age adults</b>
<b>Outcome Goals</b> <i>(e.g. placement, credential attainment, wage increase, etc.)</i>	<b>Measure</b> <i>(e.g. % increase, #, etc.)</i>
N/A	N/A

**New Accelerator Project 8.0 Matrix**

<b>Innovation and Learning</b>
<p>Describe the innovative aspect of the project and what your team anticipates learning from this project.</p>
<p>Partners will determine whether embedding job readiness assessment at the CE Access Points will improve economic self-sufficiency and whole person care outcomes for people experiencing homelessness. Additionally, partners will determine whether they have the capacity to coordinate three major service delivery systems through the following: apply consistent assessment, referral, and communications to vulnerable clients; assess provider overlap and capacity at magnitude; and standardize culturally humble and trauma-informed care training.</p>



**Workforce Accelerator Fund 8.0  
EXHIBIT D: PROJECT NARRATIVE**

Organization (Applicant) Name	<b>San Francisco Office of Economic and Workforce Development</b>
Project Name	Workforce System Alignment to Alleviate Homelessness
Address	Fifth Floor, One South Van Ness, San Francisco, CA 94103
Designated Contact Person and Title	Katherine Daniel, Deputy Director of Workforce
Phone	(415) 701-4859
Email	<a href="mailto:Katherine.Daniel@sfgov.org">Katherine.Daniel@sfgov.org</a>

<b>PROJECT NARRATIVE AND WORKPLAN</b>
<b>FRAMEWORK</b>
Describe the challenge and/or gap your project is designed to address, the opportunity for improvement or change, and how this project will uniquely address the “big idea” and “move the need” on employment.
<p>The San Francisco Office of Economic and Workforce Development (OEWD)—the operational arm of the San Francisco Workforce Development Board—in partnership with the San Francisco Department of Homelessness and Supportive Housing and Continuum of Care (CoC), the San Francisco Human Services Agency (SFHSA), the San Francisco Homeless Workforce Collaborative (HWC), and San Francisco Mayor London Breed request \$150,000 to coordinate the San Francisco Homelessness Response System with the Public Benefits and Workforce Development Systems to better serve people experiencing homelessness (PEH) in a trauma-informed, whole person approach to care. This funding will allow partners to map an integrated service delivery system for PEH; develop a tailored, job readiness assessment; identify public and community-based organizations that serve PEH with cultural humility; and develop a trauma-informed, service coordination and referral training.</p> <p>According to the Department of Housing and Urban Development’s Point-in-Time Count (PITC) (2019) administered by the San Francisco CoC, San Francisco County hosts 8,025 PEH, an approximate 17% increase from the last PITC (2017). According to the PITC (2019), PEH reported that the primary cause of homelessness was job loss (26%) and the primary barriers to obtaining permanent housing are largely economic: rent affordability (63%), no job or income (37%), and no money for moving costs (19%).</p> <p>In keeping with best practices, San Francisco government agencies contract with community-based organizations that are a known entity in the communities in which they serve. While San Francisco boasts an abundance of resources and collectively funds hundreds of community-based organizations, service delivery systems remain siloed. OEWD oversees the</p>

**PROJECT NARRATIVE AND WORKPLAN**

**FRAMEWORK**

Workforce Development System and OEWD Job Centers. CoC oversees the Homelessness Response System and CoC Coordinated Entry (CE) Access Points. SFHSA oversees the Public Benefits System and SFHSA Workforce Development Centers. While there are natural intersections among City agencies and service providers, and while most providers maintain a commitment to whole person care, not all agencies and providers have the capacity to provide culturally humble, whole person care to PEH. Additionally, PEH tend to receive fragmented care across many different service providers.

In response to the ineffectiveness of fragmented service delivery and to a growing population of individuals experiencing homelessness, the Mayor’s Office set Citywide policy to prioritize service delivery for PEH. CoC, in partnership with SFHSA, developed a coordinated entry Homelessness Response System and implemented a homeless management information system to gather and report information on PEH and the services they receive. CoC opened seven CE Access Points, including a number of physical spaces in areas with a high population of unsheltered individuals and a Vehicle Triage Center for individuals who may be living in their cars. PEH may enter any of the CE Access Points to access temporary shelter, participate in housing and service assessment, and receive referral to supportive services.

The CoC, SFHSA, OEWD, HWC, and the Mayor’s Office determined that the next step in a coordinated entry, whole person service delivery for PEH includes integration of workforce development services to alleviate any present or future economic barriers to housing.

Describe the innovation process and points of change, how the project is unique, the role of the Project Team, and how this will be documented.

Currently, the CoC is developing a brief triage tool to determine client capacity for employment and interest in job readiness and employment services, with the intent to refer appropriate clients to SFHSA and OEWD workforce programs. Partners plan to embed one or more Homeless Employment Navigators at the CE Access Point(s). Co-location of employment navigation services in the Homelessness Response System will streamline and expedite connections to the Public Benefits and Workforce Development Systems by facilitating warm handoffs between systems of care, improving housing stability and employment outcomes.

In preparation for co-location of service providers and coordinated service delivery among the three systems, this funding will permit partners to map an integrated service delivery model, to develop a tailored job readiness assessment to be administered by the Homeless Employment Navigator at the CE Access Points, to inventory public and community-based employment service providers with potential to accept referrals of PEH, and to identify system-wide training needs to build capacity for system providers.

San Francisco has not yet coordinated service delivery for a highly vulnerable population at this magnitude. Additionally, this will be the first attempt to incorporate workforce development services into the Homelessness Response System and to embed workforce

<b>PROJECT NARRATIVE AND WORKPLAN</b>
<b>FRAMEWORK</b>
development at the CE Access Points. If this program is successful, it will streamline service delivery for PEH, improve resource sharing and referral for providers, improve the quality of service delivery for PEH, and limit service triplication across three service delivery systems.
Provide an outline of the project and the project objectives: strategies, outputs and outcomes (what will the project do), performance measures (how will success be measured), and timeline. Describe the opportunity for scaling, replication, or application of project successes and lessons.
Over the 18-month grant period, partners will achieve service coordination through the following strategies: embedding workforce development service assessment and referral at the CE Access Points for PEH and assessing system health and wellness to serve PEH in a culturally humble service strategy.
<p><b>Outputs / Outcomes</b></p> <ul style="list-style-type: none"> <li>• Map of integrated service delivery model across three benefits systems.</li> <li>• Tailored job readiness assessment toolkit for Employment Navigators at CE Access Points.</li> <li>• Inventory of public and community-based employment providers with capacity to effectively serve PEH in a whole person and culturally humble service delivery model.</li> <li>• Recommendations for system-wide, trauma-informed care training to build capacity.</li> </ul> <p><b>Performance Metrics</b></p> <ul style="list-style-type: none"> <li>• Quality system coordination among City and CBO providers serving PEH.</li> <li>• CoC will co-locate Homeless Employment Navigators at CE Access Points.</li> <li>• CE Access Points will incorporate job readiness assessment as part of whole person care.</li> <li>• Service delivery system efficiencies will improve whole person care outcomes.</li> </ul>
<b>PROJECT TEAM</b>
Identify the individuals and organizations representing each of the Project Team roles (Expert, Innovator, Customer, and Influencer) and their experience and successes in that capacity.
<p><b>EXPERT: Kat Daniel</b>, Deputy Director of Workforce for OEWD is responsible for overseeing workforce development services in San Francisco and administering local, State, and Federal funding and outcomes for workforce development programs. OEWD represents the core of the San Francisco Workforce Development System, which encompasses programming across 18 City Departments and over 150 community-based organizations. Ms. Daniel demonstrates significant expertise in system design and coordination, managing State and Federal monies, as well as in developing interagency partnerships.</p> <p><b>EXPERT: Noelle Simmons</b>, Deputy Director of Economic Support and Self-Sufficiency at SFHSA is a workforce development and social services expert with fifteen years of management experience in the City &amp; County of San Francisco. Ms. Simmons oversees the delivery of public benefits including County General Assistance, TANF, CalFresh and Medicaid enrollment in San Francisco. SFHSA also provides workforce development and housing stabilization services to thousands of low-income public aid recipients each year, including PEH.</p> <p><b>INNOVATOR</b> is a consultant with significant expertise in system design, implementation science and community-based needs assessment. The Innovator works with partners to</p>

<b>PROJECT NARRATIVE AND WORKPLAN</b>
<b>FRAMEWORK</b>
<p>develop service delivery systems, build partnerships, and specializes in social services for highly vulnerable populations. The third-party contractor will be determined from an existing panel of approved City consultants in advance of the grant period.</p> <p><b>CUSTOMER: Joe Wilson</b> is the Executive Director of Hospitality House and representative of the Homeless Workforce Collaborative (HWC), a body of 10 community-based organizations with significant cultural humility in serving PEH. The HEC includes service providers who work with very low-income workers, including the following special populations relevant to this application: immigrants, long-term unemployed, people with disabilities, reentry, and veterans. Mr. Wilson, who has lived experience with homelessness, has worked in service delivery, policy reform, and advocacy for PEH for over thirty years.</p> <p><b>INFLUENCER: Jeff Kositsky</b> has over 20 years of experience leading social service agencies, and is the Director of the CoC which oversees the Homelessness Response System. Services include outreach, homelessness prevention, emergency shelter, drop-in centers, transitional housing, supportive housing, and support services to help people exit homelessness.</p> <p><b>INFLUENCER: Emily Cohen</b>, Policy Advisor on Homelessness, represents the Office of Mayor London Breed. Emily has over fifteen years of experience in advocacy and service delivery for PEH, and sets City policy for alleviating homelessness for Mayor Breed.</p>
Describe the function or activities each will provide in the project, including role and commitment to integration, sharing, and replication and/or scaling of successful outcomes.
<p><b>EXPERTS: OEWD</b> will oversee the project, coordinate partners, and engage providers to implement new tools and business processes that result from this process. OEWD will also be responsible for connecting partners to the Workforce Development System, tracking project outcomes, and reporting to CWDB. <b>SFHSA</b> will provide expertise on the Public Benefits System and best practices in workforce development for PEH.</p> <p><b>INNOVATOR: CONTRACTOR</b> will be responsible for convening project partners, mapping an integrated service delivery strategy, creating a job readiness assessment toolkit, conducting an analysis of CBO capacity to serve PEH across three service delivery systems, and identifying training priorities for system coordination and referral.</p> <p><b>CUSTOMER: HEC</b> will be responsible for protecting Customer interests and providing expertise on service delivery coordination, culturally humble services, and system training needs.</p> <p><b>INFLUENCERS: CoC</b> and the <b>Mayor's Office</b> will be responsible for assisting in the design of the service delivery system, ensuring its coordination with existing systems and processes, supporting the implementation of the new service delivery system, reporting on the quality of referrals, and working in unison with partners to advocate for resources and policy necessary to support the development of effective models for coordinated care. Influencers will report out on any opportunities for replication and/or scale.</p>
List any in-kind match provided by the Project Team members.
<p>SFHSA will provide cash match of \$150,000 in the form of contracts for PEH workforce services. Cash match originates from County General Fund monies.</p>

**Workforce Accelerator Fund 8.0**  
**EXHIBIT E - FUNDING and EXPENDITURE PLAN**



STATE USE ONLY	EXHIBIT E
Subgrant Number:	
Grant code:	
Start Date:	
Modificaiton Date:	

<b>Organization Name:</b>	San Francisco Office of Economic and Workforce Development				
<b>Project Name:</b>	Workforce System Alignment to Alleviate Homelessness				
<b>I. FUNDING PLAN</b>					
<b>A. Fund Source</b>	<b>WIOA 15%</b>	<b>Cash/In-Kind</b>	<b>Project Total</b>		
<b>B. YOA</b>					
<b>C. Subgrant Number</b>					
<b>D. Fund Source Term</b>	4/1/2020 - 9/30/2021				
<b>E. Grant Code</b>					
<b>F. Total Administration - 10% Cap</b>	\$15,000	\$ -	\$ 15,000.00		
<b>E. Total Program Cost</b>	\$ 135,000.00	\$ 150,000.00	\$ 285,000.00		
<b>H. Total Subgrant Amount</b>	\$ 150,000.00	\$ 150,000.00	\$ 300,000.00		
<b>II. EXPENDITURE PLAN</b>					
Quarter/Year	Monthly Planned Expenditures	Cumulative Planned Expenditures	Monthly Planned Match	Cumulative Planned Match	Project Total Planned Expenditures
April - June 2020	\$0	\$0		\$0	\$0
July - September 2020	\$10,000	\$10,000	\$10,000	\$10,000	\$20,000
October - December 2020	\$10,000	\$20,000	\$10,000	\$20,000	\$40,000
January - March 2021	\$10,000	\$30,000	\$10,000	\$30,000	\$60,000
April - June 2021	\$10,000	\$40,000	\$10,000	\$40,000	\$80,000
July - September 2021	\$10,000	\$50,000	\$10,000	\$50,000	\$100,000
<b>TOTAL</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$300,000</b>

**Workforce Accelerator Fund 8.0  
EXHIBIT F - BUDGET SUMMARY**

Line Item	Budget Line Item	WIOA 15% Funds	Amount Leveraged	Total Project Budget	Source of Leveraged Fund	Type of Leveraged Fund
A.	Staff Salaries	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
B.	Number of full-time equivalents: 0					
C.	Staff Benefit Cost	0	0	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
D.	Staff Benefit Rate (Percent): 0.00%					
E.	Staff Travel	\$1,420.00	\$0.00	\$1,420.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
F.	Operating Expenses	\$0.00	\$0.00	\$0.00	0	<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
G.	Furniture and Equipment	0	0	\$0.00	0	<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
1	Small Purchas (unit cost of under (\$5,000)	\$0.00	\$0.00	\$0.00	\$ -	<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
2	Equipment Purchase	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
3	Lease	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
H.	Consumable Testing and Instructional Materials	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
I.	Tuition Payments/Vouchers	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
J.	On-The-Job Training	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
K.	Participant Wages and Fringe Benefits	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
L.	Participant Support Services	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
M.	Contractual Services (must complete Form G)	\$135,000.00	\$150,000.00	\$285,000.00	County General Fund	<input checked="" type="checkbox"/> Cash <input type="checkbox"/> n-Kind
N.	Indirect costs* (complete items 1 and 2 below)	\$13,580.00	\$0.00	\$13,580.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
O.	Other (describe):	\$0.00	\$0.00	\$0.00		<input type="checkbox"/> Cash <input type="checkbox"/> n-Kind
P.	<b>TOTAL FUNDING**</b>	\$150,000.00	\$150,000.00	\$300,000.00		
					<b>Total Award</b>	<b>\$150,000.00</b>
					<b>**Administrative Costs</b>	<b>\$15,000.00</b>
					<b>Program Costs</b>	<b>\$135,000.00</b>

\*Indirect Cost Rate must be negotiated and approved by Cognizant Agency, per Appendices III or IV to Uniform Guidance 2CFRPart200.

1	Indirect cost Rate (Percent):	18.89%
2	Name of cognizant Agency:	City and County of San Francisco Office of Economic and Workforce Development

\*\*A maximum of 10% of the total project budget will be allowed for administrative costs.  
The definition of administrative costs I provided in Appendix B of the RFA.

STATE USE	EXHIBIT F2
Subgrant Number	
Grant Code	
Initial Plan	
Modification Date	

**Workforce Accelerator Fund 8.0  
EXHIBIT F2 – BUDGET NARRATIVE**

**Organization:** San Francisco Office of Economic and Workforce Development

**Project Name:** Workforce System Alignment to Alleviate Homelessness

**Staff Travel \$1,420.00**

*Travel to (2) Communities of Practice events in Sacramento by (5) project team members. Costs include federal rates for per diem meals and incidental expenses (MIE) and mileage.*

*MIE \$76 x 4 staff = \$304.*

*Mileage \$0.58 x 174.8 mi to/from San Francisco/Sacramento = \$101.38 x 4 staff= \$405.52*

*Subtotal: \$709.52*

*\$709.52 x (2) Communities of Practice events = \$1420*

**Total: \$1,420**

**Contractual Services \$135,000.00**

CONSULTANT is a third-party contractor which will provide services to convene partners, confirm and map an integrated service delivery model, create a job readiness assessment tool kit for people experiencing homelessness, inventory public and community-based providers that demonstrate competence in working with the vulnerable population, and make recommendations to develop a culturally humble training for providers serving people experiencing homelessness. If proposal is awarded, CONSULTANT will be determined from an existing panel of government consultants with experience in system design, implementation science, qualitative research, and evaluation. CONSULTANT rate for San Francisco workforce system design is **\$185/hour**.

This project estimates 730 hours of work over 18 months with the following deliverables:

Convening partners monthly: 4 hours x 18 months = 72 hours x \$185/hr. = \$13,320

Map of integrated service delivery model: 200 hours x \$185/hr. = \$37,000

Job readiness assessment toolkit and testing: 180 hours x \$185/hr = \$33,300

Inventory of culturally humble providers: 220 hours x \$185/hr = \$40,700

Recommendations and action plan for training: 57.73 hours x \$185/hr = \$10,680

**Total: \$135,000**

**Indirect Costs \$ 13,580.00**

*Costs incurred by managing and administering contract. City and County of San Francisco Office of Economic and Workforce Development's Negotiated Indirect Cost Rate is 18.89%. Administrative costs for WAF 8.0 application total less than 10% of requested and total budget.*



STATE USE ONLY	EXHIBIT G
Subgrant Number	
Grant Code	
Start Date	
Modification Date	

Organization:	San Francisco Office of Economic and Workforce Develo
Project Name:	Workforce System Alignment to Alleviate Homelessness

I Equipment					
Item Description	Quantity	Cost Per Item	Total Cost	% Charged to Project	Total Cost Charged to Project
N/A					
<b>TOTAL</b>	0		\$ -		\$ -

\*List equipment items with a useful life of more than one year with a unit acquisition cost of \$5,000 or more charged to the project. Reference WSD 16-16, WSD 16-10, and WSD 17-08 for equipment purchases. The approval of the budget plan contained in the subgrant does not constitute approval of the equipment request. A separate request to purchase equipment must be submitted to the state for prior approval.

II. Contractual Services**		
Description - Type of Service	Cost	Service Provider
Convene partners, create assessment tools, design workforce system model for vulnerable population, identify training priorities.	135,000	If the proposal is awarded, the Contractor will be determined from an existing panel of government consultants with experience in system design, implementation science, qualitative research, and evaluation.
<b>TOTAL</b>	135000	

\*\*All contractual services must be competitively procured in accordance with federal and state procurement regulations and policies. See Procurement Standards (Sect. 200.318.326) in the Federal Uniform guidance, 2CFR200.

**Workforce Accelerator Fund 8.0  
EXHIBIT I - WORK PLAN**



STATE USE	EXHIBIT I
Subgrant Number	
Grant Code	
Start Date	
Modification Date	

<b>Objectives/Activities</b>		<b>Estimated Dates</b>
<b>Organization: San Francisco Office of Economic and Workforce Development</b>		
<b>Project Name: Workforce System Alignment to Alleviate Homelessness</b>		
<b>Quarter 1 / APRIL - JUNE 2020</b>		
Consultant finalized by project team.		4/1/2020
Contract administration activities.		April - June 2020
Partners convene to confirm project plan and program design.		April - June 2020
<b>Quarter 2 / JULY - SEPTEMBER 2020</b>		
Partners convene to confirm program design and oversee implementation.		July - September 2020
Partners create job readiness assessment toolkit.		July - September 2020
Partners research and inventory providers with capacity to serve people experiencing homelessness (PEH).		July - September 2020
Partners research system needs and best practices in workforce development for PEH.		July - September 2020
<b>Quarter 3 / OCTOBER - DECEMBER 2020</b>		
Partners convene monthly to confirm program design and oversee implementation.		October - December 2020
Partners embed Homeless Employment Navigators at Coordinated Entry Access Points.		October - December 2020
Partners iterate assessment toolkit at Coordinated Entry Access Point.		October - December 2020
Partners research and inventory providers with capacity to serve PEH.		October - December 2020
Partners research system needs and best practices in workforce development for PEH.		October - December 2020
<b>Quarter 4 / JANUARY - MARCH 2021</b>		
Partners convene monthly to confirm program design and oversee implementation.		January - March 2021
Partners iterate assessment toolkit at Coordinated Entry Access Point.		January - March 2021
Partners identify core providers for referral within inventory.		January - March 2021
Partners test referral strategies.		January - March 2021
Partners research system needs and best practices in workforce development for PEH.		January - March 2021
<b>Quarter 5 / APRIL - JUNE 2021</b>		
Partners convene monthly to confirm program design and oversee implementation.		April - June 2021
Partners iterate assessment toolkit at Coordinated Entry Access Point.		April - June 2021
Partners maintain catalogue of core referral providers.		April - June 2021
Partners recommend whole person, trauma-informed care training and best practices for workforce providers of PEH.		April - June 2021

**Workforce Accelerator Fund 8.0**  
**EXHIBIT I - WORK PLAN**

Partners draft a model of an integrated service delivery system.	
<b>Quarter 6 / JULY - SEPTEMBER 2021</b>	
Partners convene to discuss findings and outcomes.	July - September 2021
Partners deliver final job readiness assessment toolkit for PEH.	July - September 2021
Partners finalize catalogue of core referral partners.	July - September 2021
Partners deliver integrated service delivery model.	July - September 2021
Partners identify action plan for system-wide trainings to develop capacity for providers of PEH.	July - September 2021

**Workforce Accelerator Fund 8.0**  
**EXHIBIT J - PARTNER ROLES, RESPONSIBILITIES, AND RESOURCE CHART**



<b>STATE USE ONLY</b>	<b>EXHIBIT J</b>
Subgrant Number:	
Project Number:	
Initial Plan:	
Modification Date:	Month/year

<b>Organization Name:</b>		<b>San Francisco Office of Economic and Workforce Development</b>		
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
<b>List Partners</b>	<b>Roles and Responsibilities</b>	<b>Cash/In-Kind Match Amt (If Applicable)</b>	<b>Fund Source Type (Cash/In-Kind)</b>	<b>Sustainability Partner (Y/N)</b>
<b>Local Workforce Investment Boards</b>				
<b>San Francisco Office of Economic and Workforce Development</b>	Project Lead (Expert) will coordinate partners, oversee project implementation and convenings, provide expertise on workforce development services, and report on outcomes.	\$ -		Y
<b>Additional County Office(s)</b>				
<b>San Francisco Mayor's Office</b>	Partner (Influencer) will participate in convenings, provide policy expertise, and establish mandates.	\$ -		Y
<b>San Francisco Human Services Agency</b>	Partner (Expert) will participate in convenings, lend program expertise, implement program, and train providers.	\$ 150,000.00	Cash	Y
<b>San Francisco Department of Homelessness and Supportive Housing</b>	Partner (Influencer) will participate in convenings, lend program expertise, implement program, and train providers.	\$ -		Y
<b>Community Based Organizations / Faith Based Org / Other Non-Profits</b>				
<b>Homeless Workforce Coalition</b>	Partner (Customer) will participate in convenings, provide expertise on program design, assist in inventory of public and community-based providers, assist in creation of culturally humble trainings for service providers.	\$ -		Y
<b>Others: (list)</b>				
<b>Consultant</b>	Constultant (Innovator) is an expert in social service delivery systems and will convene partners, map integrated system, create a job readiness assessment form, deliver an inventory of CBOs with competency to serve client population, and make training recommendations.	\$ -		N
		<b>Total</b>	\$ 150,000.00	



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

December 17, 2019

California Workforce Development Board  
800 Capitol Mall, Suite 1022  
Sacramento, CA 95814  
via e-mail

RE: Workforce Accelerator Fund

To Whom It May Concern:

As the Director of the San Francisco Department of Homelessness and Supportive Housing, which administers the San Francisco Continuum of Care (CoC), I write in support of the San Francisco Office of Economic and Workforce Development's (OEWD) proposal for the Workforce Accelerator Fund grant initiative, and our inclusion as an Influencer Team Member.

This funding initiative will develop an assessment of job readiness for our most vulnerable San Franciscans, determine capacity for serving individuals experiencing homelessness, and develop culturally humble training for providers. In our experience administering the CoC, workforce development services are a crucial component to whole person care for individuals who are able to work. We look forward to building stronger system efficiencies among the public benefits system, workforce development system, and the homelessness response system.

CoC and San Francisco Human Services Agency have worked in close partnership to develop a coordinated entry service delivery and data system for individuals experiencing homelessness. CoC and OEWD have worked towards a stronger partnership through a number of City initiatives directed towards alleviating the homelessness crisis in San Francisco. Lastly, the Mayor's Office oversees all three agencies and has set Citywide policy to prioritize service delivery to individuals experiencing homelessness.

Together, we share mutual vision, values, and goals in serving the most vulnerable populations in the Bay Area. Our agency is committed to continued partnership with SFHSA and OEWD.

I strongly endorse this proposal and look forward to working with OEWD, SFHSA, the Mayor's Office, and our consultant if the project is funded. Please feel free to contact me with any additional questions regarding this program proposal.

Sincerely,

Jeff Kositsky  
Director  
San Francisco Department of Homelessness and Supportive Housing

PO Box 427400  
SAN FRANCISCO, CA 94142-7400  
415.252.3232  
<http://hsh.sfgov.org>



OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

December 20, 2019

California Workforce Development Board  
800 Capitol Mall, Suite 1022  
Sacramento, CA 95814  
via e-mail

RE: Workforce Accelerator Fund

To Whom It May Concern:

I write to express my support for the Office of Economic and Workforce Development's (OEWD) proposal for the Workforce Accelerator Fund grant initiative, and the inclusion of my office as an Influencer Team Member.

None of our residents should be forced, relegated, or allowed to sleep on our streets or endure illness without the services they need. This funding initiative will help move people off of the streets more efficiently, and help to create an assessment of job readiness, determine capacity for serving individuals experiencing homelessness, and develop culturally appropriate training for providers.

Alleviating homelessness is a top priority for our city, and I look forward to leveraging this funding to build stronger system efficiencies among our public benefits system, our workforce development system, and our homelessness response system.

I strongly support this proposal and look forward to working collaboratively with our Departments should this proposal be funded.

Sincerely,

A handwritten signature in blue ink that reads "London Breed".

London N. Breed  
Mayor

# City and County of San Francisco



*London N. Breed, Mayor*

# Human Services Agency

Department of Human Services  
Department of Disability and Aging Services  
Office of Early Care and Education

*Trent Rhorer, Executive Director*

December 17, 2019

California Workforce Development Board  
800 Capitol Mall, Suite 1022  
Sacramento, CA 95814  
via e-mail

RE: Workforce Accelerator Fund

To Whom It May Concern:

As the Executive Director of the San Francisco Human Services Agency (SFHSA), I write in support of the San Francisco Office of Economic and Workforce Development's (OEWD) proposal for the Workforce Accelerator Fund grant initiative, and our inclusion as an Expert Team Member.

This funding initiative will develop an assessment of job readiness for our most vulnerable San Franciscans, determine capacity for serving individuals experiencing homelessness, and develop culturally humble training to create service delivery efficiencies.

SFHSA and OEWD have collaborated on a number of workforce development initiatives over the last several years, including developing client co-enrollment processes and systems. Notably, SFHSA and OEWD are both accountable for the coordination of workforce development services across the City and County of San Francisco through local mandate. SFHSA and the Continuum of Care (CoC), as represented by the Department of Homelessness and Supportive Housing, have worked in close partnership to develop a coordinated entry service delivery and data system for individuals experiencing homelessness. Lastly, the Mayor's Office oversees all three agencies and has set Citywide policy to prioritize service delivery to individuals experiencing homelessness.

Together, we share mutual vision, values, and goals in serving the most vulnerable populations in the Bay Area. Our agency is committed to continued partnership with OEWD and CoC.

I strongly endorse this proposal and look forward to working with OEWD, CoC, the Mayor's Office, and our consultant if the project is funded. Please feel free to contact me with any additional questions regarding this program proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Trent Rhorer", with a long horizontal flourish extending to the right.

Trent Rhorer  
Executive Director  
San Francisco Human Services Agency



## *Request for Applications*

November 2019

***The California Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Special requests for services, aids, and special formats may be available by calling the California Workforce Development Board at (916) 657-1440. TTY users, please call the California Relay Service at 711.***

# Table of Contents

<b>Section 1</b>	<b>Overview .....</b>	<b>2</b>
A.	Introduction.....	2
B.	Project Goals and Objectives.....	3
C.	Project Design .....	5
D.	Project Activities.....	7
E.	Funding .....	10
F.	Eligible Applicants.....	12
G.	Program Evaluation .....	13
<b>Section 2</b>	<b>Significant Dates .....</b>	<b>13</b>
<b>Section 3</b>	<b>Application Submission Instructions .....</b>	<b>14</b>
<b>Section 4</b>	<b>Application Requirements, Award and Contracting Process .....</b>	<b>15</b>
	Application Forms.....	16
<b>Appendices.....</b>		<b>20</b>

## Section 1 Overview

### A. Introduction

The California Workforce Development Board (CWDB) and the Employment Development Department (EDD) are pleased to announce the availability of up to \$3 million in *Workforce Innovation and Opportunity Act* (WIOA) funds to design, develop, and implement projects that accelerate employment and re-employment strategies for California job seekers.

In April 2014, the CWDB and EDD established the Workforce Accelerator Fund (Accelerator) as a new model of funding innovation in California’s workforce system. Since April 2014, just over \$25 million has been invested, resulting in over 151 projects across the state. To learn more about the Workforce Accelerator Fund, you can view [“Accelerator at a Glance”](#) and our [Accelerator materials library](#). Through this Request for Applications (RFA), Accelerator 8.0 will focus on projects that create partnerships and prototype innovative strategies, bridge education and workforce gaps for people experiencing homelessness and housing instability, and that implement promising models and practices in the workforce service delivery infrastructure.

While employment alone cannot address the housing shortage facing California, it can be part of the strategy to improve outcomes for people who are living in precarious conditions. The goal of this initiative is to seed innovative thinking, expand partnerships, and generate cross-system collaboration to address the barriers to employment faced by people experiencing homelessness or housing insecurity.

To support priority objectives the CWDB has designed the High Road Training Partnership (HRTTP) and the High Road Construction Careers (HRCC) approach to model a sector strategy that can address critical issues of equity, job quality, and environmental sustainability. HRTTPs are industry-based, worker-focused training partnerships that build skills for California’s high road employer firms that compete based on quality of product and service achieved through innovation and investment in human capital and can thus generate family-supporting ‘high road’ jobs where workers have agency and voice.

Accelerator is the ground floor on the High Road. This is where innovation meets equity for Californians by testing new solutions to remove barriers, align services, and make system changes to create quality job opportunities and pathways for everyone.

#### **The Aim of the Workforce Accelerator Fund**

Accelerator funds innovative solutions to *accelerate* system-wide changes to better address the challenges and barriers that *lower income Californians face*. For Californians experiencing homelessness or housing insecurity, housing itself can be the primary barrier to employment and conversely, employment can be part of the solution. Through a combination of seed funding and an initiative-wide support network, Accelerator provides an opportunity for the workforce system to create and align services in unique ways, tailored to the needs of customers. As Accelerator has evolved, it has become crucial to bring successful strategies to scale and embed them into the workforce system, ultimately influencing system change to better serve target population(s), regionally and statewide.

## Accelerator 8.0

The purpose of this RFA is to solicit new strategies for Californians with barriers to employment. Our goal is to fund “ground up” solutions to some of the most vexing challenges that are keeping Californians with barriers to employment from achieving success in jobs and careers. We anticipate that the solutions achieved through Accelerator can be used by regions grappling with similar challenges. These solutions will be shared with the Regional Planning Units and other stakeholders to create lasting change and improvements in the workforce system.

California’s State Plan for the WIOA, *Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity* (Strategic Plan), prioritizes regional coordination among key partners, sector-based employment strategies, skills attainment through earn and learn and other effective training models (including, but not limited to apprenticeship), and development of career pathways. The CWDB will fund applications that advance the goals of its Strategic Plan and build workforce system infrastructure and capacity through:

- **Collaboration** among partners in the development of service delivery strategies and alignment of resources to better connect disadvantaged and disconnected job seekers to employment.
- **Innovation** that creates new methods or adapts existing approaches or accelerates the application of promising practices in workforce development and skill attainment.
- **System change** that uses these sub-grants to incentivize adoption of proven strategies and innovations that are sustained beyond the grant period.

### B. Project Goals and Objectives

Despite our state’s overall prosperity, too many Californians are in danger of being left behind, not making ends meet, and unable to create a middle class life for themselves and their families. Accelerator 8.0 funding should be utilized to expand and enhance workforce opportunities for the *people who experience homelessness or are precariously housed, who may also be:*

- **Long-Term Unemployed** – A significant number of California workers have been out of work for more than six months and are struggling to find new jobs.
- **Returning Veterans** – Too many veterans, after performing essential services with great skill, are challenged in finding civilian jobs that capitalize on the skills they’ve developed.
- **Individuals with Disabilities** – The labor force participation rate for Californians with disabilities is only 19.5% - lower than it was before passage of the Americans with Disabilities Act.
- **Low-Income Workers** – Thousands of Californians are trapped in poverty, often cycling through low wage, dead-end jobs and lacking the education, skills, and financial support needed to move into sustained, higher wage jobs.
- **CalWORKS Participants** – The WIOA and California State budget prioritize services to skill-

up and place public assistance recipients in jobs that support their families.

- **Disconnected Youth** – Many young people who are 16-24 years of age, and are neither in-school nor working and in danger of being left behind.
- **Ex-Offenders** – Realignment has increased the visibility of the need for robust job services for the parole and ex-offender population in California.
- **Immigrant Job Seekers and their Families** – Matching the skills of immigrant workers to the changing economy and capitalizing on training and education received prior to coming to California can help increase economic mobility for immigrant workers and their families.

Contrary to social biases, people who experience homelessness or housing instability want to work and often do work. The experience of homelessness and securing long-term stable housing are often barriers to obtaining and maintaining quality jobs to support themselves and their families, especially in an era of volatile, rapidly evolving labor markets. At the same time in regions across California, employers in key industry sectors are searching for qualified workers for occupations across all skill levels.

Traditional workforce and education strategies have had little impact in helping these workers build relevant skills that connect them to good jobs. Even promising strategies lack the speed, agility, or scale needed to accelerate employment for workers desperately in need of that help. We need to bring the creativity for which California is known for to create new strategies that achieve scalable impact for workers facing difficult employment prospects.

The CWDB and EDD are investing Workforce Innovation and Opportunity Act (WIOA) Governor's Discretionary resources through Accelerator 8.0, which will award grants to projects that create and prototype innovative strategies to accelerate skill development, employment, and reemployment for this target population. Innovations that emerge from these prototypes will then be scaled and replicated across the state, infusing new ideas into the bloodstream of workforce development.

#### **Project Goals:**

- Improve labor market and skills outcomes for target groups through the development of strategies that fill gaps, accelerate processes, or customize services to ensure greater access to workforce services and employment opportunities.
- Create new models for service delivery and funding alignment that can be replicated across the state and tailored to regional needs.
- Leverage state investment with commitments from industry, labor, public, and community partners.
- Develop or improve cross-system strategies between the Workforce Development System and Homeless Continuum of Care.

The CWDB and EDD will fund applications that seek to achieve the project goals outlined above

by designing and developing innovative ideas that have the potential to substantially increase the effectiveness, scale, and/or capacity of existing workforce system programs and funding streams that serve the Accelerator target population. Successful applications may create new tools, borrow methods from other disciplines, or apply models from other sectors or populations in order to achieve the desired outcomes. Past Accelerator projects that demonstrated significant impact and potential for replication and/or integration can be tested with new partners at both the state and regional levels to infuse innovations and system improvements into the workforce system infrastructure specifically for this population.

### **C. Project Design**

Accelerator seeks solutions to specific challenges that inhibit career opportunity and employment success for the targeted population and that improve access to the workforce development pipeline—education, training, support services, placement, retention, etc. The intent is not simply to create new programs or to expand existing ones. Successful applicants will demonstrate how their projects will direct existing resources and efforts in new, more efficient and effective ways. These efforts should not create or reinforce service delivery silos or funding silos, but rather should result in strategies that take a new or unique approach to addressing workforce pipeline gaps specific to this population, that can be applied, replicated or scaled to create broader impact and system improvement.

**Project Team:** Successful applicants will design, develop, or prototype different tools, methods and strategies than those the workforce stakeholders are presently using. The intent is to use existing resources in new, more efficient, effective ways. As such, each applicant will be required to create a team of partners that offers unique skills and contributions to the project. Applicants must identify each team member and describe the role of the Project Team and its members in project development, integration of new ways of doing business, and scaling and replication. Project Teams must include at least one unique member from each of the following groups:

- **Experts** – Partners who have a deep knowledge of the workforce system, operational and administrative experience, and insight into implementation opportunities and challenges. These partners must include those with expertise and experience working in or with institutions that the project is directly impacting (e.g., community colleges, K-12 schools, America’s Job Centers of California, county social services/public assistance providers, etc.) as well as the parts of the workforce or skills development system who represent the “market” for replication, expansion, or integration of the project (e.g., state and local agencies, funders, service delivery providers, career technical education programs, etc.).
- **Innovators** – Partners who bring new perspective and expertise to the project, who have created solutions to challenging problems, and who have cross-disciplinary experience. These individuals and organizations may not have workforce development experience, but have success in other fields that is instructive to change and innovation in workforce development.
- **Customers** – Partners who represent at least one of the potential end-use customer(s) of the project: job seekers or employers. Each project must include

either a partner who is currently representing multiple job seekers from the targeted population (e.g., community organizations, advocacy groups, etc.) or multiple employers (e.g. industry associations, chambers of commerce, employer advisory groups), depending on the challenge being addressed and/or aspect of the pipeline being targeted. These partners must be able to provide direct input from individual job seekers from the target group, or employers who will be utilizing the services.

- **Influencers** – Applicants will engage in a partnership with an individual or organization that can influence system change. The team member should be an individual(s) who have the influence and authority to bring new strategies to the table to create a “New Business as Usual” to our workforce system.

**The “Big Idea” gap or challenge to address:** Each project must identify a challenge or gap that if successfully addressed, would significantly “move the needle” on employment for the homeless or precariously housed population. This should address a challenge that the workforce system is facing in increasing opportunity, access, effectiveness, and/or scale in addressing the assessment, training, placement, or advancement of the targeted population(s). Some projects may be tailored to meet the needs of more than one group, or more than one aspect of the workforce pipeline. For example, projects may choose to focus on:

- Accelerating education, training or retraining of workers in the targeted populations.
- Developing new ways of engaging industry (employers and/or labor stakeholders) to articulate skill needs, calibrate supply and demand, develop curricula and/or training modalities, or other strategies to match job seekers with employment.
- Increasing the use of existing, or development of new industry-valued skills credentials (e.g., certificates, licenses, digital badges, stackable credentials, etc.).
- Accelerating implementation of WIOA “career services” by increasing the partners committed to integrating service delivery and/or developing strategies and tools to prepare targeted populations for training and job placement.
- Accelerating recognition of existing skills, such as prior learning assessments, and/or utilizing competency-based models that focus on learning rather than on duration of training.
- Expanding or creating apprenticeship, pre-apprenticeship or other “earn and learn” models (i.e., quality paid internships or other work-based learning opportunities).
- Improving work-based learning infrastructure that supports employers and/or that increases access and opportunities for working learners.
- Creating cross-system service alignment by bringing together systems and partners to provide support services (housing, mental health care, substance use counseling, etc.) to increase effectiveness of workforce services.
- Creating more robust services by braiding multiple funding sources or utilizing new

funding models to increase scale or funding diversity.

- Increasing use of training and hiring incentives for targeted populations, including subsidized employment (e.g., on-the-job training, CalWORKs jobs programs, EDD's Unemployment Insurance Work Sharing or other resources).
- Improving job matching and assessment strategies to accelerate employment/reemployment.
- Improving employer recruitment and hiring strategies to benefit targeted groups.
- Streamlining the use of virtual (e.g., via use of technology) with in-person strategies for job seekers and employers.

#### **D. Project Activities**

The Strategic Plan prioritizes regional coordination among key partners, sector-based employment strategies, skill attainment through earn and learn and other effective training models (including but not limited to apprenticeship), and development of career pathways. In addition, the Strategic Plan emphasizes the coordination and alignment of resources and systems to better serve all California job seekers, including those with significant barriers to employment. This RFA aims to increase workforce system capacity to serve job seekers in the targeted population by addressing gaps or capitalizing on opportunities to bridge priority services, training or education, and ultimately employment in targeted industry sectors. **Projects will have an 18-month grant period.**

Through this RFA, the CWDB will fund new projects that address homelessness and the precariously housed population.

## New Accelerator Projects

Through this RFA, the CWDB will fund new Accelerator projects that address gaps and increase efficiencies in:

- The service delivery pipeline of the workforce system
- The alignment of funding for the targeted populations

Applicants may address one or more of these gaps in their project; however, the goals for each should be clearly defined and measurable during the life of the project. These goals may include incremental measures or points of change that reflect process, output, or deliverable benchmarks.

In order to address these gaps, applicants are encouraged to take a research and development approach, borrow strategies from other industries or sectors, and/or prototype new models. Projects may choose to utilize:

- Tools, models, or resources that are already developed but not used in the public workforce system, with the targeted populations, or are not at scale.
- Strategies, resources, and lessons from other disciplines, applied to the workforce system and target population(s).
- Brand new ideas that have the opportunity to be game changers for the workforce system and target groups.

Projects may include design, development, testing, piloting, and/or implementation activities, to be determined by the scope and target of the project and the Project Team partners. All successful applicants will clearly articulate the innovation process, points of change, and prospects for implementation at scale. Applicants may propose projects that are integrated into existing programs or service delivery infrastructure; however, successful grants will show how their activities can be applied more broadly to create population, system, or regional impact. For those projects using Accelerator or other WIOA funds for direct service delivery, job-seeker clients must be enrolled in CalJOBS.

## Accelerator 8.0 Technical Assistance and Support

Through this RFA, the CWDB will fund Technical Assistance and Support activities that aid all of the Accelerator 8.0 awardees and projects. The goal of these activities is to provide individual and group-based assistance to Accelerator 8.0 awardees in the design, development, and implementation of their projects, and to provide a forum for cross-project communication and learning. The activities can take place during Community of Practice meetings, as described below, or through other means of communication as identified by the Technical Assistance and Support Provider.

Technical Assistance and Support activities include but are not limited to:

- **Team Building:** Facilitation and/or guidance of strong Project Team engagement for Accelerator awardees.
- **Knowledge Sharing:** Facilitate in-person Community of Practice meetings and web-based communities to guide the Accelerator 8.0 awardees through the process of developing their projects and to encourage peer-to-peer engagement and learning. Coordinate training for awardees on topics such as design methods, innovation strategies, or other Accelerator-tailored subjects. Develop traditional or innovative methods of sharing promising practices with the workforce community including but not limited to webinars, papers, regional meetings, and learning circles.
- **Course Correction:** Identify when project goals, deliverables, and outcomes aren't being met and provide guidance to the Accelerator awardees in the examination alternative methods to accomplish their project goals.
- **Sustainability:** Provide guidance and assistance in developing sustainability plans to ensure that the Accelerator projects result in strategies that continue the work of the projects beyond the grant period.
- **Additional Activities:** As proposed by the Applicant.

## E. Funding

Funding for this RFA is provided through the WIOA Governor's Discretionary funds. Funding is available for projects that address the needs of the targeted populations and project activities outlined in this solicitation.

### *Target Population*

Accelerator 8.0 will target individuals who are **homeless and precariously housed** who may also be:

- Long-Term Unemployed
- Returning Veterans
- Individuals with Disabilities
- Low-Income Workers
- CalWORKs Participants
- Disconnected Youth
- Ex-Offenders
- Immigrant Job Seekers and their Families

Applicants may propose projects that address the people experiencing homelessness and be able to document benefits specific to this targeted population.

**Bonus Points:** Up to five points may be awarded to an application that describes new and innovative strategies in connecting with the local Continuum of Care. An additional five points may be awarded for including a team member who is part of the Continuum of Care.

### *Activities*

Accelerator funds may be used for planning, design, development, piloting, and implementation activities. If services are provided directly to job-seeker customers during the grant period, those services may be paid with this grant funding, however, it is anticipated that the majority of services will be provided through other funding. Customers are not required to be co-enrolled under this grant. For the information on eligibility, please review the [EDD Eligibility Technical Assistance Guide](#) for adult and dislocated workers, and [WSD16-01 - WIOA Youth Program Requirements](#).

### *Allowable Use of Funds*

The use of funds awarded in the RFA is governed by the WIOA and its associated federal regulations, state and federal directives, and the federal Office of Management and Budget (OMB) Guidance for Grants and Agreements ([Uniform Guidance for Federal Awards 2 CFR Part 200](#)). Please review [WSD16-16 - Allowable Costs and Prior Written Approval](#). Appendices A through E describe the general requirements pertaining to these funds. Funds awarded under this RFA

cannot be used to purchase real property or construct buildings. A maximum of 10% of the total project budget will be allowed for administrative costs. The definition of administrative costs is provided in Appendix B.

*Grant Awards*

The CWDB and EDD anticipate funding grants not to exceed \$150,000. The grant period will be 18 months in duration. Successful applicants will demonstrate a match of cash or in-kind support for their project activities as outlined below. Accelerator 8.0 Technical Assistance and Support applicants are not required to provide matching funds or in-kind support.

*Note: The CWDB and EDD reserve the option to extend grant periods with proven justification. The CWDB also reserves the right to make additional awards by March 1, 2020 to applications not initially funded through this RFA, should additional funding become available.*

Accelerator 8.0 Project Type	Grant Amount
<b>New Accelerator Projects</b>	<ul style="list-style-type: none"> <li>• Up to \$150,000 (total grant award)</li> <li>• Requires 1:1 cash or in-kind match</li> </ul>
<b>Accelerator 8.0 Technical Assistance and Support</b>	<ul style="list-style-type: none"> <li>• Up to \$300,000 (total grant award)</li> <li>• No match required</li> </ul>

**F. Eligible Applicants**

Accelerator 8.0 Project Type	Eligible Applicant(s)
<b>New Accelerator Projects</b>	Local Workforce Development Boards, labor organizations, K-12 education entities, Community Colleges, adult schools, county social services agencies, community-based organizations, and business related non-profit organizations, workforce intermediaries.
<b>Accelerator 8.0 Technical Assistance and Support</b>	The Accelerator 8.0 Technical Assistance and Support Applicants must meet the same eligible applicant criteria as described for “New Accelerator Projects”.

*A for-profit private business or a for-profit consortium of businesses cannot be the lead applicant but can be a partner on the Project Team.*

### *Communities of Practice*

The CWDB is committed to implementing continuous improvement, innovation, and system change strategies. This RFA will develop a Community of Practice of awardees, staff, partners, and other key system stakeholders. Project Teams will access peer and expert technical assistance, share successful program models, and coordinate performance and evaluation activities through the Community of Practice. *Project Teams should budget for and plan to attend at least two in-person Community of Practice meetings throughout the grant period.*

### **G. Program Evaluation**

The CWDB encourages Accelerator 8.0 applicants to assess the characteristics and potential outcomes of their application to identify the truly innovative aspects of the projects. These projects should allow the Project Team, stakeholders, partners, and service providers to identify and learn from new strategies, promising practices, and course corrections. Awardees will be required to submit reports on project progress and document outcomes, which will be made available to the CWDB, EDD, and other stakeholders.

### **Section 2 Significant Dates**

<b>Event</b>	<b>Date*</b>
RFA Release	<b>November 12, 2019</b>
Application Workshop	<b>November 19, 2019</b>
Q&A	Accepted and posted weekly to the CWDB's website throughout the application period.
All Applications Due	<b>December 23, 2019</b> (by 3:00 PM Pacific)
Award Announcement	<b>February 2020</b>
Grant Period	<b>April 1, 2020 – September 30, 2021</b> <i>Technical Assistance thru March 2022</i>

*\*All dates after the final application submission deadline may be adjusted, without addendum to this RFA.*

### **Section 3      Application Submission Instructions**

This RFA contains the requirements that applicants must meet in order to submit a responsive Application. The RFA provides information regarding the format in which applications must be submitted, the documents to be included, the requirements that must be met to be eligible for consideration, and the applicants' responsibilities.

#### Application Deadline

The deadline for applications is **December 23, 2019 at 3:00 PM Pacific Time.**

**Late applications will not be accepted.**

#### Application Delivery Method and Addresses

Applications must be submitted electronically to:

[CWDBInfo@cwdb.ca.gov](mailto:CWDBInfo@cwdb.ca.gov)

All applications must be submitted in one .ZIP File containing all required forms\* and using the following naming convention:

**Accelerator8.0\_ApplicantOrganization\_ProjectName**

\*No PDFs except for cover page with original signature

Please use "WAF 8.0 Application" in the subject line.

#### Questions

Questions regarding the instructions for this RFA may be sent to:

[CWDBInfo@cwdb.ca.gov](mailto:CWDBInfo@cwdb.ca.gov)

Please use "WAF 8.0 Question" in the subject line. Cumulative questions and answers will be posted to the CWDB's website under the Initiatives tab on a weekly throughout the grant period. The last day Q&A will be posted is December 20, 2019 at 2PM.

## Section 4 Application Requirements, Award and Contracting Process

### Required Application Content

All applications must adhere to the required format and, in order to be competitive, must include all of the requested information, completed forms, and attachments. **Applications that do not adhere to these requirements will be determined non-responsive and will not be considered for funding.**

All applications must adhere to the page limits indicated in the chart below, one-inch margins, single-spaced, in a font no less than 12 point. Forms and cover page are not included in the page limits.

### Page Limits

Accelerator 8.0 Project Type	Narrative Page Limit
New Accelerator Projects	4
Accelerator 8.0 Technical Assistance and Support	4

**All applicants must submit the required forms and attachments. These include:**

Document Name/Description	Form Provided
Cover Page	YES
Project Matrix	YES
Exhibit D: Project Narrative	YES
Exhibit E: Funding Expenditure Plan	YES
Exhibit F: Budget Summary	YES
Exhibit F2: Budget Narrative	YES
Exhibit G: Supplemental Budget	YES
Exhibit I: Work Plan	YES
Exhibit J: Partner Roles & Responsibilities	YES

**Application Narrative, Evaluation and Recommendation for Funding**

The application narrative for each project should address each of the sections outlined in the Project Narrative Tables. All applications must include the required forms and cover page. The scoring value of each section of this RFA is included in the Project Application Tables. The ranked scores will serve as the primary basis for making recommendations for funding in conjunction with other factors such as geographic distribution of funds, uniqueness, and innovative aspects of the application. Only those applications deemed to be meritorious and in the best interests of the State will be recommended for funding.

## New Accelerator 8.0 Project Narrative Table

Section	Description	Points
Project Narrative	<ul style="list-style-type: none"> <li>▪ Describe the challenge and/or gap your project is designed to address, the opportunity for improvement or change, and how this project will uniquely address the “big idea” and “move the needle” on employment.</li> <li>▪ Describe the innovation process and points of change, <i>how the project is unique</i>, the role of the Project Team, and how this will be documented.</li> <li>▪ Provide an outline of the project, and the project objectives: strategies, outputs and outcomes (<i>what will the project do?</i>), performance measures (<i>how will success be measured?</i>), and timeline. Describe the opportunity for scaling, replication, or application of project successes and lessons.</li> <li>▪ <b>Complete and attach the Work Plan (Form I)</b></li> <li>▪ <b>Complete and attach the New Accelerator Project Matrix</b></li> <li>▪ <b>Complete and attach Partners Roles and Responsibilities (Form J)</b></li> <li>▪ <i>Up to five bonus points may be awarded to an application that describes new and innovative strategies that include a Continuum of Care. <a href="#"><u>Continuum of Care (CoC)</u></a> - A local planning body – or regional planning body – that coordinates housing and services for families and individuals experiencing homelessness.</i></li> </ul>	45

Section	Description	Points
Project Team	<ul style="list-style-type: none"> <li data-bbox="440 191 1159 338">▪ Identify the individuals and organizations representing each of the Project Team roles (Expert, Innovator, and Customer, Influencer) and their experience and successes in that capacity.</li> <li data-bbox="440 380 1143 527">▪ Describe the function or activities each will provide in the project, including role and commitment to integration, sharing, and replication and/or scaling of successful outcomes.</li> <li data-bbox="440 569 1154 632">▪ List any in-kind match provided by the Project Team members.</li> <li data-bbox="440 674 1162 821">▪ <i>If the project is connected to a Continuum of Care, additional five bonus points may be awarded for identifying the individuals and what are their roles in the project.</i></li> </ul>	45
Budget	<ul style="list-style-type: none"> <li data-bbox="440 873 1143 1020">▪ <b>Complete and attach the Project Budget (Forms E, F, F2, and G).</b> Applicants must provide detailed budget information, including 1:1 cash or in-kind match.</li> </ul>	10

## Accelerator 8.0 Technical Assistance and Support Narrative Table

Section	Description	Points
Technical Assistance and Support Project Narrative	<ul style="list-style-type: none"> <li>▪ Provide an overview of the activities for technical assistance, support and knowledge sharing the Accelerator 8.0 projects will receive.</li> <li>▪ Describe the methods that will be utilized for the facilitation of the Communities of Practice.</li> <li>▪ Describe how awardee activities will be documented and progress will be assessed.</li> <li>▪ Provide a format or example of how lessons and successes will be communicated to the CWDB and other stakeholders.</li> <li>▪ List the individuals and organizations providing technical assistance and support for the Accelerator 8.0 projects, and describe their capacity and experience.</li> <li>▪ <b>Complete and attach the Work Plan (Form I).</b></li> <li>▪ <i>Five additional points may be granted to a TA team consisting of individual(s) who have expertise in working with the homeless population.</i></li> </ul>	90
Budget	<ul style="list-style-type: none"> <li>▪ <b>Project Budget (Forms E, F, F2, and G). Applicants must provide detailed budget information.</b></li> <li>▪ No match required.</li> </ul>	10

## APPENDIX A

### WIOA Allowable Activities

The Workforce Innovation and Opportunity Act (WIOA) permits three types of career services: basic career services, individualized career services, and follow-up services.

#### **Basic Career Services:**

1. Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs.
2. Outreach, intake, and orientation to information and other services available through the one-stop delivery system.
3. Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.
4. Job search and placement assistance, and, when needed by an individual, career counseling, including:
  - a. Information on in-demand industry sectors and occupations.
  - b. Information on nontraditional employment.
  - c. Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the one-stop delivery system.
5. Provision of referrals to and coordination of activities with other programs and services including: programs and services within the one-stop delivery system and, when appropriate, other workforce development programs.
6. Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
  - a. Job vacancy listings in labor market areas.
  - b. Information on job skills necessary to obtain the vacant jobs listed.
  - c. Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs.
7. Provision of performance information and program cost information on eligible providers of training services by program and type of providers.

8. Provision of understandable and accurate information about how the Local Workforce Development Area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.
9. Provision of understandable and accurate information relating to the availability of supportive services or assistance including: child care, child support, medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program, benefits under the CalFRESH Program (federally known as the Supplemental Nutrition Assistance Program), assistance through the earned income tax credit, and assistance under a State program for Temporary Assistance for Needy Families, and other supportive services and transportation provided through that program.
10. Provision of information and assistance regarding filing claims for unemployment insurance (UI), by which the America's Job Center of California<sup>SM</sup> must provide "meaningful assistance" to individuals seeking assistance in filing a UI claim. The term "meaningful assistance" means:
  - a. Providing assistance on-site using staff who are well-trained in UI claim filing and the rights and responsibilities of claimants; or
  - b. Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.
  - c. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

### **Individualized Career Services**

1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
  - a. Diagnostic testing and use of other assessment tools.
  - b. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
2. Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve their employment goals, including the list of, and information about, the eligible training providers.
3. Group counseling.
4. Individual counseling.
5. Career planning.
6. Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training.

7. Internships and work experiences that are linked to careers.
8. Workforce preparation activities.
9. Financial literacy services.
10. Out-of-area job search assistance and relocation assistance.
11. English language acquisition and integrated education and training programs.

### **Follow-up Services**

Follow-up services, such as counseling regarding the workplace, are provided for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

Each application should include follow-up services for participants after they are placed in unsubsidized employment and after they have exited from the project. The follow-up is intended to support the client in retaining employment and continuing to improve their employment success after exit. The final follow-up design will be negotiated with each successful applicant during contract negotiations based on the length of the contract and the funding available to the applicant. While follow-up services must be made available, not all participants who are registered and placed into unsubsidized employment will need or want such services.

## APPENDIX B

### Administrative Costs

Under the Workforce Innovation and Opportunity Act (WIOA), there is an administrative cost limit of ten percent. The following WIOA Title I functions and activities constitute the costs of administration subject to the administrative cost limitation:

- a. The costs of administration are expenditures incurred by direct grant recipients, as well as local grant recipients, local grant subrecipients, local fiscal agents, and which are not related to the direct provision of WIOA services, including services to participants and employers. These costs can be both personnel and non-personnel and both direct and indirect.
- b. The costs of administration are the costs associated with performing the following functions:
  - (1) Performing the following overall general administrative functions and coordination of those functions under WIOA Title I:
    - i. Accounting, budgeting, financial and cash management functions
    - ii. Procurement and purchasing functions
    - iii. Property management functions
    - iv. Personnel management functions
    - v. Payroll functions
    - vi. Coordinating the resolution of findings arising from audits, reviews, investigations and incident reports
    - vii. Audit functions;
    - viii. General legal services functions;
    - ix. Developing systems and procedures, including information systems, required for these administrative functions; and
    - x. Fiscal agent responsibilities
  - (2) Performing oversight and monitoring responsibilities related to WIOA administrative functions.
  - (3) Costs of goods and services required for administrative functions of the program, including goods and services such as rental or purchase of equipment, utilities, office supplies, postage, and rental and maintenance of office space.

- (4) Travel costs incurred for official business in carrying out administrative activities or the overall management of the WIOA system.
  - (5) Costs of information systems related to administrative functions (for example, personnel, procurement, purchasing, property management, accounting and payroll systems) including the purchase, systems development and operating costs of such systems.
- c. (1) Awards to subrecipients or contractors that are solely for the performance of administrative functions are classified as administrative costs.
- (2) Personnel and related nonpersonnel costs of staff that perform both administrative functions specified in paragraph (b) of this section and programmatic services or activities must be allocated as administrative or program costs to the benefitting cost objectives/categories based on documented distributions of actual time worked or other equitable cost allocation methods.
  - (3) Specific costs charged to an overhead or indirect cost pool that can be identified directly as a program cost are to be charged as a program cost. Documentation of such charges must be maintained.
  - (4) Except as provided at paragraph (c)(1) of this section, all costs incurred for functions and activities of subrecipients and contractors are program costs.
  - (5) Continuous improvement activities are charged to administration or program category based on the purpose or nature of the activity to be improved. Documentation of such charges must be maintained.
  - (6) Costs of the following information systems including the purchase, systems development, and operational costs (e.g., data entry) are charged to the program category:
    - i. Tracking or monitoring of participant and performance information.
    - ii. Employment statistics information, including job listing information, job skills information, and demand occupation information.
    - iii. Performance and program cost information on eligible providers of training services, youth activities, and appropriate education activities.
    - iv. Local Workforce Development Area performance information.
    - v. Information relating to supportive services and unemployment insurance claims for program participants.
- d. Where possible, entities identified in item (a) must make efforts to streamline the services in paragraphs (b)(1) through (5) of this section to reduce administrative costs by minimizing duplication and effectively using information technology to improve services.

## APPENDIX C

### Allowable Costs and Cost Items Matrix

An entity that receives funds under Title I of the Workforce Innovation and Opportunity Act (WIOA) is required to comply with the Office of Management and Budget Uniform Administrative Requirements, Cost Principles, and Audit Requirements Final Rule (Uniform Guidance) ([2 CFR Part 200](#)) and Department of Labor (DOL) exceptions ([2 CFR Part 2900](#)). In general, to be an allowable charge under WIOA, a cost must meet the following criteria:

- a. Be necessary and reasonable for the performance of the award.
- b. Be allocable to the award.
- c. Conform to any limitations or exclusions set forth in the award.
- d. Be consistent with policies and procedures that apply uniformly to both federally-financed and other activities of the non-federal entity.
- e. Be accorded consistent treatment.
- f. Be determined in accordance with generally accepted accounting principles.
- g. Not be used to meet cost sharing or matching requirements of any other federally-financed program (without prior approval from the State).
- h. Be adequately documented.

Below is a high level cost items matrix with six columns. The first four columns identify cost items and various entity types. The remaining two columns are reserved for the specific Uniform Guidance sections and DOL exceptions (if applicable). It should be noted that the matrix is intended to be used as an initial tool or quick reference guide, rather than a final authority for making a determination of whether or not a cost would be considered allowable.

The legend key below along with the definitions is intended to help the user understand whether a cost item is allowable or not.

Legend Key	Legend Key Definition
A	Allowable
AP	Allowable with Prior Approval
AC	Allowable with Conditions
U	Unallowable

<b>Legend Key</b>	<b>Legend Key Definition</b>
NS	Not Specified in the Uniform Guidance

If a cost item is denoted with two or more legend keys, users should delve further into the various information sources as they may provide the additional clarity that is needed. If this effort does not provide the necessary information, then the project manager or Regional Advisor should be contacted. The “NS” legend key means that information may not be readily available. In this event, other information sources should be sought out before attempting to contact the project manager or Regional Advisor.

The “AP” legend key means that, in some instances, prior written approval will be required. In this event, the user should adhere to the Uniform Guidance Section 200.407, DOL exceptions Section 2900.16, and contact their project manager or Regional Advisor.

### **Cost Items Matrix**

<b>#</b>	<b>Cost Item</b>	<b>Educational Institutions</b>	<b>Non-Profit Organizations</b>	<b>State, Local and Indian Tribal Governments</b>	<b>Uniform Guidance Section</b>	<b>DOL Exception Section</b>
1	Advertising and public relations	A/U	A/U	A/U	<a href="#">200.421</a>	N/A
2	Advisory councils	AC/U	AC/U	AC/U	<a href="#">200.422</a>	N/A
3	Alcoholic beverages	U	U	U	<a href="#">200.423</a>	N/A
4	Alumni/ae activities	U	NS	NS	<a href="#">200.424</a>	N/A
5	Audit services	AC/U	AC/U	AC/U	<a href="#">200.425</a>	N/A
6	Bad debts	U	U	U	<a href="#">200.426</a>	N/A
7	Bonding costs	A	A	A	<a href="#">200.427</a>	N/A
8	Collection of improper payments	A	A	A	<a href="#">200.428</a>	N/A

#	Cost Item	Educational Institutions	Non-Profit Organizations	State, Local and Indian Tribal Governments	Uniform Guidance Section	DOL Exception Section
9	Commencement and convocation costs	AC/U	NS	NS	<a href="#">200.429</a>	N/A
10	Compensation – personal services	A/U	A/U	A/U	<a href="#">200.430</a>	N/A
11	Compensation – fringe benefits	A /U	A /U	A /U	<a href="#">200.431</a>	N/A
12	Conferences	A	A	A	<a href="#">200.432</a>	N/A
13	Contingency provisions	AC/U	AC/U	AC/U	<a href="#">200.433</a>	<a href="#">2900.18</a>
14	Contributions and donations	U	U	U	<a href="#">200.434</a>	N/A
15	Defense and prosecution of criminal and civil proceedings, claims, appeals, and patent infringement	AC/U	AC/U	AC/U	<a href="#">200.435</a>	N/A
16	Depreciation	AC	AC	AC	<a href="#">200.436</a>	N/A
17	Employee health and welfare costs	A	A	A	<a href="#">200.437</a>	N/A
18	Entertainment costs	U/AP	U/AP	U/AP	<a href="#">200.438</a>	N/A
19	Equipment and other capital expenditures	AP/U	AP/U	AP/U	<a href="#">200.439</a>	N/A

#	Cost Item	Educational Institutions	Non-Profit Organizations	State, Local and Indian Tribal Governments	Uniform Guidance Section	DOL Exception Section
20	Exchange rates	AP	AP	AP	<a href="#">200.440</a>	N/A
21	Fines, penalties, damages and other settlements	U/AP	U/AP	U/AP	<a href="#">200.441</a>	N/A
22	Fund raising and investment management costs	U/AP/A	U/AP/A	U/AP/A	<a href="#">200.442</a>	N/A
23	Gains and losses on disposition of depreciable assets	AC	AC	AC	<a href="#">200.443</a>	N/A
24	General cost of government	NS	NS	U/A	<a href="#">200.444</a>	N/A
25	Goods or services for personal use	U/AP	U/AP	U/AP	<a href="#">200.445</a>	N/A
26	Idle facilities and idle capacity	AC/U	AC/U	AC/U	<a href="#">200.446</a>	N/A
27	Insurance and indemnification	AC/U	AC/U	AC/U	<a href="#">200.447</a>	N/A
28	Intellectual property	A/U	A/U	A/U	<a href="#">200.448</a>	N/A
29	Interest	AC/U	AC/U	AC/U	<a href="#">200.449</a>	N/A
30	Lobbying	U	U	U	<a href="#">200.450</a>	N/A
31	Losses on other awards or contracts	U	U	U	<a href="#">200.451</a>	N/A

#	Cost Item	Educational Institutions	Non-Profit Organizations	State, Local and Indian Tribal Governments	Uniform Guidance Section	DOL Exception Section
32	Maintenance and repair costs	A	A	A	<a href="#">200.452</a>	N/A
33	Material and supplies costs, including costs of computing devices	A	A	A	<a href="#">200.453</a>	N/A
34	Memberships, subscriptions, and professional activity costs	A/U	A/U	A/U	<a href="#">200.454</a>	N/A
35	Organization costs	U/AP	U/AP	U/AP	<a href="#">200.455</a>	N/A
36	Participant support costs	AP	AP	AP	<a href="#">200.456</a>	N/A
37	Plant and security costs	A	A	A	<a href="#">200.457</a>	N/A
38	Pre-award costs	AP	AP	AP	<a href="#">200.458</a>	N/A
39	Professional services costs	A	A	A	<a href="#">200.459</a>	N/A
40	Application costs	A	A	A	<a href="#">200.460</a>	N/A
41	Publication and printing costs	A	A	A	<a href="#">200.461</a>	N/A
42	Rearrangement and reconversion costs	A/AP	A/AP	A/AP	<a href="#">200.462</a>	N/A
43	Recruiting costs	A/U	A/U	A/U	<a href="#">200.463</a>	N/A

#	Cost Item	Educational Institutions	Non-Profit Organizations	State, Local and Indian Tribal Governments	Uniform Guidance Section	DOL Exception Section
44	Relocations costs of employees	AC/U	AC/U	AC/U	<a href="#">200.464</a>	N/A
45	Rental costs of real property and equipment	AC/U	AC/U	AC/U	<a href="#">200.465</a>	N/A
46	Scholarships and student aid costs	AC	NS	NS	<a href="#">200.466</a>	N/A
47	Selling and marketing	U/AP	U/AP	U/AP	<a href="#">200.467</a>	N/A
48	Specialized service facilities	AC	AC	AC	<a href="#">200.468</a>	N/A
49	Student activity costs	U/AP	U/AP	U/AP	<a href="#">200.469</a>	<a href="#">2900.19</a>
50	Taxes	AC	AC	AC	<a href="#">200.470</a>	N/A
51	Termination costs	AC/U	AC/U	AC/U	<a href="#">200.471</a>	N/A
52	Training and education costs	A	A	A	<a href="#">200.472</a>	N/A
53	Transportation costs	A	A	A	<a href="#">200.473</a>	N/A
54	Travel costs	AC	AC	AP	<a href="#">200.474</a>	N/A
55	Trustees	A	A	NS	<a href="#">200.475</a>	N/A

## APPENDIX D

### Administrative Requirements

Awardees must adhere to the WIOA Title I requirements, the Office of Management and Budget's (OMB) Title 2 Code of Federal Regulations (CFR) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule [Uniform Guidance](#) and OMBs Title 2 CFR Part 2900 (DOL Exceptions).

#### A. Monitoring and Audits

Awardees will be monitored and/or audited by the State, in accordance with existing policies, procedures, and requirements governing the use of WIOA funds. Awardees are expected to be responsive to all reviewers' requests, provide reasonable and timely access to records and staff, facilitate access to subcontractors, and communicate with reviewers in a timely and accurate manner.

#### B. Record Retention

Awardees will be required to maintain project and fiscal records sufficient to allow federal, State, and local reviewers to evaluate the project's effectiveness and proper use of funds. The record retention system must include both original and summary (e.g., computer generated) data sources. Awardees will retain all records pertinent to this contract for a period of three years from the date of final payment on this contract [Uniform Guidance](#).

#### C. Reporting

Awardees must have the capability to report expenditures, participant, and outcome data to the State, in a manner that is timely, thorough, and accurate. Expenditures must be reported monthly through the State's required reporting system: (CalJOBS<sup>SM</sup>). Please review [WSD16-13 - Monthly and Quarterly Financial Reporting Requirements](#). The State will provide CalJOBS<sup>SM</sup> training upon request. See Appendix E for the State Reporting System Hardware and Software Requirements.

Awardees will be required to submit monthly financial reports by the 20<sup>th</sup> of every month and program narrative reports monthly for the first quarter and then quarterly thereafter. Upon closeout of the project, a "Final Report" will be required. The Reporting templates will be provided to awardees by the EDD project manager and CWDB staff.

**APPENDIX E**

**State Reporting System  
Hardware and Software Requirements**

VOS v16.x

**Workstation Requirements**

<b>System</b>	<b>Hardware Required</b>	<b>Software Required</b>	<b>Connectivity</b>
<b>Client Workstation</b>	<p><b>Processor:</b> PIII or higher</p> <p><b>Memory:</b> 2 GB of RAM or higher</p> <p><b>Display:</b> Super VGA (800 X 600) or higher-resolution video adapter and monitor</p>	<p><b>Operating System:</b></p> <p>Microsoft Windows 7</p> <p>Macintosh OS X v10. 4.8 (Panther) or higher</p> <p><b>3rd-Party Software (described after table):</b></p> <p>Meadco ScriptX ActiveX 7.4/ Object<sup>1</sup>/ Microsoft Silverlight 3<sup>2</sup></p> <p>DynamSoft HTML5 Document Scanning</p>	<p><b>Minimum:</b></p> <p>Dedicated broadband or high speed access, 380k or higher</p>
<b>Staff/ Administrator Workstation</b>	<p><b>Processor:</b> PIII or higher</p> <p><b>Memory:</b> 2GB of RAM or higher</p> <p><b>Display:</b> Super VGA (800 X 600) or higher-resolution video adapter and monitor</p>	<p><b>Operating System:</b></p> <p>Microsoft Windows 7</p> <p>Macintosh OS X v10. 4.8 (Panther) or higher.</p> <p>JAWS for Windows software for visually impaired access (optional)</p> <p><b>3rd-Party Software (described after table):</b></p> <p>Meadco ScriptX ActiveX 7.4/ Object</p> <p>Microsoft Silverlight 3</p> <p>DynamSoft HTML5</p>	<p><b>Minimum:</b></p> <p>Dedicated broadband or high speed access, 380Kbps or higher</p>

System	Hardware Required	Software Required	Connectivity
		Document Scanning	

### Supported Browsers:

For best results, use a current version of one of the following supported browsers:

- 
[Microsoft Internet Explorer 11 or higher | Download Latest Version](#)
- 
[Mozilla Firefox 30 or higher | Download Latest Version](#)
- 
[Apple Safari 5 or higher | Download Latest Version](#)
- 
[Google Chrome 36 or higher | Download Latest Version](#)
- 
[Opera 22 or higher | Download Latest Version](#)

### Client Workstations (Third-Party Software)

As indicated in the preceding table, certain freely-available third-party software is required on client workstations to maximize all of the features in the Virtual OneStop suite.

Name	Version	Version	Installation/Download
VOS	v14.0	v15.3	-
Adobe Acrobat Reader	v8.0+	v8.0+	<a href="#">Get Adobe Reader</a>
Adobe Flash	v11+	v11+	-
Meadco ScriptX	v7.4+	v7.4+	<a href="#">Meadco ScriptX</a>
Microsoft RSClientPrint for SSRS reports	-	-	<p>Detailed instructions for installing the 2012 MS RSClientPrint control can be copied from the following site:</p> <p><a href="#">MS RS Client Print for SSRS Reports</a></p>

Name	Version	Version	Installation/Download
			<p>Downloading and installing the ActiveX control RSClientPrint.cab requires administrator permissions on the client machine. A user with permissions would opt to install when prompted by their browser to download the Active X control.</p>
<p>DynamSoft HTML5 Document Scanning</p>	-	-	<p><u>DyamSoft</u>  Download DynamicWebTWAINHTML5Edition.exe</p>

**Meadco ScriptX 7.4:** ScriptX provides for the closely controlled printing of HTML- and XML-based documents. It is a client-side ActiveX object used throughout Virtual OneStop to ensure the consistent formatting and appearance of printed output from any local or networked printer, regardless of the printing attributes already set in that computer’s browser. It temporarily controls printer settings such as margin sizes, header and footer information, page numbering, and whether to print in Landscape or Portrait mode. The control is in place at the time of printing a browser window or framed content; all settings are automatically restored to default settings and no permanent changes are saved. ScriptX v7.5 or later is required when working with Internet Explorer 8 on Windows XP, Windows Vista, and Windows 7.

**Adobe Acrobat Reader 11:** Certain documents (such as User Guides and Quick Reference Cards) are available to our customers on our external OPC website as Adobe Acrobat files. They are also frequently attached as some of the resources that are available on the Staff Online Resources page in Virtual LMI. These files can be read with Adobe Acrobat Reader 7.0 or higher; however, it is recommended that this recent version of Adobe Acrobat Reader be installed. Acrobat Reader is free browser software.

**Adobe Flash 11:** The Training/Learning Center Videos for Virtual OneStop can be watched with Adobe Flash 9 or later, although we recommend the current version 11. Adobe Flash is free browser software. The only limitations may be with client firewalls and security obstructions that may keep the videos from functioning correctly.

**RSClientPrint** is a Microsoft ActiveX control that enables client-side printing of Microsoft SQL Server Reporting Services reports. The ActiveX control displays a custom print dialog box that shares common features with other print dialog boxes. The client-side print dialog box includes a printer list for selection, print preview option, page margin settings, orientation, etc.

Downloading and installing the ActiveX control RSClientPrint.cab requires administrator permissions on the client machine.

**VOS uses CKEditor version 4.3.1**

The version 14.0 Virtual One Stop (VOS) is currently using version 4.3.1 of CKEditor. CKEditor is used within the VOS system to allow you to use common word processing features in the system with such things as job descriptions, resumes and cover letters.

CKEditor supports all popular browsers including Chrome, Firefox, Internet Explorer, Opera and Safari. However, Internet Explorer 7 (or lower) and Firefox 3.6 are no longer supported (CKEditor 4.1.3 was the last version to support Internet Explorer 7 and Firefox 3.6).

It should also be noted that while the latest version of Safari is actively supported, earlier versions may have compatibility issues.

If you are using these unsupported browsers versions, your browser should be updated to avoid compatibility issues.

**From:** [Peacock, Rebecca \(MYR\)](#)  
**To:** [BOS Legislation, \(BOS\)](#); [Groffenberger, Ashley \(MYR\)](#)  
**Cc:** [Kittler, Sophia \(MYR\)](#); [Pagan, Lisa \(ECN\)](#); [Yu, Lisa \(ECN\)](#); [Liedl, Fred \(ECN\)](#); [Bangcaya, Matthew \(MYR\)](#)  
**Subject:** Mayor -- [Resolution] -- [Accept and Expend Grant – Retroactive – California Employment Development Department – Workforce Innovation and Opportunity Act (WIOA) Workforce Accelerator Fund 8.0 - \$150,000]  
**Date:** Tuesday, December 22, 2020 3:26:59 PM  
**Attachments:** [\(2\) A&E ECN Workforce Accelerator.zip](#)

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Attached for introduction to the Board of Supervisors is a **resolution retroactively authorizing the Office of Economic and Workforce Development to accept and expend a grant in the amount of \$150,000 from the California Employment Development Department, a recipient of the grant award from the United States Department of Labor for Workforce Innovation and Opportunity Act (WIOA) Workforce Accelerator Fund 8.0 Project, for the period of April 1, 2020 to September 30, 2021.**

[@Groffenberger, Ashley \(MYR\)](#), can you please reply-all to indicate your approval? Thanks!

Please let me know if you have any questions.

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**Rebecca Peacock** ([they/them](#))  
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Office of Mayor London N. Breed  
City & County of San Francisco

\*\*\* Please note I will be out of office from December 23 – January 1, returning on January 4 \*\*\*