

File No. 121163

Committee Item No. 2

Board Item No. 1

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance

Date January 9, 2013

Board of Supervisors Meeting

Date JANUARY 29, 2013

Cmte Board

- | | | |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Motion |
| <input type="checkbox"/> | <input type="checkbox"/> | Resolution |
| <input checked="" type="checkbox"/> | <input checked="" 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"/> | Legislative Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input checked="" type="checkbox"/> | <input checked="" 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 type="checkbox"/> | <input type="checkbox"/> | Contract/Agreement |
| <input checked="" type="checkbox"/> | <input checked="" 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)

<input type="checkbox"/>	<input type="checkbox"/>	_____
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Completed by: Alisa Miller Date January 4, 2013

Completed by: Alisa Miller Date January 10, 2013

An asterisked item represents the cover sheet to a document that exceeds 25 pages.
The complete document can be found in the file.

1 [Accept and Expend Grant - TechSF-Workforce Innovation Partnership - \$3,000,000]

2
3 **Ordinance authorizing the Office of Economic and Workforce Development to**
4 **retroactively accept and expend a grant in the amount of \$3,000,000 from the**
5 **Department of Labor for the TechSF-Workforce Innovation Partnership, and**
6 **amending Ordinance No. 165-12 (Annual Salary Ordinance, FY2012-2013 and**
7 **FY2013-2014) to reflect addition of one (1) Class 9775 Senior Community**
8 **Development Specialist II grant-funded position (0.77 FTE) in the Office of**
9 **Economic and Workforce Development and one (1) Class 1053 IS Business**
10 **Analyst - Senior grant-funded position (0.77 FTE) in the Department of**
11 **Technology.**

12
13 NOTE: Additions are single-underline italics Times New Roman;
14 deletions are ~~strikethrough italics Times New Roman~~.
15 Board amendment additions are double underlined.
16 Board amendment deletions are ~~strikethrough normal~~.

17 Be it ordained by the People of the City and County of San Francisco:

18 Section 1. Findings

19 (a) The Workforce Innovation Fund grant program, administered by the
20 Employment and Training Administration (ETA) of the U.S. Department of Labor
21 (DOL), supports projects that seek to improve the workforce system through
22 innovative and evidence-based program strategies.

23 (b) The Office of Economic and Workforce Development (OEWD) applied
24 for a Workforce Innovation Fund grant in late March 2012. In its application, it
25 requested funding for the TechSF-Workforce Innovation Partnership. This partnership
will leverage resources from established public-private IT sector initiatives to conduct

Mayor Lee

BOARD OF SUPERVISORS

1 and scale pilot projects to test new workforce service delivery practices that are
2 designed to improve outcomes for employers and jobseekers.

3 (c) Key partners include IT industry leaders, City College of San Francisco,
4 San Francisco State University, Bay Area Video Coalition, Corporation for a Skilled
5 Workforce, Mayor's Office of Innovation, Txt2Wrk, and WestEd. Each partner is
6 playing a critical role in the development, implementation, and evaluation of the pilot
7 strategies.

8 (d) On July 11, 2012 ETA awarded OEWD \$3,000,000 to implement the
9 proposed TechSF-Workforce Innovation Partnership.

10 (e) The award period is from July 1, 2012 to June 30, 2015.

11 Section 2. Authorization to accept and expend grant funds.

12 (a) The Board of Supervisors hereby authorizes the Office of Economic and
13 Workforce Development to retroactively accept and expend, on behalf of the City and
14 County of San Francisco, Workforce Innovation Fund grant funds in the amount of
15 \$3,000,000 for the purpose of implementing the TechSF-Workforce Innovation
16 Partnership.

17 (b) The grant includes \$81,888.00 to fund indirect costs.

18 Section 3. Grant funded positions; Amendment to FY 2012-2013 and FY 2013-
19 2014 Annual Salary Ordinance.

20 The hereinafter designated sections and items of Ordinance No. 165-12
21 (Annual Salary Ordinance, FY 2012-2013 and FY 2013-2014) are hereby amended to
22 add one (1) (0.77 FTE) position in the Office of Economic and Workforce
23 Development and one (1) (0.77 FTE) position in the Department of Technology, and
24 shall read as follows:
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Department: ECN Economic and Workforce Development (21)
Program: BL1 Workforce Training
Subfund: 2S-CDB-GNC
Index Code: 210056

Amendment: # of Pos. Class and Item No. Compensation Schedule
Add 0.77 FTE 9775 Senior Community Development Specialist II \$3,378 B \$4,106

Department: TIS General Services Agency – Technology (75)
Program: BIT Technology
Subfund: 6I-TIF-AAP
Index Code: 751416

Amendment: # of Pos. Class and Item No. Compensation Schedule
Add 0.77 FTE 1053 IS Business Analyst-Senior \$3,213 B \$4,042

1 APPROVED AS TO FORM:

APPROVED AS TO CLASSIFICATION

2 DEPARTMENT OF HUMAN RESOURCES

3
4
5 By: Virginia Dario Elizondo

6 Virginia Dario Elizondo

7 Deputy City Attorney

By: Micki Callahan

8 Micki Callahan

9 Department of Human Resources

10 APPROVED: Edwin M. Lee

11 Edwin M. Lee

12 Mayor

13 APPROVED: Ben Rosenfield

14 For Ben Rosenfield

15 Controller

16
17 Recommended:

18 Todd Rufo

19 Todd Rufo, Director

20 Office of Economic and Workforce Development

21
22
23
24
25
Mayor Lee
BOARD OF SUPERVISORS

TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: John Halpin, Director of Workforce Program Operations,
Office of Economic and Workforce Development
DATE: November 14, 2012
SUBJECT: Accept and Expend Ordinance for Federal Grant
GRANT TITLE: Workforce Innovation Fund

Attached please find the original and 4 copies of each of the following:

- Proposed grant ordinance; original signed by Department, Mayor, Controller
- Grant information form, including disability checklist
- Grant budget
- Grant application
- Letter of Intent or grant award letter from funding agency
- Ethics Form 126 (if applicable)

Special Timeline Requirements:

Departmental representative to receive a copy of the adopted ordinance:

Name:

Phone:

Interoffice Mail Address: City Hall Room 448

Certified copy required Yes

No

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

File Number: 121103
(Provided by Clerk of Board of Supervisors)

Grant Ordinance Information Form
(Effective May 2011)

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

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

1. Grant Title: Workforce Innovation Fund Grant
2. Department: Office of Economic and Workforce Development
3. Contact Person: John Halpin Telephone: (415) 701-4586
4. Grant Approval Status (check one):
 Approved by funding agency Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$3,000,000
- 6a. Matching Funds Required: None
b. Source(s) of matching funds (if applicable): NA
- 7a. Grant Source Agency: Department of Labor
b. Grant Pass-Through Agency (if applicable): NA
8. Proposed Grant Project Summary: The Tech SF-Workforce Innovation Partnership will cultivate, test, and evaluate innovative approaches to workforce training and services in collaboration with the local IT industry.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:
Start-Date: 7/01/2012 End-Date: 6/30/2015
10. Number of new positions created and funded: 2
11. Explain the disposition of employees once the grant ends? Employees will be separated when grant term expires.
- 12a. Amount budgeted for contractual services: \$2,000,000
b. Will contractual services be put out to bid? No
c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements? No
d. Is this likely to be a one-time or ongoing request for contracting out? Ongoing
- 13a. Does the budget include indirect costs? Yes No

b1. If yes, how much? \$81,886

b2. How was the amount calculated? 15.8% of Non-Contracted Costs

c. 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):

c2. If no indirect costs are included, what would have been the indirect costs?

14. Any other significant grant requirements or comments:

****Disability Access Checklist****

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

Existing Site(s)

Existing Structure(s)

Existing Program(s) or Service(s)

Rehabilitated Site(s)

Rehabilitated Structure(s)

New Program(s) or Service(s)

New Site(s)

New Structure(s)

16. 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 access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

Comments:

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

Eugene T. Flannery

(Name)

Environmental Compliance Manager/ADA Coordinator

Date Reviewed: 9-6-12

Eugene T. Flannery
(Signature Required)

Overall Department Head or Designee Approval:

Rhonda Simmons

(Name)

Workforce Development Director

(Title)

Date Reviewed: 9/6/12

Rhonda Simmons
(Signature Required)

Workforce Innovation Fund Grant Budget			
Grant Code: MEWIFG-1309			
Index Code: 210056			
00101	384,384		
01301	126,846		
02000	81,888		
02100	6,882		
03801	2,000,000		
081C5	400,000		
Total	3,000,000		

Opportunity Title:	Workforce Innovation Fund
Offering Agency:	Employment and Training Administration
CFDA Number:	17.283
CFDA Description:	Workforce Innovation Fund
Opportunity Number:	SGA-DFA-PY-11-05
Competition ID:	
Opportunity Open Date:	12/22/2011
Opportunity Close Date:	03/22/2012
Agency Contact:	Ariam Ferro Grants Management Specialist E-mail: Ferro.Ariam@dol.gov Phone: 202-693-3968

This electronic grants application is intended to be used to apply for the specific Federal funding opportunity referenced here.

If the Federal funding opportunity listed is not the opportunity for which you want to apply, close this application package by clicking on the "Cancel" button at the top of this screen. You will then need to locate the correct Federal funding opportunity, download its application and then apply.

This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.

* Application Filing Name:

Mandatory Documents

Move Form to Complete

Move Form to Delete

Mandatory Documents for Submission

Application for Federal Assistance (SF-424)

Other Attachments Form

Project/Performance Site Location(s)

Project Narrative Attachment Form

Budget Narrative Attachment Form

Budget Information for Non-Construction Program

Optional Documents

Disclosure of Lobbying Activities (SF-LLL)

Faith Based EEO Survey

Attachments

Move Form to Submission List

Move Form to Delete

Optional Documents for Submission

Instructions

- 1** Enter a name for the application in the Application Filing Name field.

 - This application can be completed in its entirety offline; however, you will need to login to the Grants.gov website during the submission process.
 - You can save your application at any time by clicking the "Save" button at the top of your screen.
 - The "Save & Submit" button will not be functional until all required data fields in the application are completed and you clicked on the "Check Package for Errors" button and confirmed all data required data fields are completed.
- 2** Open and complete all of the documents listed in the "Mandatory Documents" box. Complete the SF-424 form first.

 - It is recommended that the SF-424 form be the first form completed for the application package. Data entered on the SF-424 will populate data fields in other mandatory and optional forms and the user cannot enter data in these fields.
 - The forms listed in the "Mandatory Documents" box and "Optional Documents" may be predefined forms, such as SF-424, forms where a document needs to be attached, such as the Project Narrative or a combination of both. "Mandatory Documents" are required for this application. "Optional Documents" can be used to provide additional support for this application or may be required for specific types of grant activity. Reference the application package instructions for more information regarding "Optional Documents".
 - To open and complete a form, simply click on the form's name to select the item and then click on the => button. This will move the document to the appropriate "Documents for Submission" box and the form will be automatically added to your application package. To view the form, scroll down the screen or select the form name and click on the "Open Form" button to begin completing the required data fields. To remove a form/document from the "Documents for Submission" box, click the document name to select it, and then click the <= button. This will return the form/document to the "Mandatory Documents" or "Optional Documents" box.
 - All documents listed in the "Mandatory Documents" box must be moved to the "Mandatory Documents for Submission" box. When you open a required form, the fields which must be completed are highlighted in yellow with a red border. Optional fields and completed fields are displayed in white. If you enter invalid or incomplete information in a field, you will receive an error message.
- 3** Click the "Save & Submit" button to submit your application to Grants.gov.

 - Once you have properly completed all required documents and attached any required or optional documentation, save the completed application by clicking on the "Save" button.
 - Click on the "Check Package for Errors" button to ensure that you have completed all required data fields. Correct any errors or if none are found, save the application package.
 - The "Save & Submit" button will become active; click on the "Save & Submit" button to begin the application submission process.
 - You will be taken to the applicant login page to enter your Grants.gov username and password. Follow all onscreen instructions for submission.

Application for Federal Assistance SF-424

*** 1. Type of Submission:**

- Preapplication
- Application
- Changed/Corrected Application

*** 2. Type of Application:**

- New
- Continuation
- Revision

*** If Revision, select appropriate letter(s):**

*** Other (Specify):**

*** 3. Date Received:**

03/21/2012

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

*** a. Legal Name:**

San Francisco, City and County of

*** b. Employer/Taxpayer Identification Number (EIN/TIN):**

94-6000417

*** c. Organizational DUNS:**

7886564160000

d. Address:

*** Street1:**

50 Van Ness Avenue

Street2:

*** City:**

San Francisco

County/Parish:

*** State:**

CA: California

Province:

*** Country:**

USA: UNITED STATES

*** Zip / Postal Code:**

94102-6013

e. Organizational Unit:

Department Name:

Economic&Workforce Development

Division Name:

Workforce Division

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Ms.

*** First Name:**

Amy

Middle Name:

*** Last Name:**

Wallace

Suffix:

Title: Deputy Director, Workforce Development

Organizational Affiliation:

Mayor's Office of Economic and Workforce Development

*** Telephone Number:**

415-581-2335

Fax Number:

415-581-2317

*** Email:**

amy.wallace@sfgov.org

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

B: County Government

Type of Applicant 2: Select Applicant Type:

C: City or Township Government

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Employment and Training Administration

11. Catalog of Federal Domestic Assistance Number:

17.283

CFDA Title:

Workforce Innovation Fund

*** 12. Funding Opportunity Number:**

SGA-DFA-PY-11-05

* Title:

Workforce Innovation Fund

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

TechSF Workforce Innovation Partnership

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="3,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="3,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

a. This application was made available to the State under the Executive Order 12372 Process for review on

b. Program is subject to E.O. 12372 but has not been selected by the State for review.

c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

Yes No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number:

Fax Number:

* Email:

* Signature of Authorized Representative:

* Date Signed:

Other Attachment File(s)

* Mandatory Other Attachment Filename:

To add more "Other Attachment" attachments, please use the attachment buttons below.

Project/Performance Site Location(s)

Project/Performance Site Primary Location I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location 1 I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location 2 I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location(s)

Project/Performance Site Location 3

I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location 4

I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location 5

I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location(s)

Project/Performance Site Location 6 I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location 7 I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Additional Location(s)

Project Narrative File(s)

* Mandatory Project Narrative File Filename:

To add more Project Narrative File attachments, please use the attachment buttons below.

Budget Narrative File(s)

* Mandatory Budget Narrative Filename:

To add more Budget Narrative attachments, please use the attachment buttons below.

BUDGET INFORMATION - Non-Construction Programs

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		Total (g)
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	
1. TechSF Workforce Innovation Partnership (TechSF-WIP)	17.283	\$	\$	\$ 3,000,000.00	\$	\$ 3,000,000.00
2.						
3.						
4.						
5. Totals		\$	\$	\$ 3,000,000.00	\$	\$ 3,000,000.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	TechSF Workforce Innovation Partnership (TechSF- WIP)				
a. Personnel	\$ 384,384.00	\$	\$	\$	\$ 384,384.00
b. Fringe Benefits	126,846.00				126,846.00
c. Travel	6,882.00				6,882.00
d. Equipment					
e. Supplies					
f. Contractual	2,400,000.00				2,400,000.00
g. Construction					
h. Other					
i. Total Direct Charges (sum of 6a-6h)	2,918,112.00				\$ 2,918,112.00
j. Indirect Charges	81,888.00				\$ 81,888.00
k. TOTALS (sum of 6i and 6j)	\$ 3,000,000.00	\$	\$	\$	\$ 3,000,000.00
7. Program Income	\$	\$	\$	\$	\$

Authorized for Local Reproduction

SECTION C - NON-FEDERAL RESOURCES				
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8.	\$	\$	\$	\$
9.				
10.				
11.				
12. TOTAL (sum of lines 8-11)	\$	\$	\$	\$

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 1,000,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
14. Non-Federal	\$				
15. TOTAL (sum of lines 13 and 14)	\$ 1,000,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16. Workforce Innovation Fund	\$ 1,000,000.00	\$ 1,000,000.00	\$	\$
17.				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	\$ 1,000,000.00	\$ 1,000,000.00	\$	\$

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges: 2918112	22. Indirect Charges: 81888
23. Remarks:	

1. Description of the Problem or Issue

San Francisco faces a classic labor market failure that the public workforce development system, in its current state, is too cumbersome to effectively address: Although unemployment in the region remains high at 8.5% (representing over 35,000 workers),¹ a majority of information technology sector employers report difficulty finding qualified candidates² due to enormous skills gaps and mismatches in the available workforce. On the demand side, employers are recruiting from a small pool of skilled workers, creating a virtual talent war. On the supply side, local jobseekers—especially at risk populations, the working poor, and long-term unemployed—express frustration that tech opportunities seem out of reach since they have no clear pathways into the industry. *As a result, San Francisco has not been able to fully capitalize on the economic recovery potential of the booming tech sector.*

An explosion of innovation within the sector is fueling acute demand for local talent. Anchored by industry heavyweights like Twitter, Salesforce, and Zynga, the sector produces, at ever accelerating speeds, a staggering array of breakthroughs—from social media, to cloud-based applications, to mobile games. Few sectors are innovating better, faster, and across more different areas, with San Francisco second only to San Jose among the nation's top generators of patent applications per 1,000 employees.³ San Francisco's tech industry currently comprises over 1,500 companies employing more than 30,000 people. This year, local firms expect to add more than 8,000 new positions, pushing the total number of tech jobs well past the 34,000 high set in 2000.⁴ Moreover, San Francisco's tech-friendly business incentives continue to attract scores of new firms. In the first two months of 2012 alone, tech companies like Amazon and Airbnb have leased more than 1.1 million square feet of office space—not only creating

¹ Bureau of Labor Statistics. (2012). *Unemployment Rates for Large Metropolitan Areas*. Retrieved from <http://www.bls.gov/web/metro/laurgma.htm>

² NOVA Workforce Board. (2011). *Silicon Valley in Transition: Economic and Workforce Implications in the Age of iPads, Android Apps, and the Social Web*. California: Author.

³ Newsom, G. (2011). *An Economic Growth and Competitiveness Agenda for California*. Sacramento: Author.

⁴ Dickinson, B. (2012, January 13). Tech Companies Are Flocking To San Francisco, And The Mayor Wants To Keep Them Coming. *Business Insider*. Retrieved from <http://www.businessinsider.com/tech-guys-work-with-the-government-to-accelerate-change-2012-1>

new jobs but also reviving struggling neighborhoods with foot traffic and commerce.⁵

The tech sector is clearly a bright spot in today's challenging economic landscape, presenting the city's public workforce system with tremendous opportunities both to connect jobseekers to quality employment, and to learn from and adapt the sector's innovative approaches to work, learning, and talent management. Three related challenges, however, prevent the public system from fully capitalizing on the current tech boom: 1) the significant skills mismatch; 2) inefficient and outdated systems that cannot match the sector's breakneck speed of change; and 3) the dearth of mechanisms for obtaining real-time information about the sector.

Significant skills mismatch. Perhaps the greatest barrier to entry and advancement in the sector is limited postsecondary attainment and lack of relevant experience and skills. Nationally, only about 40% of Americans have obtained an associate's degree or higher by their mid-twenties; these numbers are even more disparate among minority populations, with only 30% of African-Americans and 20% of Latinos in their mid-twenties attaining an associate's degree or higher⁶—leading to a significant underrepresentation of minorities in the IT sector.⁷ In San Francisco, nearly 30% of residents have a high school diploma or less.⁸ Historically, demand for skilled IT workers in San Francisco has been addressed through in-migration. From 1995- 2000, San Francisco experienced a large influx of workers with bachelor's degrees due to the dot-com surge.⁹ Many of these workers left during the bust of the early 2000s. Now, with employer demand on the rise again, a significant portion of San Francisco's worker population lacks the skills and educational attainment to access these opportunities. The skills gap is further exacerbated by limited access to experiential learning opportunities and soft skills development. In a recent survey of regional tech firms,

⁵ SFBT Morning Call. (2012, March 2). Tech run devours San Francisco office space. Retrieved from http://www.bizjournals.com/sanfrancisco/morning_call/2012/03/tech-run-devours-san-francisco-office.html

⁶ Harvard Graduate School of Education. (2011). *Pathways to Prosperity Project: Meeting the Challenge of Preparing Young Americans for the 21st Century*. Cambridge: Author.

⁷ Griffin, Dorissa & Kristal Lauren High. 2011. *Minorities and High-Tech Employment*. Washington, DC: Minority and Media Telecom Council.

⁸ U.S. Census Bureau. *American Community Survey (2007)*. Retrieved from http://census.gov/acs/www/data_documentation/data_main/

⁹ Mayor's Office of Economic and Workforce Development. (2007). *Sustaining Our Prosperity: The San Francisco Economic Strategy*. San Francisco: Author.

employers emphasized the need for jobseekers to have tangible portfolios and work products.¹⁰ The same survey shows employers indicating a clear preference for applicants who demonstrate adaptability and entrepreneurial drive over applicants with more years of experience/ formal education but who don't display the same soft skills.¹¹ Left unresolved, these skills gaps severely curtail the sector's ability to grow locally and deprive the public system of the opportunity to connect local jobseekers to quality jobs in the industry. The public system's ability to address them effectively, however, is hampered by inefficient systems and lack of access to real time information.

Inefficient public workforce systems and a rapidly evolving sector. Today's technology innovations differ from preceding breakthroughs because of the speed with which they usher change. As Martin Ringle, former President of the Northwest Academic Computing Consortium notes, "No longer do we have decades to contemplate innovation. Increasingly, we encounter technologies that have the power to alter the way we live and work in a matter of months."¹² The current public system, however, is neither nimble nor flexible enough to match the speed at which the tech sector operates, which stymies both employers and jobseekers. For instance, much of the public system's infrastructure assumes connecting jobseekers to long-term, permanent, full-time employment—a model that doesn't mesh with the short-term, fluid, project-based work that is the norm in the tech sector. Many of the public system's business and technology systems are simply outdated and inefficient. Duplicated business services and non-synchronous databases across different workforce development service providers, city agencies, and funding streams make it impossible to accurately, efficiently collect key data for analysis and strategic decision-making. Inconsistent, unconsolidated mechanisms for sharing service information across workforce, education, and social services systems result in inefficient, uncoordinated—even uninformed—case management and referrals.

¹⁰ NOVA Workforce Board. (2011). *Silicon Valley in Transition: Economic and Workforce Implications in the Age of iPads, Android Apps, and the Social Web*. California: Author.

¹¹ Ibid.

¹² Ringle, M. (2000, November/December). Technology Innovation: Thriving at Breakneck Speed. *EDUCAUSE Review Magazine*, 35(6). Retrieved from <http://www.educause.edu/EDUCAUSE+Review/ERVolume352000/EDUCAUSEReviewMagazineVolume35/157663>

The public system's inefficiency has led industry employers to consistently underutilize its services, specifically One Stop labor exchange services. In a recent survey of regional tech employers, over 70% reported they had never heard of their WIBs.¹³ Industry employers have also routinely told OEWD that they would rather pay a private staffing agency rather than work with the public system because they perceive the former as more streamlined and efficient. Not surprisingly, of the 420 employers who used San Francisco's One Stop System to fill job openings during the last six months, only 8 were tech employers (1.9%); these employers filled only eight positions in total (1.2%) of the 679 job placements through the One Stops during the same period.

Dearth of mechanisms for obtaining real time data. Although the tech sector's speed renders obsolete much of the labor market data, research, and reports that the public workforce system and its education partners typically rely on to make investment decisions, no established mechanisms yet exist for obtaining real-time information from the industry. The absence of clear, timely information about the industry has two key consequences. First, post-secondary training and education curricula substantially lag behind the tech sector's current needs. A recent report notes community colleges, generally, do not have the analytic resources necessary to match curricula with employer needs, nor access to dependable "real-time" information for identifying emerging industry requirements.¹⁴ Another concludes the current supply of IT courses lack coherent standards, creating "confusion and difficulty for employers trying to understand knowledge and skill sets of workers."¹⁵ Second, jobseekers lack clear educational pathways for developing the relevant industry skills and experience employers require, which is especially prohibitive for would-be new entrants and disadvantaged populations. Without a real-time feedback loop, it is impossible to accurately assess where growth is occurring, which occupations are in demand, what skills are needed or

¹³ NOVA Workforce Board. (2011). *Silicon Valley in Transition: Economic and Workforce Implications in the Age of iPads, Android Apps, and the Social Web*. California: Author.

¹⁴ Altstadt, D. (2011). *Aligning Community Colleges to Their Local Labor Markets*. U.S.A: Lumina Foundation for Education & Joyce Foundation.

¹⁵ Center for Excellence: SF Bay Area & Mid-Pacific ICT Center: SF Bay Area. (2011). *2011 Environmental Scan – Information & Communications Technologies in California: Phase Three: Educational Program Input*. San Francisco: Author.

evolving, where career paths and trainings exist, and where they need to be developed.

2. Description of Project: Strategic Approach and Logic Model

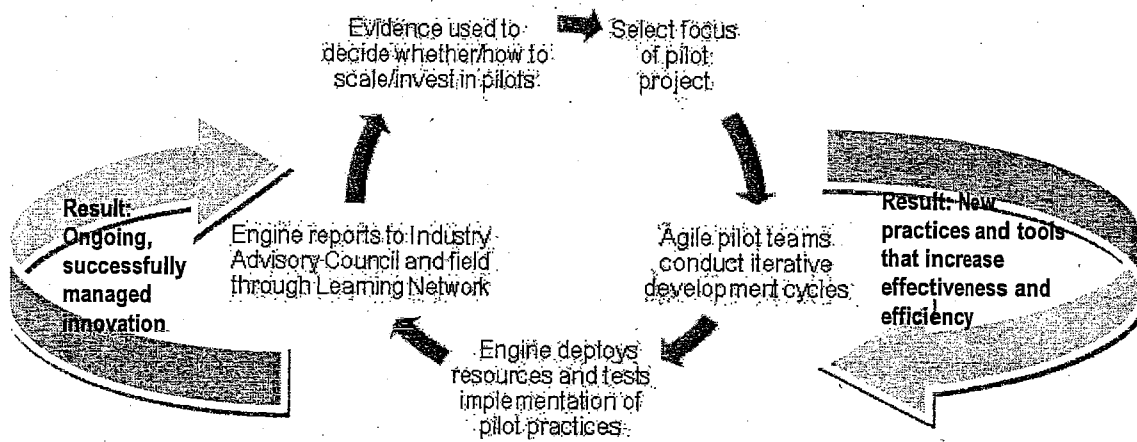
a. Goals and Outcomes. The proposed **TechSF-Workforce Innovation Partnership (TechSF-WIP)**, a robust Information Technology/Digital Media (IT/DM) sector partnership, will address these issues by developing and delivering innovative, agile, and responsive solutions in education, training and workforce services. **TechSF-WIP** will build on the TechSF Industry Advisory Council, an existing IT sector partnership and subcommittee of the SF WIB, which oversees a working group ramping up an H-1B IT technical skills training grant. **TechSF-WIP** will leverage this foundation and harness the unique economic and innovative power of the industry to drive systems-level improvements in local workforce services. These local solutions will hold the potential to impact other sectors and regional, state and national workforce systems.

TechSF-WIP has three primary goals, each of which are operationalized by concrete action steps that will affect relevant workforce outcomes during the grant period. **Goal 1: Develop a Local Innovation Engine** that optimizes public and private sector collaboration, resources and expertise to build the capacity for continuous innovation within the public workforce development system. A robust public-private partnership will formally institutionalize a sustainable Innovation Engine powered by six interlocking components: 1) Workforce Innovation Council: a collective strategic leadership infrastructure; 2) Workforce Innovation Management Methodology: a disciplined approach to codifying and integrating new skills, tools and rules into individual, organizational and systems-level practices and processes; 3) Data Lab: a generator for real-time data and analyses that spark creativity and change; 4) Evidence: a rigorous program of evaluating and reporting on processes and outcomes; 5) Workforce Innovation Lab: an intensive innovation incubator that builds the knowledge, skills and drive to innovate among local workforce system providers; and 6) Learning Network: a public engagement strategy to spread knowledge about what works.

The Workforce Innovation Council, a new working group of the TechSF Industry Advisory Council, will identify and prioritize opportunities to improve the public workforce system, address barriers to

workforce system-sector alignment, and pursue regulatory, policy and funding solutions related to these. The Council will include industry leaders Google, LinkedIn, Twitter, and Zynga, among others. It will task other components of the Innovation Engine to launch an industry-supported, agile development process, designed to catalyze and accelerate systemic change through conducting and evaluating rapid-turnaround pilot projects. We will use what we learn to inform and support broader adoption of innovative practices and tools, and will share what we learn with regional, state, and national workforce development systems.

Figure 1: TechSF-WIP Innovation Process



Resources to fuel the Innovation Engine and support for pilot projects will be leveraged, in part, through the City's impressive roster of public-private sector IT initiatives, including: sf.citi (a San Francisco-based industry group representing over 165 Bay Area technology companies) and City2.0 (the Mayor's government innovation initiative); the *TechSF H-1B* program offering technical skills training to unemployed and incumbent workers; Zynga's industry-sponsored, contextualized hard and soft skills training serving a continuum of jobseekers; and other economic and workforce development strategies in place to stimulate sector growth (see additional detail in Section 4, below, and letters of support in Attachment E).

Goal 2: Develop Local Talent to Close Skills Gap: TechSF-WIP will cultivate an adaptive, skilled pool of local talent, to end talent wars, strengthen the sector, and enhance national and global competitiveness. It will coordinate workforce system providers, employers and higher education partners (at local, regional and

state levels), to develop and pilot hard- and soft- skills training focused on industry exposure opportunities, including work- and project-based learning, for credit or credentials. An employer engagement strategy, based on a highly successful engagement model, will coordinate and incent employers' participation and investment in education-based workforce services that articulate new ways to enter IT/DM career pathways, and arm jobseekers with the know-how to navigate the fluid, dynamic environment of the project-based workplace. **TechSF-WIP** will leverage resources from the CA Business and Entrepreneurship Center Program to pilot an IT Entrepreneurship Incubator, providing vulnerable and disconnected jobseekers short-term, intensive instruction led by employers and industry mentors to help them pitch ideas, solve problems, generate opportunities for "gigs" or project-based work, and stimulate small business growth.

Goal 3: Create Agile Solutions that Transform Workforce Services: **TechSF-WIP** will transform workforce services in ways that increase access to education, training and employment opportunities for vulnerable and disconnected populations, cut costs, and increase system speed and responsiveness for employers and job seekers. Partners will apply an industry-supported agile development and project management processes to test user-designed service innovation strategies and emerging technologies, including social media tools, crowdsourcing, and mobile communications. Planned pilots will capitalize on text messaging strategies to more effectively reach vulnerable and disconnected workers; build career navigation tools accessible by employers, educators and jobseekers; and leverage existing city-employer sponsored hack-a-thon forums to address priorities identified by the Innovation Council.

These goals and objectives align with ETA's goals to identify and document evidence-based practices that can ignite broad change and continuous improvement in the public workforce system. The table below outlines **TechSF-WIP** goals, outcomes that will lead to longer-term impacts, and their relationship to goals outlined in the Workforce Innovation Fund SGA.

TechSF-WIP Goal	Table 1: Alignment of TechSF-WIP Goals and Outcomes with WIF Objectives	
	TechSF-WIP Outcomes	WIF Objectives
<i>Develop Local</i>	1. Sustainable Innovation Engine a. # of employers participating in decisions directing innovation; b. \$\$	3. Ensure education, employment and training services are developed in partnership with specific employers or

Innovation Engine	in leveraged partner investments; c.i # pilot projects; c.ii real-time, accurate data support decisions; c.iii pilot practices implemented with fidelity; c.iv regular engagement and growing membership in learning network	industry sectors and reflect current/future skill needs 4. Build knowledge about effective practices through rigorous evaluation; translate lessons learned into improved labor market outcomes; create ability to scale successful practice
Develop Local Talent to Close Skills Gap	a.i # people trained/earning credit in new learning formats, # of related job placements; a.ii. # Industry partners supporting learning strategies; a.iii # participants in entrepreneurial program and related job placements	1. Deliver services more efficiently and achieve better outcomes, particularly for vulnerable populations and dislocated workers 2. Support systems reforms/innovations that facilitate cooperation across programs and funding streams 3. Ensure education, employment and training services are developed in partnership with specific employers or industry sectors and reflect current/future skill needs
Create Agile Solutions that Transform Workforce Services	b.i faster customer response; b.ii # employers hiring from workforce services, # of hires; b.iii # workforce service users; b.iv decrease in per-customer/transaction costs	1. Deliver services more efficiently and achieve better outcomes, particularly for vulnerable populations and dislocated workers 2. Support systems reforms/innovations that facilitate cooperation across programs and funding streams

b. Strategy and Logic Model. The project approach is based on the following **theory of change**: Building an **enhanced sector partnership** between employers, educators and the workforce system will surface mutual dependencies, needs and priorities for addressing shared workforce development issues. Applying an **agile, highly collaborative innovation process** to solve shared problems will allow project partners to accelerate skill development and respond in real-time to the skills gap. **New educational approaches** sponsored by employers, such as work- and project-based learning, entrepreneurship training and other alternative training solutions, will build skills relevant to the sector. The agile innovation process will also **generate new tools and service strategies** for employers, educators and job seekers, particularly vulnerable and disconnected populations, to connect to workforce services and access real-time information about opportunities across the industry. Education, training and other workforce services that operate at industry speed will cut employer and one-stop provider costs while improving service quality and relevance. This will result in **better outcomes for employers and job seekers**. Documenting, evaluating and institutionalizing practices that operate at industry speed will **generate evidence and resources** to help ensure services that lead to positive outcomes can be **successfully replicated** throughout the sector, in other sectors, and throughout the workforce system. The logic model is provided as Attachment B.

Context and Assumptions: The proposed expansion of the TechSF sector strategy will unfold as one of

several new economic development joint ventures between the City and the local technology industry, and will have strong public-private leadership support for creating long-term impact. The proposed TechSF-WIP innovation process will leverage the ETA's substantial investment in San Francisco's IT sector through H-1B-funded training programs, and cutting-edge industry expertise that can complete the ETA's vision for systemic change by catalyzing uptake of new tools and approaches to meeting a wide range of industry needs; creating meaningful career paths in a sector defined by project-based work; improving access by vulnerable and dislocated workers; and modeling how workforce systems can operate at industry speed. Deploying training, TA and other resources, particularly data, will support the innovation process. For detail on the use of data, see Section 5, below, and the Evaluation Plan in Attachment C1.

Hypotheses: 1) The **TechSF-WIP** approach to innovation is a sustainable, effective mechanism for driving continuous system improvements; 2) New approaches to skill development in formal and non-traditional settings will enable industry partners to recruit and retain skilled workers; and 3) New competencies and tools will improve service effectiveness, efficiency, quality and outcomes for employers and job seekers.

Specific Project Strategies

TechSF-WIP will employ two comprehensive strategies to accomplish project goals.

1. Build an Innovation Engine to institutionalize capacity and competencies that will foster continuous innovation and transform the workforce system.
 - a. Convene a **Workforce Innovation Council** that will: guide the TechSF-WIP project; improve understanding of rapidly changing sector needs; identify and prioritize actions to increase workforce system-sector alignment; actualize a sustainable "innovation engine" that catalyzes and accelerates change through an agile development process; direct further investments in successful practices; and spread successful practices throughout the local workforce system.
 - b. **Leverage** existing public-private industry partnerships and resources to support the Innovation Council, including: sf.citi, City2.0, *TechSF* H-1B training program; Zynga's employer-led technology

Boot-Camp, which offers mentoring, internship and customized entry-level training to 100 unemployed and mid-career job seekers, and a social enterprise call center; hack-a-thons and charettes (events held by the Mayor's Office of Innovation which invite citizens to participate with city staff in problem-solving sessions), and track their investments in the project. (See Section 4, below, for a roster of partners and resources, and letters of support in Attachment E).

- c. Implement an **agile development process** to support innovation and ensure continuous workforce system improvement. Components include:
 - i. **Workforce Innovation Management Methodology:** The Project Management Team (PMT) will document implementation of pilots and write manuals describing individual and organizational competencies required to support continuous innovation and replicate practices with fidelity. These competencies may include: staff selection, training, coaching and evaluation practices; and organizational resources (e.g. decision-support data systems, policies, procedures, culture, and financial, human and other organizational resources).
 - ii. **Data Lab:** The Mayor's Office of Innovation (MOI) and other partners will help develop data, collection protocols, metrics linked to WIA measures, mechanisms to exchange and analyze data, and reporting protocols to track results of pilot projects, partnership investments, and spread of successful practices. For example, the Lab will help OEWD and City College of San Francisco (CCSF) share and analyze data to better align learning formats with industry needs and assess the value-add of experiential learning formats, modular courses, certificates and degrees on workforce outcomes to help target resources to high-yield solutions.
 - iii. **Process and outcome evaluation:** The evaluation team, working closely with the Data Lab and project partners will employ qualitative and quantitative methods (including propensity score matching of comparison groups), to track the outputs and measurable change in outcomes generated by project activities (see Section 5, below, and Evaluation Plan in Attachment C1)

- iv. Innovation Lab: The Lab will leverage funds to support workforce providers, including staff in City departments, education institutions, and community-based organizations, as they learn and apply the processes and tools of innovation. The Lab will use proven methods designed by workforce, innovation and IT leaders to help transform the workforce system, building capacity for and institutionalizing processes of innovation and a culture of constructive experimentation.
 - v. Learning Network: TechSF-WIP partners will host meetings, conference calls, and webinars to disseminate evidence of successful practices and engage with the field on issues that can stimulate further local innovation and spread change throughout the workforce system. Regional, state and national constituents, including the DOL Region 6 office and California State WIB will be invited to participate. (See Section 4, below, for additional detail).
2. Conduct and scale pilot projects to test new workforce service delivery practices that are designed to improve outcomes for employers and jobseekers.
- a. Develop local talent through **new career pathways** that help close the skills gap, especially for residents accessing Universal Services and other WIA-formula funded services through the public workforce system.
 - i. Accelerated Skills Development Curriculum Pilot: City College of San Francisco (CCSF) and San Francisco State University (SFSU) will collaborate with employers to develop curricula that offer credit, credentials or certificates for project-based and work-based learning aligned with demand in industry career ladders and sub-clusters.
 - ii. Industry Engagement Pilot: CCSF and SFSU will adapt and leverage the successful YearUp “employer champion” model to conduct employer outreach that taps the corporate social responsibility agendas of IT/DM sector employers. The pilot will frame employer participation in campus-based skills acceleration programs as a benefit to connect them with student apprentices, help them access a menu of workforce services, and increase workforce diversity.

iii. Entrepreneurship Incubator Pilot: TechSF-WIP will leverage and adapt the California Business and Entrepreneurship Center model and curricula to provide vulnerable and disconnected workers opportunities to access formal training in entrepreneurship through stand-alone short-term workshops and courses, and/or through integration of these formats into existing post-secondary curricula.

b. Create agile solutions that transform workforce services.

TechSF-WIP will employ agile development and project management methods to develop and test real-time responses to workforce system challenges. The project will launch a series of pilot projects, assembling highly collaborative teams that 1) *redefine and reframe* issues by relying on input from multiple perspectives; 2) *produce tools* (technology solutions) that can instantly engage multiple and diverse constituencies around information in ways that support a new response to the underlying issue; then 3) *reinvent the way staff work* to deliver services, applying new practices, policies and procedures. The TechSF-WIP Innovation Council will tap industry leaders to spearhead pilot projects; end-user input gathered through crowdsourcing methodologies will be incorporated in real-time during working sessions within each development cycle. The capacity to collect data on new efficiency and effectiveness metrics that link to existing workforce outcome measures will be built into new tools. Candidate issues to be addressed through agile development pilots will be gathered from end-users and project partners, with finalists selected by the Innovation Council. Planned pilots include:

i. Career Navigation: This pilot will use industry-developed interface solutions to build a career navigation and placement application that integrates a variety of existing tools. Employers, education institutions, training providers, public workforce programs and mandated partners will be able to contribute real-time information through the highly distributive method of crowdsourcing to inform career pathway and employment options available to job seekers.

- ii. Virtual job applications: Txt2Wrk Pilot: Workforce providers will help jobseekers prepare online employment profiles and enable jobseekers to respond in real-time to job announcements and other workforce system related opportunities through text-to-speech technologies. This pilot will increase access to these opportunities by disconnected and vulnerable populations, especially those with low digital literacy, low broadband connectivity, and other employment barriers.

Outputs and Link to Project Goals

TechSF-WIP Goal	Table 2: Alignment of TechSF-WIP Goals with Outputs TechSF-WIP Outputs
<i>Develop Local Innovation Engine</i>	Operational Innovation Engine: a. Innovation Council minutes and governance structure; b. MOUs committing resources; c. Agile innovation process: c.i Innovation methodology manual; c.ii Data infrastructure; c.iii Evaluation plan; c.iv Innovation process documented and applied; c.v Regular meetings of learning network, resource material
<i>Develop Local Talent to Close Skills Gap Create Agile Solutions that Transform Workforce Services</i>	Talent Development Resources a.i New curricula, courses and learning formats; a.ii Employer engagement resources a.iii Entrepreneurship program New service delivery strategies: b.i Career navigation application, practices and policies; b.ii Txt2work employment services, practices, policies

Anticipating and Addressing Challenges: OEWD foresees several challenges: 1) There is little uniformity in how different funders, organizations, and employers define career pathways, skills/education needs, and job classifications, which poses a challenge to developing a career navigation tool to be used by all stakeholders. OEWD, in partnership with the MOI, will address this issue through the Data Lab, consulting such resources as the Mid-Pacific Information and Communications Technology Center. 2) Uneven knowledge of technology and innovation processes among workforce development practitioners could stall the innovation engine. In response, the OEWD PMT and Innovation Lab will provide practitioners with technical assistance and professional development on innovation strategies. 3) The fragmented, public-private structure of the workforce system poses challenges to scaling pilot projects. OEWD will address this challenge by hosting a broad Learning Network that disseminates evidence of successful practices and engages the field on issues that can stimulate further local innovation and help initiate change in workforce systems elsewhere. 4) Policies and regulations may stand in the way of proposed strategies and pilot projects, as these unfold. OEWD, with support from the Innovation Council, will seek waivers, as

appropriate.

Achieving Outcomes within Grant Period: The proposed industry-supported agile innovation process employs rapid, iterative development cycles to generate data, which will be used to inform ongoing innovation and implementation, and alert the Project Management Team to the need for mid-course corrections. Further, evidence from the field supports the proposed strategies. The full-time Project Manager will ensure effective implementation of new practices by contractual partners. The PMT will actively manage and coordinate all proposed activities to ensure progress toward desired results along clearly defined timelines. The PMT will also engage project partners in spreading successful practices.

c. Evidence-Base for Proposed Strategy. OEWD seeks to fund this application under Project Type A: New and Untested Ideas. The logic model and theory of change outline the underlying theory for how our proposed strategies will achieve intended outcomes; below is additional information from the field that further strengthens the case for our approach.

1. Increasing attention, interest, and success around public/private collaborations using technology innovations to address public sector issues. In the last few years, there has been increasing attention and interest around public/private partnerships that use technology to solve intractable public sector issues. One of the pillars of President Obama's *Strategy for American Innovation*, for instance, is to catalyze breakthroughs for national priorities by leveraging information technology in new and creative ways.¹⁶ This approach has already yielded successes. For example, the Veterans Job Bank is a new search tool that connects veterans with employers through a widget that provides a single view of the numerous job boards, employment sites, and social media platforms scattered across the Internet. Developed by a voluntary team of job search/technology companies and public sector partners, the widget is not only accessible on federal websites, but also—as an open source tool—available to scale.¹⁷ (OEWD adapted this technology into our

¹⁶ Executive Office of the President – Barack Obama. (2011, June 8). *Memorandum for the National Science and Technology Council – Committee on Technology*. Washington D.C.: Author.

¹⁷ Chopra, A. (2011, November 7). Open Innovation for Heroes – Introducing the Veterans Job Bank [Web log post]. Retrieved from

own existing WIB-sponsored local web-based job search platform, HireSF). Another successful example is LinkedIn's data analytics. At the request of the White House Council of Economic Advisers, LinkedIn recently mined the profiles of its millions of members to determine which industries and job titles were experiencing the largest gains and losses—thereby delivering information much closer to real time than traditional government surveys.¹⁸ Similar public/private engagements are taking place in San Francisco. With initial funding from Google, the Kaufman Foundation, and tech industry angel investors, and in partnership with Code for America, the city is launching a civic startup accelerator to support the launch of companies that aim to improve government services.¹⁹ Mayor Ed Lee also established a Chief Innovation Officer and unveiled a tech innovation portfolio to drive government responsiveness and efficiency.²⁰ TechSF-WIP will tap into the same public/private energy to develop innovative workforce solutions.

2. Program integrates key factors shown to facilitate and sustain innovative sector collaborations.

In January 2012, the United States Government Accountability Office (GAO) released a report analyzing 14 sector-based initiatives identified by national experts as “among the most promising or innovative efforts in which local workforce boards collaborated effectively with employers and other partners to achieve positive results.”²¹ The report identifies six success factors that facilitated and sustained collaboration. (A report on state sector initiatives produced by the National Governors Association for Best Practices and partners found similar success factors).²² TechSF–WIP incorporates these factors, as follows.

Table 3: Six Success Factors (Source: GAO Report)	TechSF – WIP Components
1. Focusing on urgent needs of multiple employers across a sector (e.g., finding common ground to develop solutions)	Industry-led Workforce Innovation Council to identify needs and priorities shared by employers across the tech sector and facilitate development of innovative solutions
2. Involving leadership with authority or ability to persuade	Senior leadership from full range of partners (e.g., industry, public workforce

<http://www.whitehouse.gov/blog/2011/11/07/open-innovation-heroes-introducing-veterans-job-bank>

¹⁸ Editorial: A pixelated portrait of labour: LinkedIn offers a new way to look at employment [Editorial]. March 10, 2012. *The Economist*. Retrieved from <http://www.economist.com/node/21549948>

¹⁹ News Staff (2012, January 9). San Francisco Readies a Civic Startup Accelerator. Retrieved from <http://www.govtech.com/education/San-Francisco-Readies-a-Civic-Startup-Accelerator.html>

²⁰ Eldon, Eric (2012 February 22). San Francisco Launches the 2012 Innovation Portfolio, from Open Taxi Data to Beta Tests in City Hall. Retrieved from <http://techcrunch.com/2012/02/22/sftech/>

²¹ United States Government Accountability Office: Report to Congressional Committees. (2010, January). *WORKFORCE INVESTMENT ACT: Innovative Collaborations between Workforce Boards and Employers Helped Meet Local Needs*. Washington D.C.: Author.

²² National Governors Association: Center for Best Practices. (2006). *State Sector Strategies: Regional Solutions to Worker and Employer Needs*. Washington D.C. : Author.

Table 3: Six Success Factors (Source: GAO Report)	TechSF – WIP Components
others to collaborate on initiative	system, education, community based organizations, other government agencies, research and development) to provide strategic guidance (see "Strategic Leadership" section)
3. Leveraging additional public and private sector resources	Full range of resources leveraged, e.g., TechSF H-1B training grant, existing tech/government initiatives in San Francisco, in-kind contributions from partners
4. Providing employer-responsive services to actively involve employers and keep them engaged in the collaborative process	Year Up Employer Champion model based on value-added engagement strategies that make a strong business case for participation; program to test and scale cutting-edge technologies designed to increase system speed and responsiveness to the levels tech industry is used to
5. Minimizing administrative burden for partners	Program to establish streamlined data collection and reporting protocols; Project Manager to coordinate partners' grant activities and serve as single point-of-contact
6. Demonstrating results that help sustain the collaboration over time	Evaluation will provide formative feedback to guide continuous program improvement, and summative feedback on effective tools and practices

3. Quantitative studies suggest sector-based partnerships improve employee-level outcomes.

Although the partnerships in these studies were non-profit led, they share many characteristics with public-led sector initiatives, suggesting the promise of the sector approach for the public system. The Aspen Institute and Public/Private Ventures (P/PV) conducted longitudinal surveys, with the Aspen Institute looking at six well-established sector initiatives²³ and P/PV examining nine newly formed initiatives²⁴ (six of which focused on skills training, and were evaluated for employment outcomes). Both studies showed gains for working participants in median earnings and consistency of employment:

Measure	Baseline	End of Two-Year Survey Period
Median Earnings	Aspen: \$8,580 P/PV: \$10,486	Aspen: \$17,732 (+107%) P/PV: \$18,875 (+80%)
Percentage of Participants Working Year Round	Aspen: 23% P/PV: 22%	Aspen: 66% (+43%) P/PV: 61% (+39%)

P/PV conducted a randomized control trial to further determine the impact of sector training programs. Three mature programs were selected to participate, and the study found a number of positive participant outcomes: 1) Participants earned significantly more (18%) than control group members during the 24-month study period; 2) Participants worked more consistently during the second year, with 52% of participants working all 12 months versus 41% for control group members; and 3) Participants were significantly more likely to work in jobs that offered benefits during the study period, with participants

²³ Aspen Institute. (2002). *Working With Value: Industry-specific Approaches to Workforce Development – A Synthesis of Findings*. Washington, D.C.: Author.
²⁴ Roder, A., Clymer, C., & Wyckoff, L. (2008). *Targeting Industries, Training Workers and Improving Opportunities: The Final Report from the Sectoral Employment Initiative*. New York: Public/Private Venture.

spending an average of 11 months in such jobs, roughly 1.5 months longer than control group members.²⁵

3. Work Plan and Project Management

a. Work Plan. Because a comprehensive IT sector strategy is central to OEWD's 2012 programmatic goals, the agency already has a number of structures and systems in place that can be leveraged to ensure the smooth implementation of TechSF-WIP. These include prior research and strategic planning on the IT sector, as well as the operational infrastructure being developed as part of the recently awarded TechSF H-1B skills training grant. OEWD has also developed the following work plan, in which grant activities are initiated over a four-month schedule to help ensure program outcomes are accomplished in a reasonable timeframe. OEWD will ensure timely execution of contracts and other necessary planning, as follows: 1) Upon notice of award, begin planning for outputs outlined in the work plan while simultaneously developing detailed scopes of work with subcontractors; 2) Execute all subcontracts within four months of award; and 3) Develop a comprehensive project management plan detailing individual tasks, milestones and deliverables and submit for approval by DOL within two months of award. Additional process outputs and outcomes requiring a more formative approach are more thoroughly described in the Evaluation Plan.

Table 5: TechSF-WIP Work Plan

Outputs		Implementers ²⁶	Milestones	Timeline
Operational Innovation Engine	Innovation Council Structure and meetings Cost: \$50,000	OEWD, BAVC	Develop rules of order, integration into WIB and liaison with existing policy bodies	1 st Qtr.
			Initiate first meeting within second quarter of grant; meet quarterly through grant period.	2 nd Qtr.- term
			Maintain membership of 12 persons, including at least 51% employers	2 nd Qtr.- term
	Commitment of Resources Cost: \$50,000	OEWD	Raise, at minimum, \$150,000 in the first year of the grant and commensurate amounts each year through grant period.	1 st Qtr.- term
	Document and apply Agile Innovation Process Cost: \$200,000	CSW, OEWD	Develop framework and actionable tasks to implement agile innovation process (e.g. developing ideas and selecting pilots)	2 nd Qtr.- 3 rd Qtr.
		MOI	Initiate a minimum of two (2) pilot projects per year	3 rd Qtr.- term
Data infrastructure Cost: \$475,000	MOI, CCSF, OEWD	Host a minimum of two (2) civic engagement events per year to enlist workforce system solutions (i.e., hack-a-thons)	2 nd Qtr.- term	
		Initiate Data Lab	1 st Qtr.- 2 nd Qtr.	
			Determine key indicators and mechanisms for citywide	1 st Qtr.- 4 th

²⁵ Maguire, S., Freely, J., Conway, M., & Schwartz, D. (2010). *Tuning In To Local Labor Markets: Findings from the Sectoral Employment Impact Study*. New York: Public/Private Venture.

²⁶ OEWD=Office of Economic and Workforce Development; BAVC=Bay Area Video Coalition; CCSF=City College of San Francisco; CSW=Corporation for a Skilled Workforce; MOI=Mayor's Office of Innovation; SFSU=San Francisco State University.

Table 5: TechSF-WIP Work Plan				
Outputs	Implementers ²⁶	Milestones	Timeline	
		workforce data collection and dissemination	Qtr.	
		Align data inputs and outcomes for workforce development among CCSF and OEWD	2 nd year	
	MOI, OEWD	Align data inputs and outcomes among San Francisco workforce development providers	3 rd year	
	Innovation Methodology Manual Cost: \$75,000	CSW	Develop manual(s) for workforce methodology, including guide to implementing and results to date (e.g. innovation primer, best practices)	3 rd Qtr.- term
			Host at least two (2) webinars per year to share innovation methodologies	
Evaluation Plan Cost: \$600,000	WestEd	Itemize all requirements and responsibilities, including data structures, methods, analyses and deliverables	1 st Qtr. - term	
Regular Meetings of Learning Network Cost: \$50,000	CSW, OEWD	Host, minimally, an annual meeting of learning network members; present WIP progress and results to date for feedback and dissemination	4 th Qtr.- term	
Operational Agile Pilots	Project Mgmt Team (regular meetings) Cost: \$150,000	OEWD	Initiate first meeting within first quarter of grant; meet monthly through grant period. Grant Management	1 st Qtr.- term
	Develop new courses and learning formats Cost: \$500,000	CCSF, SFSU, OEWD	Develop project-based learning curricula for respective regional curriculum committees	2 nd Qtr.- 3 rd Qtr.
			Offer project-based learning at CCSF and SFSU; enroll 200 participants in credit bearing project-based learning over grant period; enroll 50 participants in the first year	4 th Qtr.- term
			Realize an 80% job placement rate within one year of graduation for students completing project-based courses	2 nd year- term
	Employer engagement resources Cost: \$275,000	BAVC, CCSF, SFSU, OEWD	Develop menu of employer engagement options, prioritizing efforts on experiential opportunities for students; create a streamlined system for employers to easily access services.	3 rd Qtr.- 4 th Qtr.
			Enlist three-(3) employers in the first year to financially support experiential learning; enlist of total of twelve (12) employers through grant period.	4 th Qtr.- term
	Entrepreneurship Program Cost: \$300,000	BAVC, OEWD	Develop IT entrepreneurship curriculum and incubation program, based on CA business and entrepreneurship center model	2 nd Qtr.- 3 rd Qtr.
			Enroll 220 participants over the term of the grant; enroll 50 participants in the first year; realize a 90% placement rate for enrolled participants	4 th Qtr.- term
	Career Navigation application Cost: \$200,000	BAVC, MOI, OEWD	Develop a career navigation and placement application that interfaces a variety of existing tools and incorporates crowdsourcing methodologies	1 st Qtr.- 4 th Qtr.
			Increase number of "virtual" system unique users by at least 5,000 above annual baseline over the course of the grant; increase by 2,000 unique users above baseline in the second year of the grant. (baseline is 3,000 annually)	2 nd year- term
Increase the number of employers hiring public workforce system clients through career navigator application interfaces by 100% in the first year and 200% over grant period. (baseline of current employers is 316)			2 nd year- term	
Txt2Wrk virtual job application Cost: \$75,000	OEWD, Txt2Wrk	Develop a process for enrolling workforce system clients into Txt2Wrk services; sync application interface with job search application	2 nd Qtr.- 4 th Qtr.	
		Enroll at least 400 participants in Txt2Wrk services over the term of the grant; realize 75 placements over grant period.	2 nd year- term	

b. Project Management. Lead applicant OEWD has a proven track record of managing innovative

public/private initiatives that improve outcomes for local jobseekers and strengthen the public workforce system. For example, the OEWD-led CityBuild Academy, a multi-partner pre-apprenticeship program, was recognized in 2007 by Harvard University's Ash Institute as one of the Top 50 Government Innovations. OEWD will assign a full-time Project Manager to serve as DOL's single point-of-contact, provide fiscal and administrative oversight, and monitor grant activities and deliverables against timelines and budgets. In addition to formal monthly partner meetings, the Project Manager will facilitate work group meetings, as needed, to ensure close coordination and collaboration as the project moves forward. The Project Manager will also convene two separate committees on a quarterly basis. 1) The Project Management Team (PMT), which comprises leadership from OEWD and key project partners, will review and analyze process and performance measures to provide ongoing guidance on program design and operations. 2) The Innovation Council, which comprises leadership from OEWD, sf.citi, the local WIB and Youth Council, the San Francisco Mayor's Office of Innovation, and supported by Social Policy Research Associates, Corporation for a Skilled Workforce, and other workforce development consultants, as needed, will provide strategic guidance on developing and implementing a sustainable Innovation Engine. Additional OEWD staff will provide leadership and support (see section below for details).

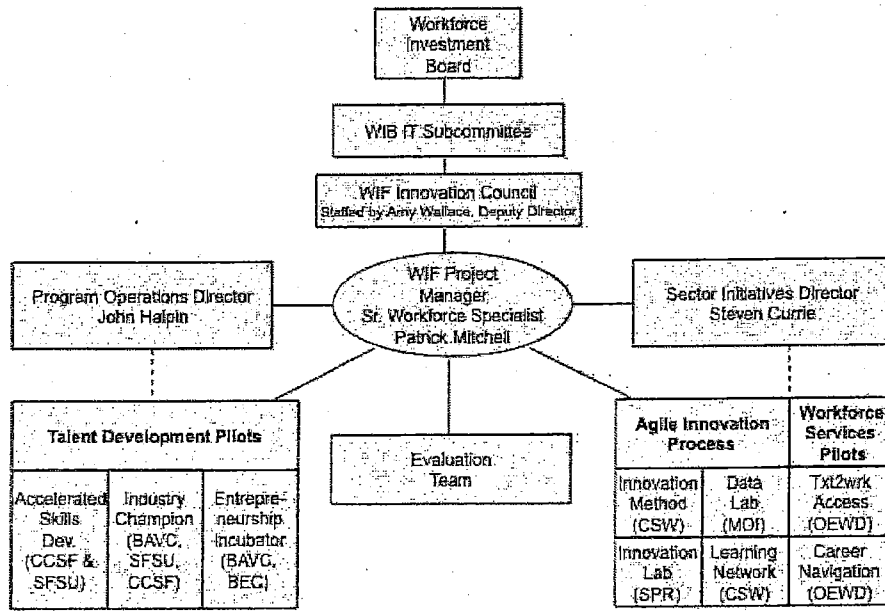
a. Professional qualifications of project manager and key personnel; organizational chart. Workforce System Policy, Strategic Planning, and Partnership Development: Amy Wallace, Deputy Director of OEWD's Workforce Division, will provide leadership to the OEWD team and Innovation Council, as well as strategic direction on overall workforce system policy, planning, and partnership development. Previously, Ms. Wallace was the Program Manager for the National Network of Sector Partners, where she led the organization's technical assistance program. She led: the Sector Skills Academy, a national leadership institute for workforce development professionals; Just Clusters, a Ford Foundation initiative to better integrate workforce and economic development activities in local government; and technical assistance and strategic counsel to the US Departments of Labor and Education on the development of demand-driven

workforce policies.

Agile Innovation Processes and Workforce Service Innovations. Steven Currie, OEWD Sector Initiatives Director, will provide leadership and support implementation of TechSF-WIP's agile innovation processes and workforce service innovation pilots. As Sector Initiatives Director, he currently provides leadership, strategy development, and oversight of new sector-based workforce development initiatives in San Francisco. Mr. Currie has extensive prior experience in implementing strategic planning and system change processes, and managing strategic partnerships in the workforce development field. He received a master's in Public Administration from San Francisco State University, and is an Aspen Institute, Sector Skills Academy Marano Fellow.

Talent Development Innovations. John Halpin, OEWD Director of Program Operations, will provide leadership related to talent development innovation pilots. As Director of Program Operations, he currently oversees programmatic implementation across OEWD's workforce services portfolio. Mr. Halpin has extensive experience in program development and management, strategic planning, and performance evaluation, with a focus on sector-based training programs. He received a master's in Social Welfare Policy from University of California at Berkeley.

Full-time Project Manager. Patrick Mitchell, OEWD Senior Workforce Development Specialist, will serve as the full-time Project Manager, overseeing day-to-day operations of the TechSF-WIP work plan and leading the project management team to implement programmatic functions of the grant. He currently performs planning, program development and project management for sector programs, and serves as the lead strategist for IT and Healthcare sector initiatives. He has extensive experience with WIA funding requirements, project monitoring, program operations and technical assistance; and in launching sector program initiatives in healthcare, retail and hospitality. Mr. Mitchell received a master's in Public Administration from San Francisco State University.



c. Third-party evaluation procurement. OEWD's procurement processes conform to all local, state, and federal acquisition requirements, and are audited annually by the CA Employment Development Department. In recruiting a third party independent evaluator for the TechSF-WIP project, we reviewed qualifications of similar entities and are confident that WestEd compares favorably with these other entities along the following criteria: extensive knowledge and experience in the full range of evaluation methodologies; the public workforce and education systems; uses of information technology; and innovation, systems change, and implementation strategies. In addition, WestEd hold a GSA MOBIS schedule contract with the federal government. WestEd will participate actively in project planning and on the PMT as a partner critical to the overall success of the project. See Attachment C1 for additional detail.

d. Experience and capacity to work with Technical Assistance and Evaluation Coordinators

OEWD has worked with evaluators on several DOL-funded projects, including the Enhanced Transitional Jobs Demonstration (ETJD) Project and Green Jobs Workforce Development Training Project. To support evaluation efforts, OEWD has generated reports and extracted data from Workforce Central, the local workforce development management information system; used DOL supported MIS systems for data tracking; hosted evaluation site visits; and helped coordinate evaluators' interviews and focus groups, as

requested. OEWD also currently works with Coffey Consultants, the DOL-funded TA providers on the ETJD Project, as well as TA providers from the California Employment Development Department (EDD) to ensure compliance with all WIA regulatory, statutory, and directive requirements.

e. Use of data to manage grant activities and timelines, and to support continuous improvement.

Data-driven decision-making is a hallmark of the proposed project. The Project Manager and PMT will formally review process and performance measures quarterly to determine the extent to which grant activities are meeting stated objectives and adhering to the specified timelines, and guide program adjustments and improvements. Please see Section 5: Performance and Accountability Framework.

f. Timely reports submission and grant management practices. OEWD has successfully managed \$40.7 million in grant funding since 2007, and has established procedures for meeting all funder requirements and federal, state, and local regulations. The assigned Project Manager has primary responsibility for ensuring timely submission of program and financial reports, as well as monitoring grant activities against timelines. For DOL-funded ETJD and Green Jobs grants described above, OEWD submitted program and financial reports on time (on or before 2/14/2012) for the grant period ending 12/31/2011. All contractors are required to submit monthly program and fiscal reports. All expenses for which reimbursement is sought must be adequately documented. In addition, OEWD monitors all contractors on an annual basis to determine that their internal policies and procedures are adequate for grants administration. Compliance officers from OEWD provide quality technical assistance to grantees/contractors and monitor programs biannually to ensure services provided satisfy federal rules and regulations. OEWD submits monthly program performance information and fiscal reports to the California Employment Development Department's Job Training automation performance management system.

4. Strategic Leadership

a. Strategic Relationships and Leadership Buy-In. To effect transformational change across multiple public/private systems and levels, OEWD has developed especially robust partnerships with tech industry

employers. Through sf.citi, for instance, the project has access to an impressive membership roster of high profile tech companies, including Adobe, Fuse Box, Google, Oracle, Rocket Space, Twitter, Yelp, and Zendesk. In addition, OEWD has also secured the individual involvement of a number of tech employers, including Twitter, Google, LinkedIn, Zynga, Salesforce.com, Riverbed Technology, Call Socket, Twilio, and Txt2Wrk. Table 6 highlights key agents and stakeholders within and outside of the public workforce system that will provide strategic leadership for TechSF-WIP. Substantive letters of support outlining partner roles and responsibilities are provided as Attachment E. The OEWD Project Manager will have primary responsibility for overseeing partners' work through the life of the grant. (See Section 3.b, above).

Table 5: TechSF-WIP Strategic Partnerships

Industry Employers and Groups	Project Roles
sf.citi	<u>Leveraged:</u> Serve on Innovation Council; develop technology innovations among member companies to pilot in workforce system; sponsor workforce development training initiatives
H-1B Employer Consortium	<u>Leveraged:</u> The H-1B employer consortium will send representatives to the TechSF-WIP Innovation Council to help identify priorities for pilot projects, particularly those focused on education and training strategies.
TechSF-WIP Innovation Council (see Attachment E for employer members)	<u>Leveraged:</u> Meet quarterly to provide project direction; commit resources, including technology, licenses, education and training curricula, data. Participate in pilot projects and evaluation.
Txt2wrk	<u>Budgeted:</u> Lead San Francisco pilot of innovative Txt2Wrk tool (i.e., text-to speech delivery of job postings on any mobile phone)
Education Partners	Project Roles
City College of San Francisco	<u>Budgeted:</u> Serve on PMT; pilot innovative classroom delivery methods in conjunction with San Francisco State University; support industry engagement efforts; provide enhanced support services for student jobseekers; enhance/coordinate data collection systems to better track participant outcomes <u>Leverage:</u> Build on curriculum development from H-1B grant
San Francisco State University	<u>Budgeted:</u> Serve on PMT; pilot innovative classroom delivery methods in conjunction with City College; support industry engagement efforts; provide enhanced support services for student jobseekers
Bridges to Success	<u>Leveraged:</u> Build on existing partnership between City of San Francisco, San Francisco Unified School District, City College, and San Francisco State University geared at doubling number of youth who complete college degrees and credentials to strengthen tech curriculum alignment, pathways development, and articulation between K-12, community college, and 4-year college systems
California Business and Entrepreneurship Center, California Community Colleges	<u>Leveraged:</u> Facilitate adoption of entrepreneurship training model and related curricula; participate in extended learning network and disseminate information to Business and Entrepreneurship Centers throughout the state
Community-Based Organizations	Project Roles
Bay Area Video Coalition	<u>Budgeted:</u> Serve on PMT; deliver and coordinate small business incubation services; provide OEWD with considerable support on partner/stakeholder coordination; deliver business services to participating industry employers <u>Leveraged:</u> Build on H-1B training services and infrastructure; develop tech career navigation Web site with interactive and real-time information on career pathways and education, training, and employment opportunities, as well as crowd sourcing capabilities
Public Agencies	Project Roles
Mayor's Office	<u>Leveraged:</u> Disseminate information on range of tech sector initiatives (H-1B grant, Workforce Innovation Fund) at U.S. Conference of Mayor's Technology and Innovation Taskforce; integrate various tech sector initiatives with jobs and economic development plan
Mayor's Office of Innovation	<u>Budgeted:</u> coordinate and facilitate hack-a-thons for workforce; facilitate Data Lab efforts to

	ensure citywide collaboration <u>Leveraged:</u> Serve on Innovation Council, Host I-Zone brown bag events for entrepreneurs to pitch technologies to improve workforce development services and other city services; host hack-a-thons for programmers to solve workforce development and other public sector service delivery issues; provide linkage to Code for America initiative geared at improving government through tech entrepreneurship; liaison with multiple city departments to ensure alignment of innovation initiatives
WIB SF and Youth Council	<u>Leveraged:</u> Serve on Innovation Council
California State WIB	<u>Leveraged:</u> Participate in extended learning network and disseminate/implement effective workforce development practices identified through project, coordinate with and disseminate information to other WIBs.
Research and Technical Assistance	Project Roles
Corporation for a Skilled Workforce	<u>Budgeted:</u> advise and support OEWD in developing and planning process to document, manualize and replicate innovations/pilots into the broader workforce system; and in reframing career navigation innovations. Advise Innovation Council as needed
Mid-Pacific Information and Communications Technologies Center	<u>Leveraged:</u> Provide research and guidance on issues/trends related to tech sector; participate in extended learning network and disseminate effective practices identified through project
Social Policy Research Associates	<u>Leveraged:</u> Advise Innovation Council and PMT on innovation process strategies; Convene Workforce Innovation Lab that provides training, technical assistance, and research-based consultation on innovation process; participate in extended learning network; disseminate effective policies and practices identified through project as an extension of the DOL sponsored Weadership guide as appropriate
WestED	<u>Budgeted:</u> Serve on PMT. Observe Innovation Council. Coordinate with Data Lab and all project partners to support development of data resources Coordinate with Learning Network to support dissemination. Conduct rigorous process and outcome evaluation.

b. Strategic Communication. OEWD will implement four formal channels for communicating the purposes, goals and outcomes of the project to partners and stakeholders. Through the information they receive in these channels, partners and stakeholders will in turn communicate key findings to broader systems at large. 1) The Project Manager will convene a Project Management Team (PMT) comprising leadership from implementation and project partners. The PMT will analyze project implementation and performance and provide guidance on program design, delivery, and sustainability planning. 2) In addition to the PMT, the Project Manager will convene the Innovation Council. The Innovation Council will comprise senior leadership from OEWD, sf.citi, local WIB(s) and Youth Council(s), and the San Francisco Mayor's Office of Innovation and will be advised by Social Policy Research Associates and Corporation for a Skilled Workforce, as needed. The Innovation Council will convene quarterly and provide guidance on the strategic aspects of creating and implementing a sustainable local Innovation Engine. 3) The Project Manager, supported by Social Policy Research Associates, will also convene an Innovation Lab for workforce system providers, to embed knowledge about innovation processes and methods, seed a culture of innovation, improve project outcomes and overall program performance, and accelerate the process by which effective

innovations can scale. 4) The Project Manager will also coordinate a Learning Network including the California Business and Entrepreneurship Center, the state and local WIBs and their tech industry subcommittees, MPICT, national workforce organizations, and other key stakeholders to disseminate and promote replication of innovative practices across a broader scale.

5. Performance Accountability Framework: Data Collection and Reporting

TechSF-WIP will use OEWD's secure online data tracking system, WorkforceCentral, to ensure timely and complete data collection, while minimizing reporting burden. WorkforceCentral, an online database synced with the state WIA tracking system and deployed through all SF One Stop Centers, will be available to all project partners. Partners will use the database to track all services delivered and milestones achieved at the participant and project levels. TechSF-WIP enhanced features will include data on pilot development cycles, indicators to supplement traditional WIA measures, a user management component for report-due reminders, and the ability for each industry and educational partner collecting data on education, training and job history in their administrative/corporate databases to upload and transfer data electronically with secure FTP technology. A reporting system, including a web-based dashboard and quarterly reports, will allow partners to monitor and the PMT to manage progress on pilots, process and outcome measures.

The evaluation will use qualitative methods (observation, interview, survey) to track process measures. It will measure efficiency by tracking elapsed time between job posting and hiring, for both employers and job-seekers, with a consideration of cost. The evaluator will consult industry partners to capture cost data using new pilot project technologies. Data on certificate/degree attainment, placement, wages, and employment stability will be tracked through OEWD and educational partners' data structures. One approach to measuring long-term skill development outcomes will be formally identifying a matched comparison group to examine, in parallel, jobseekers and students who were similar in measurable ways, but for whom only half received project services. For a complete discussion of data, metrics and reporting processes, see the Evaluation Plan in Attachment C1.

**San Francisco Office of Economic and Workforce Development
Budget Narrative**

A. Personnel

TechSF Project Manager (Full-Time) – Overall project management of TechSF Workforce Innovation Project; ensures progress toward performance outcomes; facilitates communication among partners; manages program and fiscal reporting to DOL. Responsible for coordinating the development and implementation of TechSF-WIP activities; project monitoring; implementing program design and operating procedures; providing technical assistance, information and advice to contracted partners.

Calculation: 1.0 FTE x \$100,906 annual salary x three years = \$302,718 total.

Sector Initiatives Director – Provides leadership and support for the implementation of *TechSF-WIP's* innovation engine strategies, agile innovation processes, and workforce services pilots.

Calculation: 0.25 FTE x \$108,888 annual salary = \$27,222 in Year 1, \$27,222 in Year 2, \$27,222 in Year 3. Total = \$81,666

B. Fringe Benefits

Including medical, retirement, worker's compensation, etc.

Calculation: 33% x Subtotal Personnel = \$42,282 in Year 1, \$42,282 in Year 2, \$42,282 in Year 3. Total = \$126,846

C. Travel

Travel to Washington D.C. – Mandatory grantee orientation and at least one additional national meeting. Budgeted for three trips total; third year travel can be used for dissemination purposes.

Calculation: \$600 air travel plus \$69 per diem x 3 days plus \$170 hotel x 2 nights x 2 staff per year = \$2,294 in Years 1, 2, and 3.

D. Equipment – None

E. Supplies – None

F. Contractual

Bay Area Video Coalition (BAVC) – BAVC will develop and coordinate Entrepreneurship Incubation; make connections to Bay Area companies for project based

employment opportunities; develop assessment and training resources and content; and develop and coordinate web-based technologies for workforce development service delivery.

The subcontract with BAVC covers:

Salaries:

Incubation Manager: manage technology entrepreneurship program participants and employer engagement; **.50 FTE/\$27,300 requested per year.**

Head of Workforce Development network with hiring managers, ensure that entrepreneurial candidates are marketable. **.25 FTE/\$15,470 requested per year.**

Director of Training and Resources oversees the Training and Resources Department, including all aspects of the Incubation program. The Director oversees each of the staff whom will be integral to this program. **.20 FTE/\$16,474 requested per year.**

Enrollment Counselor will assist in tracking participants, and scheduling training and employer-entrepreneur meetings. **.10 FTE/\$4,186 requested per year.**

Marketing Manager will be integral to ensuring that the program is well marketed to the clients for whom the program is developed. **.05 FTE/ \$2,750.**

Total Salaries for Years 1, 2, 3: \$198,542

Fringe Benefits: is calculated based on the number of staff. Total costs associated with the above staff is **\$13,898 annually**, including FICA, SUI, Workers Compensation, Medical Insurance, and other related insurance.

Total Fringe for Years 1, 2, 3: \$240,236

Contractual Services

Assessment Content Developer will create all program assessments and work with BAVC staff to assess potential client readiness for the program, and then assess client progress through the program. This position is budgeted at **\$10,000** at the start of the program, for less than half time.

Web Developer will oversee the design, development and implementation of the online component of the virtual incubation. This position is budgeted at **\$20,000** for a one-time contract with deliverables developed with the Assessment Content Developer.

Total Contractual: \$30,000

Operating Expenses: Including local travel, supplies, computer, rent, program expenses, etc. Total for Years 1-3: \$79,764

Subtotal BAVC: \$350,000 over three years, at \$116,666 per year.

BAVC Costs by Work Plan Activity:

Employer Engagement Resources - \$50,000
Entrepreneurship Program - \$250,000
Career Navigation Application - \$50,000

City College of San Francisco (CCSF) – CCSF will develop curriculum and implement new internship courses; provide students connections to industry; coordinate data systems to track course completion for employment outcomes.

The subcontract with CCSF covers:

Faculty: participation in curriculum development and professional development. Four faculty at 80 hours each @ \$45/hour = \$14,400 in Year 1; 40 hours in Year 2 and 3 = \$7,200 per year.

Internship Classes: to support 125 students over three years (8 students per internship class unit @ \$2,000/unit = \$10,417 per year in years 1, 2, & 3.

Industry Liaison: 0.20 FTE \$85,000 annual salary + COLA = \$17,000 in Year One, \$18,360 in Year Two, \$19,829 in Year Three.

Data Systems Coordinator: 0.20 FTE \$75,000 annual salary + COLA = \$15,000 in Year 1, \$16,200 in Year 2, \$17,496 in Year 3.

Administrative Support: 0.10 FTE \$75,000 annual salary + COLA = \$7,500 in Year 1, \$8,100 in Year 2, \$8,748 in Year 3.

Benefits: 40% of salary for all instruction and staff; 13% of salary for faculty curriculum/professional development + retirement benefits = \$36,051 in Year 1, \$36,379 in Year 2, \$37,744 in Year 3

Professional Development Fees: \$1,000 per faculty per year = \$4,000 per year

Administrative Costs: \$31,106 in Year 1, \$28,513 in Year 2, \$29,923 in Year 3

Subtotal CCSF = \$135,473 in Year 1, \$129,169 in Year 2, \$135,357 in Year 3.
\$400,000 Total

CCSF Costs by Workplan Activity:

Data Infrastructure: \$75,000
Develop new courses and learning formats: \$225,000
Employer Engagement resources: \$100,000

Corporation for a Skilled Workforce (CSW) – CSW will advise the project on implementation of specific innovation ideas, particularly focusing on how best to blend

program redesign innovations with the introduction of new technology tools; advise on design and implementation of career pathway strategy; document process innovations being discovered during the project; and assist the project manager by providing supports that can be used in introducing those innovations to other workforce development staff, contractors and partners, such as guidebooks, presentations, etc.

Consultants: 500 hours per year @ \$166.66 per hour = \$83,333 per year

Subtotal CSW = \$250,000

CSW Costs by Work Plan Activity:

Innovation Process and Framework: \$125,000

Innovation Methodology and Manual: \$75,000

Learning Network: \$50,000

Mayor's Office of Innovation (MOI) – Coordination of Hack-a-thon hosting to solve workforce development and other City department service delivery issues; brown bag events for entrepreneurs to pitch technologies to improve workforce development and other city services; linkage to Code for America initiative, national dissemination

Project Manager: 1.0 FTE @ \$100,000 annual salary + \$33,333 fringe benefits @33% of salary = \$133,333 per year.

Subtotal Mayor's Office of Innovation = \$400,000

MOI Costs by Work Plan Activity:

Innovation Process: \$25,000

Data Infrastructure: \$300,000

Career Navigation Application: \$75,000

San Francisco State University (SFSU) – SFSU will provide students with employment guidance through role as liaison to IT sector; develop curriculum that is industry-specific and informed by real-time labor market trends; create an innovative delivery model; and offer industry exposure through internships, mentorships and project based learning..

Principal Faculty: 0.20 FTE @ \$91,020 annual salary = \$18,204 in Year 1, \$18,750 in Year 2, and \$19,313 in Year 3.

Faculty: 0.20 FTE @ \$91,884 annual salary = \$18,377 in Year 1, \$18,928 in Year 2, \$19,496 in Year 3.

Undergraduate Student Assistants: \$12 per hour @ 1020 hours in Year 1 = \$12,240; 897 hours in Year 2 = \$10,764; 779 hours in Year 3 = \$9240.

Fringe Benefits: For faculty @ 39% of salaries, 2.71% for staff = \$14,525 in Year 1, \$14,910 in Year 2; \$15,308 in Year 3 = \$44,743.

Student Stipends: \$300 per student for 25 students per year = \$7,500 per year, \$22,500 total

Administrative Costs: \$29,155 in Year 1, \$29,147 in Year 2, \$29,144 in Year 3; \$87,425 total.

Subtotal SFSU = \$100,000 per year in Years 1, 2, and 3; \$300,000 total

SFSU Costs by Work Plan Activity:

New Courses and Learning Formats - \$225,000

Employer Engagement Resources - \$75,000

Txt2Wrk – Txt2Wrk will coordinate with TechSF partners to implement the existing Txt2Wrk technology as part of a workforce system innovation pilot; planning and consultation to implement technology usage pilot, including synchronization of multiple interfaces, development of work flow processes for all users, and project management.

Principal Staff: 140 hours @ \$135.00 per hour = \$18,900.00 total.

Project Staff (Two): 240 hours @ \$100.00 per hour = \$24,000 total

Benefits: 13.04% of salaries = \$5,594 total

Program Expenses: \$1,506 total

Subtotal Txt2Wrk = \$50,000 total over three years

WestEd - \$600,000 over three years. *Please see Evaluation Budget Narrative*

TBD: IT consultation for OEWD = \$50,000 total

Total Contractual = \$800,000 per year \$2,400,000 total

G. Construction – None

H. Other – None

I. Total Direct Charges = \$2,918,112

J. Indirect Charges:

Calculation: 15.8% of Direct Non-Contractual Charges = \$27,296 per year in Years 1, 2 and 3; \$81,888 total. Overall indirect costs for the project, including subcontracts, total 3% of direct expenses.

Total Amount Requested: \$1,000,000 per year; \$3,000,000 Total

OEWD Costs by Work Plan Activity:

Innovation Council: \$50,000
Resource Commitments: \$50,000
Innovation Process: \$50,000
Data Infrastructure: \$100,000
Project Management Team: \$150,000
New Courses and Learning Formats: \$50,000
Employer Engagement Resources: \$50,000
Entrepreneurship Program: \$50,000
Career Navigation Application: \$25,000
Txt2Wrk: \$25,000
Total OEWD Costs: \$600,000

Leveraged Funds

SALARIES (Total Years 1-3)

Director of Workforce Development: Rhonda Simmons (0.05 FTE) \$25,500

Ms. Simmons will provide executive oversight of the project and liaison to other City departments.

Deputy Director of Workforce Development: Amy Wallace (0.10 FTE) \$39,000

Ms. Wallace will provide leadership to the OEWD team and staff the Innovation Council. She will also provide direction on matters related to overall workforce system policy, strategic planning, and partnership development strategies.

Director of Program Operations: John Halpin (0.20 FTE) \$65,400

Mr. Halpin will provide leadership and direction related to the project's Talent Development pilots. He will also provide program management and operations oversight to the project and project providers, create partnerships with employers and supervise project staff.

Business Services Manager: TBD (0.10 FTE) \$30,000

The Business Services Manager will manage the business services for the project, including on-the-job training, tax credits and job listing distribution

Program Monitor: Alfredo Fajardo (0.05 FTE) \$13,500

Mr. Fajardo will lead WIA program monitoring and compliance for the project subcontracts

Data Analyst: David Yang (0.05 FTE) \$10,800

Mr. Yang will process and analyze program participant data and ensure accurate data entry.

Administrative Assistant: Marissa Bloom (0.20 FTE)
\$37,500

Ms. Ford will provide administrative support to the project, including filing, photocopying and front office support

TOTAL SALARIES:
\$221,700

FRINGE BENEFITS: @33%
\$73,161

TOTAL SALARY & FRINGE: **\$294,861**

CONTRACTUAL

Bay Area Video Coalition: \$675,000

\$225,000 per year in Years 1, 2, and 3. Tech SF Program Operations, Sector Training Coordination, Employer Engagement, Occupational Training and Job Placement.

City College of San Francisco: \$750,000

\$250,000 per year in Years 1, 2 and 3. Tech SF Occupational Skills Training

Indirect: 15.8% of Direct Non Contractual Charges = \$46,588

Total Leveraged: \$1,766,449

Additional Leverage

In addition to the leverage noted above, partners are leveraging their normal administrative, IT, fiscal, and MIS staff, facilities, and supplies in support of this project. However, we have not asked for exact calculations of each contribution in this regard.

Abstract

Workforce Innovation Fund Application

Applicant Name: San Francisco Office of Economic and Workforce Development

Applicant Category: Workforce Investment San Francisco (WISF) is the designated Workforce Investment Board for the San Francisco City and County. The San Francisco Office of Economic and Workforce Development is the administrator and fiscal agent of WISF.

Lead Applicant City/State: San Francisco, California

Areas Served: City and County of San Francisco, and the surrounding San Francisco Bay Area

Project Name: TechSF Workforce Innovation Partnership

Funding Level Requested: **\$2.4 million technical costs**

\$600,000 evaluation costs

Project Type: A

Description of Proposed Project: The proposed TechSF-Workforce Innovation Partnership (TechSF-WIP) will address three closely related challenges that prevent the public workforce system from meeting needs of employers and job-seekers in the context of a local tech boom: 1) the significant skills mismatch between the tech sector and local jobseekers; 2) inefficient and outdated systems that cannot match the sector's breakneck speed of change; and 3) the dearth of mechanisms for obtaining real-time information about the sector. TechSF-WIP will address these problems through a significantly enhanced Information Technology/Digital Media (IT/DM) sector partnership, which will collaborate to implement industry-based solutions that cultivate talent and align workforce system operations to meet the rapidly evolving needs of employers and workers. TechSF-WIP will build on the City's information technology sector partnership, TechSF (which is currently ramping-up an H-1B technical skills training program), harnessing the unique economic and innovative power of this industry to drive systems-level improvements in the way public workforce services are delivered, with the intention that local solutions will hold the potential to impact

other sectors and regional, state and national workforce systems.

Specifically, a robust IT/DM public-private partnership will leverage resources from several public-private IT sector initiatives and employers' direct in-kind contributions to formally institutionalize a sustainable Innovation Engine powered by six interlocking components: 1) Workforce Innovation Council: a collective strategic leadership infrastructure; 2) Workforce Innovation Management Methodology: a disciplined approach to codifying and integrating new skills, tools and rules into individual, organizational and systems-level practices and processes; 3) Data Lab: a generator for real-time data and analyses that spark creativity and change; 4) Evidence: a rigorous program of evaluating and reporting on processes and outcomes; 5) Workforce Innovation Lab: an intensive innovation incubator that builds the knowledge, skills and drive to innovate among local workforce system providers; and 6) Learning Network: a public engagement strategy to spread knowledge about what works.

The Innovation Council and project partners will conduct and scale pilot projects to test new workforce service delivery practices that are designed to improve outcomes for employers and jobseekers. Pilots will develop local talent through new project-based and alternative training and produce better-defined career pathways that help close the skills gap, especially for residents accessing Universal Services and other WIA-formula funded services through the public workforce system. The project will employ agile development and project management methods in the pilot projects to develop and test real-time responses to workforce system challenges, effectively leveraging the industry's innovative technology solutions to engage multiple and diverse constituencies around information in ways that support a new response to underlying issues and reinvent the way staff work to deliver workforce development services.

Description of Proposed Evaluation Strategy:

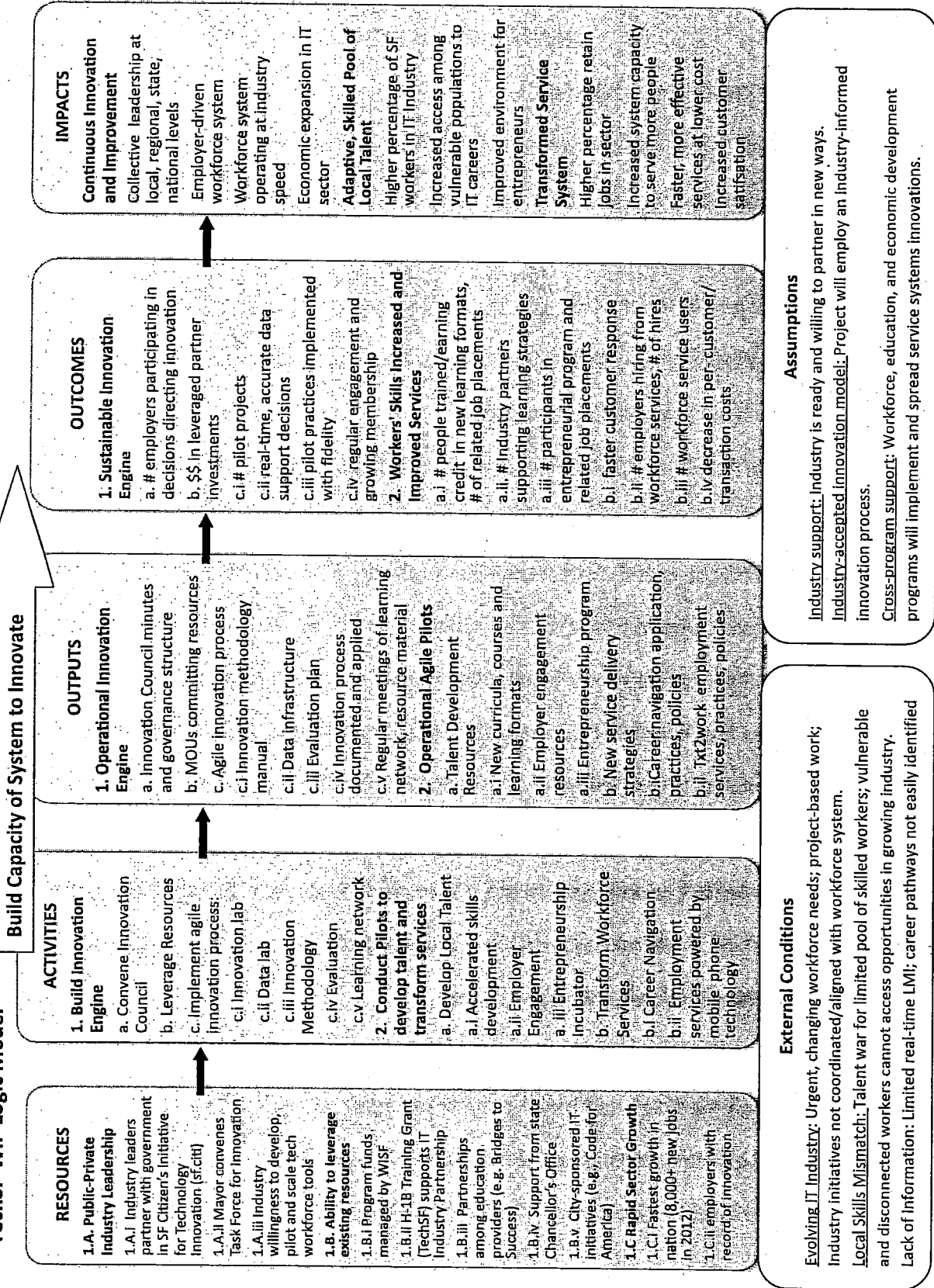
The mixed-methods evaluation is expected to be a dynamic component of the TechSF-WIP initiative. While focusing on labor-market outcomes related to wages and employment stability, the evaluation team

expects to develop a durable partnership with OEWD, education and industry partners to collect and analyze evolving information quickly. TechSF-WIP will use OEWD's secure online data tracking system, WorkforceCentral, to ensure timely and complete data collection, while minimizing reporting burden. WorkforceCentral, an online database synced with the state WIA tracking system and deployed through all SF One Stop Centers, will be available to all project partners. Partners will use the database to track all services delivered and milestones achieved at the participant and project levels. TechSF-WIP enhanced features will include data on pilot development cycles, indicators to supplement traditional WIA measures, a user management component for report-due reminders, and the ability for each industry and educational partner collecting data on education, training and job history in their administrative/corporate databases to upload and transfer data electronically with secure FTP technology. A reporting system, including a web-based dashboard and quarterly reports, will allow partners to monitor and the PMT to manage progress on pilots, process and outcome measures.

The evaluation will use qualitative methods (observation, interview, survey) to track process measures. It will measure efficiency by tracking elapsed time between job posting and hiring, for both employers and job-seekers, with a consideration of cost. The evaluator will consult industry partners to capture cost data using new pilot project technologies. Data on certificate/degree attainment, placement, wages, and employment stability will be tracked through OEWD and educational partners' data structures. One approach to measuring long-term skill development outcomes will be formally identifying a matched comparison group to examine, in parallel, jobseekers and students who were similar in measurable ways, but for whom only half received project services.

Public Contact Information: Amy Wallace, Deputy Director of Workforce Development, OEWD.
Phone: 415-581-2313. Email: amy.wallace@sfgov.org. Website: www.workforcedevelopmentsf.org.

TechSF-WIP Logic Model



TechSF-WIP Evaluation Design

Measurement of Progress and Outcomes

The proposed TechSF-Workforce Innovation Partnership (TechSF-WIP) is supported by a comprehensive evaluation plan that is designed to assess how the industry partnership develops, and leads innovation (process), and specific milestones of workforce efficiency and quality (outcomes). The design is intended to be flexible, fully expecting that the innovation strategies that develop under the leadership of the Workforce Innovation Council will lead to specific opportunities to provide formative evaluative information in short-term feedback loops.

The process measures emphasize the development and sustainability of the partnership, and look at changes over the grant period; the evaluation is intended to inform the long-term viability of the partnership under frequently changing market conditions and product demand in the technology sector. The outcome measures are broadly framed around efficiency measures – how quickly and with what measurable quality is the TechSF-WIP able to reduce firms' search costs, improve workforce placement and increase skill development? One main component of the outcome evaluation is the formal testing of the education-related components – do new approaches to skill development in formal and non-traditional settings enable industry partners to recruit and retain skilled workers? TechSF-WIP's summative evaluation will be grounded in *long-term labor market outcome data* that will provide evidence to support improvements into the future for the TechSF-WIP industry partners and education providers engaged in the initiative.

The Role of the Partnership in Evaluation Activities

The evaluation design is rooted in an agreement among the partners and the evaluation team that feedback provided to the Workforce Innovation Council serves both formative and summative purposes. The San Francisco Office of Economic and Workforce Development (OEWD) and the TechSF-WIP project partners have committed to being actively involved in the evaluation activities. This includes developing

data collection capacities, linking data across TechSF-WIP partners, and innovating on how the analysis feeds the Innovation Engine.

For example, Smartphone applications can be built quickly by the industry partners to link information collected in real-time from job-seekers to centralized analytic data repositories. Or, a hack-a-thon, described in the main body of the proposal to encourage innovation, can be applied to test new data collection capture techniques. In turn, the industry partners working with the evaluation team can synthesize those data to understand the best ways to build information clearing systems about education and employment options.

Therefore, the planned cooperation among the partners is a key component of the evaluation design, and program innovations connected to rapid feedback cycles are central to improving efficiency and reducing search costs. Just as the sector intends to innovate, so does the evaluation design expect to keep pace by asking new questions and collecting information with innovative technology platforms.

Procuring a Third-Party Independent Evaluator

OEWD's procurement processes conform to all local, state, and federal acquisition requirements, and are audited annually by the CA Employment Development Department. Staff has extensive experience with procuring services funded through DOL WIA and HUD Community Development Block Grant funds, and received recent praise from the DOL regional office on the quality of its procurements. OEWD observes formal procurement processes to solicit all services funded by federal grants, regardless of the size of the project, through request for proposal or qualifications processes. All responses are scored using a standard rubric keyed to specific project requirements to ensure objectivity, consistency, and appropriate service pricing.

In recruiting a third party independent evaluator for the TechSF-WIP project, we reviewed qualifications of similar entities and are confident that WestEd compares favorably with these other entities with regard to the following criteria: extensive knowledge and experience in the full range of evaluation

methodologies; the public workforce and education systems; uses of information technology; and innovation, systems change, and implementation strategies. In addition, they hold a GSA MOBIS schedule contract.

WestEd will participate actively in project planning and will be engaged by the Project Management Team as a partner critical to the overall success of the project. The evaluator will be included in the Project Management team's planning/decision-making and problem-solving processes related to all project strategy, project implementation, and outcomes and data-tracking and reporting. Each project partner will work with the evaluator at the outset of the project to identify and provide access to data resources required to develop the evidence base for the strategies, processes, and outcomes proposed. Although the Project Manager will be the primary and coordinating point of contact for the evaluator, each partner will have direct access to the evaluator to discuss or clarify any questions or concerns that may arise regarding the project's evaluation.

Data Systems and Processes

The architecture of the progress and outcome evaluations is based on a consistent and purposeful data tracking system that builds from several in-place data structures, hosted by the partnership. During the early months of the grant period, the TechSF-WIP evaluation team will review and augment data collection protocols through the technology and educational partners' new and existing administrative recordkeeping systems. These include the extensive existing data capacity of the WIB, as well as the administrative record structures of the educational partners (eg. SF City College, San Francisco State University, and the connection to the Employment Development Department – EDD – for wage related data). The evaluation team will devise streamlined data collection protocols to collect additional information and automate data collection activities, to assess outcomes for non-traditional learning and service delivery practices, for example. Some data elements will be collected weekly, monthly, quarterly, depending on data type. Other data, for explicit pilots, may be collected on much shorter timelines that match the structure of the

innovation. For example, some information on responses to Smartphone applications could be collected, with the assistance of industry partners, in intervals of hours, minutes and seconds.

Specifically, the existing data managed by OEWD includes program *and* individual-record level information for six major (SI) programs: Sector Academies, Job Readiness Services, Vocational Skills Training, Targeted Youth Services, One Stop Services, and Transitional Employment Programs. It ranges from monthly tabulations on how many individuals have been served, to specific information on job placement, retention and wages. OEWD also manages extensive reporting on the effectiveness of the One Stop program, and the Targeted Youth Services that it operates (Table 1, below, shows a listing of the data that is collected in key program areas, and its collection frequency). All of these data sources will be available to the evaluators of TechSF-WIP through a formal cooperative agreement. The data sharing will be fully compliant with Institutional Review Board compliance as needed when the evaluation fits the specific criteria of systematic and generalizable research with individual identifiable data records.

Table 1: Data Elements by Report Type by Program Area

Data Element / Frequency	Program Area					
	Sector	One Stop	TJ	VST	Youth	JRS
MONTHLY REPORT						
# of Orientation Attendees	X	X	X			
# of Participants Assessed/ Intake & Assessment	X	X	X	X	X	X
# Assessed Meeting MQs	X	X	X			
# of Participants Enrolled in ISP/Case Mgmt	X	X	X	X	X	X
WIA Dislocated Worker enrollees	X	X	X			
WIA Adult enrollees	X	X	X			
Non WIA/General Fund enrollees	X	X	X			
# IEP/Transition Plan				X	X	
# Enrolled in JRT	X	X	X	X	X	
# Enrolled in VST	X	X	X	X	X	X
# Enrolled in Job Search Only		X	X			
Total # of Participants Placed in employment	X	X	X	X	X	X
# of Training Related Placements		X	X	X		
Average Wage at Placement	X	X	X	X		
# of Participants Retained 90 days		X	X	X		
# of Participants retained one year		X	X			

Data Element / Frequency	Program Area					
	Sector	One Stop	TJ	VST	Youth	JRS
VST Report						
# Enrolled per Training Cohort	X	X	X	X		
# Completed per Training Cohort	X	X	X	X		
SUPPLEMENTAL REPORTS						
PLACEMENTS- Employment						
Date Added (Reporting Date)		X				
First Name		X	X	X		X
Last Name		X	X	X		X
Zip Code		X	X	X		
Training Related (Y/N)		X	X	X		
Employer Name		X	X	X		X
Job Title		X	X	X		X
Hourly Salary		X				X
Hours per Week		X				
Placement Start Date		X	X	X		X
Placement End Date		X				
Retention over 90 days (Y/N)		X				
Benefits coverage offered by employer		X				
PLACEMENTS - Training						
	N/A	N/A	N/A	N/A		
First Name						X
Last Name						X
Training Program Name						X
Training Start Date						X
DEMOGRAPHIC REPORT - QUARTERLY						
Age	X	X	X			
Gender	X	X	X			
Race/Ethnicity	X	X	X			
Home Zip Code	X	X	X			

In addition, the SF City College college system tracks individual students from enrollment through post-graduation employment, allowing for a systematic and longitudinal view of student trajectories from community college intake through placement and retention in courses. Through a distributed arrangement to increase efficiency, and with careful protocols, each TechSF-WIP partner may be asked to help the evaluator collect the additional data needed for progress and outcome measurement. As well, the TechSF-WIP evaluation team will work with the educational partners to augment existing administrative data records for any missing metrics required to support the evaluation.

Building from the WIA and Education Data Systems: For some specific pilots, we envision building a secure online data tracking system—the TechSF-WIP pilot database—to ensure timely and complete data collection, while minimizing reporting burden. Features will include ability to link with Workforce Central, OEWD's online database, a user management component for report-due reminders and the ability for each industry and educational partner to upload and transfer data electronically to the evaluator with secure FTP technology. Privacy will be protected at the individual and the institutional levels with encryption for personally identifiable information and security to allow institutions to access only their own data, but the evaluator broader access. User registration will require authentication to control login access and to track data updates (audit tracking). Qualitative data from narrative progress reports, surveys, and evaluator interviews with program staff will provide insights about the pilots' implementation processes while EDD data will support the outcome evaluation. Together, analyses of these data will provide the Workforce Innovation Council with timely information about progress on these pilots, and stimulate additional development of new, agile, initiatives during the grant period.

Continuous Program Improvement

Implementation measures will track industry and educational partner progress toward developing TechSF-WIP pilot programs against promised timeframes. *Progress measures* and mid-course outcome data will provide the basis for formative evaluation of the project and support systematic feedback about TechSF-WIP pilot programs for mid-course corrections. Table 2, below, outlines proposed progress and implementation measures for planned activities (corresponding to those listed in the logic model and the main proposal narrative). Each measure is noted with a frequency, indicating the timing of the cycles on which data will be collected and the metrics evaluated. Additional measures will be identified during the three-month start-up period to more thoroughly capture the project's key metrics of progress.

We will rely on surveys of employers and other TechSF-WIP partners, as well as jobseekers, to inform our progress on these measures, when applicable. Applications will be developed that allow

technological innovations to drive participant response rates (eg. "one-click" text messages to indicate participation in particular programs, open-ended qualitative responses to surveys by text message, etc.). Other tools will include direct observations of meetings, website development and documentation of policy changes associated with the proceedings of the Workforce Innovation Council.

Table 2: Progress and Implementation Measures

TechSF-WIP Activity	Progress Measure	Implementation Measure
Facilitate an Industry Partnership	Formal network is launched with governance structure. (Quarterly)	Network meets regularly and employers set clear goals; members engaged. (Quarterly)
Implement methodology to support replication	Workforce Innovation Council solicits partners' input on documentation methodologies. (Quarterly)	Methodologies are written, disseminated, and applied by project partners. (Baseline at project inception; reviewed quarterly)
Implement data development protocols	Data sharing agreements are developed. (Reviewed semi-annually)	Data collection inventory at the end of Year 1 shows data collection protocols operational. (Annually)
Adopt a methodology to catalyze and accelerate innovation	Workforce Innovation Council solicits partners' input on agile methodology guiding innovation. (Quarterly)	Methodologies are written, disseminated, and applied by industry partners. (Baseline at project inception; reviewed quarterly)
Conduct process and outcomes evaluation	Evaluation plan is revised after 3 months. (Quarterly)	Workforce Innovation Council has a subcommittee that directs the evaluators on formative feedback cycles. (Semi-annually)
Facilitate a learning network	Regular meetings of the TechSF-WIP partners include sharing of new innovations and strategies for sector development. (Quarterly)	Regular engagement and broadening of membership. (Quarterly)
Implement course delivery changes	Education and industry partners actively engaged in curriculum and course delivery reform proposals. (Quarterly)	New courses offered by SF City College within 6 months of launch. (Quarterly observation)
Develop connections between employers and workers for placement opportunities	Strategy developed for connections; pilot project list released for Year 1 and Year 2 implementation. (Quarterly)	Data structures in place and operational to assess changes in efficiency around job placement (Quarterly)
Provide job seekers entrepreneurial skills.	Taskforce developed to assess strategies for skill development. (Semi-annually)	Formal apprenticeship and mentorship programs to expose workers to entrepreneurship. (Semi-annually)
Develop a career navigation application	Architecture is developed for new implementation and reviewed by partnership members. (Quarterly)	New web-based platform is scheduled for release within 6 months of launch with plans for regular updates. (Semi-annually)
Streamline workforce services through text technology	Architecture is developed for new implementation and reviewed by partnership members. (Quarterly)	New platform is scheduled for release within 6 months of launch. (Semi-annually)

Outcome Measures

Outcome and impact measures will focus on efficiency, wage and education metrics. These will be measured through the collection of data from industry and education partners on regular intervals. When possible, the metrics will be applied along particular spans of time to allow for an examination of changes in system productivity. Examples could be more jobseekers served through on-line One Stop services in Year 2, compared to Year 1. We would also compare the traditional productivity of the One Stop physical center (2012) to the newly implemented center (2013 and beyond). Table 3, below, shows proposed outcome measures that are of particular interest.

Table 3: Outcome Measures and Data Analysis Structure

TechSF-WIP Activity	Outcome Measure	Data Analysis Structure
Facilitate an Industry Partnership	Industry partners share resources and solutions	Observation over time, surveys (Annually)
Implement methodology to support replication	Pilot practices implemented with fidelity	Observation over time, surveys of program staff (Baseline with semi-annual collection)
Implement data development protocols	Real-time, accurate data supports decision-making	Artifacts and documentation (Quarterly)
Adopt a methodology to catalyze and accelerate innovation	Partners invest in innovation strategies	Observation over time, surveys of investment priorities (Baseline with semi-annual collection)
Conduct process and outcomes evaluation	Practices adopted by X% of learning partners	Survey analysis. (Rolling; variable frequency)
Facilitate a learning network	Issues elevated for policy action	Artifacts and documentation (Annually)
Implement course delivery changes	X number of people trained in new learning formats; X number of job placements	Outcome metrics of course completion and certifications (Annually)
Develop connections between employers and workers for placement opportunities	X participants in the Entrepreneur Partnership; X number of companies hiring program participants; X number of hires, job retention	Artifacts and documentation, survey (Quarterly)
Provide job seekers entrepreneurial skills.	Increase in percentage of SF workers in the IT industry	Artifacts and documentation (Annually)
Develop a career navigation application	Faster customer response time	Search time analysis (Quarterly)
Streamline workforce services through text technology	Increased customer satisfaction	Survey analysis, search time analysis (Quarterly)

We offer three detailed examples to provide additional context for how the outcome and impact evaluation is envisioned.

Example 1: Efficiency Gains around Job Search Strategies

Increased efficiency around job searching and skill matching is one of the explicit goal areas for the TechSF-WIP initiative. The impact of increased efficiency is shorter search times for both employers and job-seekers, and longer retention during employment. Efficiency gains also suggest lower costs than previously seen, for the same or increased productivity of the system. The evaluation activity to measure changes in efficiency centers on measuring the elapsed time between job posting and hiring, for both the employer and job-seeker, with a consideration of cost. The evaluator will work with OEWD and industry partners to tag technology-related job postings on the web, and create measurement systems to look at accumulated web "hits". The job will be linked to a flag once the job has been filled. Longitudinal data collection patterns will follow the job placement to assess retention over time. Over the accumulation of many examples, the evaluator will develop patterns of information on expected hiring times, and be able to assess whether efficiency gains are being realized with shortened search times and better hiring matches than in previous years.

The cost efficiency component of our analysis will evolve with substantial consultation with our industry partners and the Workforce Innovation Council. Data collected on the costs of services that are provided with new technologies will be captured by the evaluator in cooperation with OEWD and industry partners. These data can be used to compare current costs in numerous ways. For example, we can compare costs incurred historically against current costs that have reached similar outcomes (eg. job searches, job placements, employment advising). We can also examine how development costs may be shared between TechSF-WIP partners to increase productivity at lower costs – a potential bi-product of the partnership and one-stop approaches.

Example 2: Analyzing Improvements in Customer Satisfaction

TechSF-WIP anticipates improvements in customer satisfaction for job seekers who experience the improved efficiency of workforce services that are provided through the partnership. At the start of the grant period, a customer survey will be developed to assess baseline satisfaction levels using the existing job search services that are available through the programs operated by OEWD. As new technologies are developed under the TechSF-WIP project, surveys will be administered to clients to assess satisfaction and solicit feedback for improvements. The surveys will take several forms that include conventional forced response questions administered through SurveyMonkey or similar tools. In addition, data will be collected with connections to social media sites and Smartphone technology to increase response patterns and the data collection frequency. The evaluation team will tabulate the customer satisfaction information on a quarterly basis to inform the Workforce Innovation Council of progress.

Example 3: Analyzing Long-term Wage and Education-related Impacts

For some isolated components of the TechSF-WIP project plan, long-term outcome measures focus on explicit milestones of certificate and/or degree attainment, labor market placement, wages, and employment stability. These outcomes can be tracked through the OEWD and educational partners' data structures, outlined earlier. One approach to the long term outcome measurement will be formally identifying a matched comparison group to examine, in parallel, jobseekers and students who were similar in measurable ways, but for whom only half received services.

The TechSF-WIP evaluation team will employ propensity score matching—a widely used tool for evaluating education, training, and labor market policies—to create the matched comparison group.¹

¹ Rosenbaum, P.R., and Rubin, D. B. 1983. The central role of the propensity score in observational studies for causal effects. *Biometrika*, 70, 41-55; Dehejia, R. H., and Wahba, S. 1999. Causal effects in nonexperimental studies: Reevaluating the evaluation of training programs. *Journal of the American Statistical Association*, 94(448), 1053-1062; Stuart, E. A., and Rubin, D. B. 2007. Best practices in quasi-experimental designs: Matching methods for causal inference. In *Best Practices in Quantitative Social Science*, (ed.) J. Osborne. Thousand Oaks, CA: Sage Publications; Heinrich, C. J., Mueser, P. R., Troske, K. R., et al. (2009). New estimates of public employment and training program net impacts: A nonexperimental evaluation of the Workforce Investment Act program. IZA Discussion Paper No. 4569.

Similar strategies for establishing comparison groups will be developed for each major component of TechSF-WIP to be funded under the grant during the first 3-months, and periodically as new innovations come on-line.

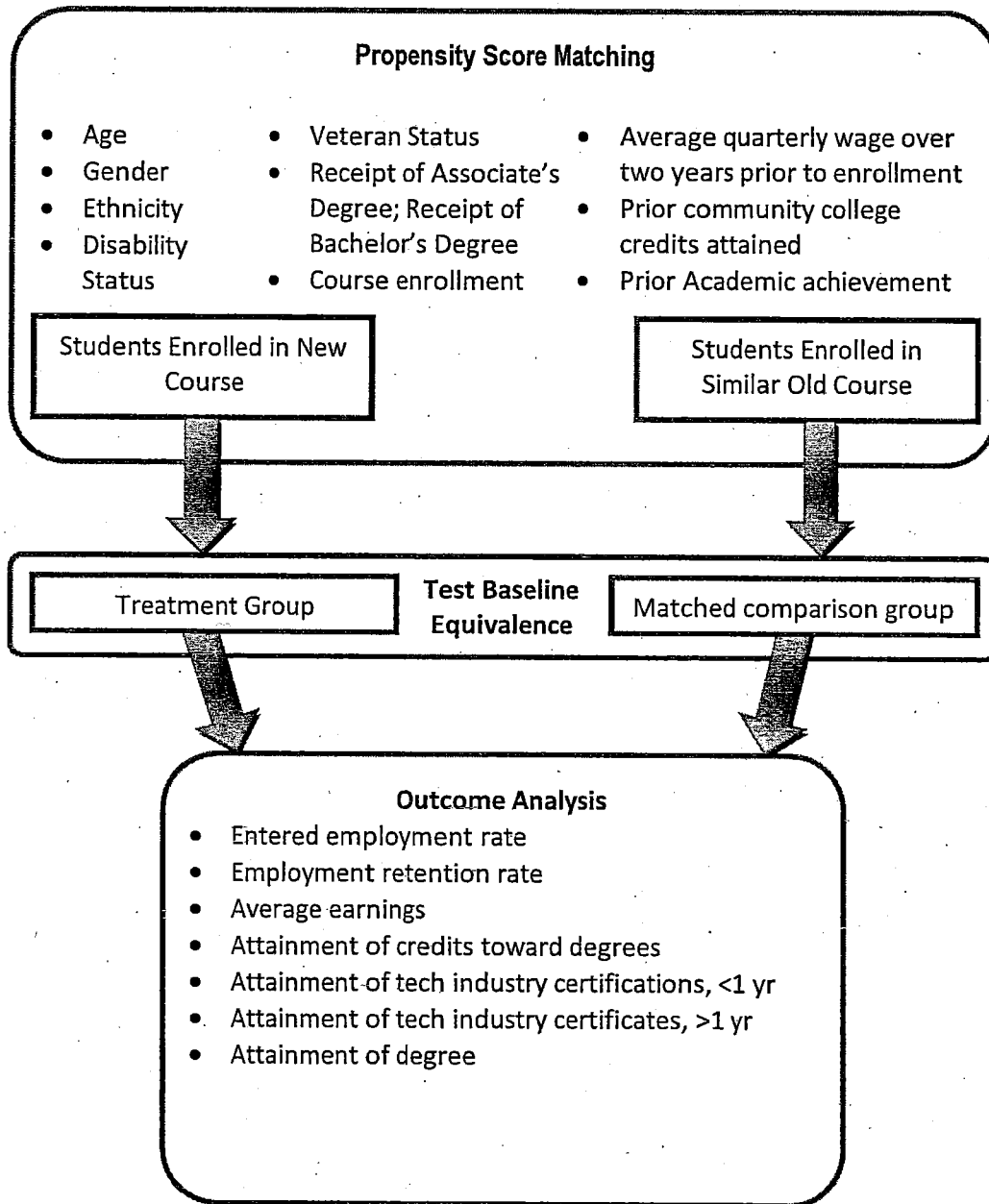
For example, the Workforce Innovation Council will direct development of new approaches to certificate programs that will include the educational infrastructure offered through SF City College. A course could be offered to all students at SF City College, but only some would be directed to the course through the explicit supports of TechSF-WIP (eg. employer-based information directing students to the course, technology-based platforms for encouraging the course, on-line clearinghouse for access to the course, etc.)

The analysis would match the propensity score of each individual who participates in the TechSF-WIP programs that supported the course with the nearest propensity score of an individual within SF City College who participated in a similar course that was not part of the TechSF-WIP outreach.² We expect that a comparison group formed in this way would be as similar as possible to the TechSF-WIP students because both groups will have similar demographics, have similar prior academic histories, and similar coursework. Because both the TechSF-WIP students and the matched comparison group will be enrolled at the same college, the same data system will be utilized to collect data for both sets of students. Figure 1, below, demonstrates our analytic approach.

To address potential selection bias that arises with quasi-experimental designs, the evaluator will conduct tests of baseline equivalence for each of the characteristics that are used in the matching algorithm³ to identify pre-existing differences between the treatment and control groups. Regardless of the

² Caliendo, M., and Kopeinig, S. 2008. Some practical guidance for the implementation of propensity score matching. *Journal of Economic Surveys*, 22(1), 31-72.; Rosenbaum, P. R., and Rubin, D. B. 1985. Constructing a control group using multivariate matched sampling methods that incorporate the propensity score. *American Statistician*, 39, 33-38.

³ What Works Clearinghouse. 2008. *Procedures and Standards Handbook (Version 2.0)*. U.S. Department of Education, Washington: DC.



magnitude of the difference between treatment and control groups⁴, the outcome analysis will statistically adjust for differences using random- and fixed-effects regression techniques.

Specifically, a *nearest neighbor matching within caliper* technique will be used to match treatment and control individuals who are enrolled in similar courses at SF City College (Caliendo and Kpeinig, 2008).

⁴The What Works Clearinghouse (2008) suggests statistically adjusting the effects for baseline differences when the difference is greater than 0.05 of a standard deviation.

In other words, an individual from the comparison group is chosen as a matching partner if he/she lies within the caliper ("propensity range") and is closest in terms of propensity score. The evaluator will use a caliper of width equal to 0.25 of the standard deviation of the logit of the propensity score (Rosenbaum and Rubin, 1985).

A hierarchical linear model will be used to estimate education-related (ED) impacts of TechSF-WIP, when appropriate. As an illustrative example, consider the following model to assess program impacts on individual's wages:

$$\text{Wage}_{ij} = \alpha + \beta_1 * \text{ED}_{ij} + \beta_2 * \text{Controls}_{ij} + \mu_i + \epsilon_{ij}$$

where subscripts i and j denote student and course, respectively; Wage represents the average six-month earnings; ED is a dichotomous variable indicating participation in the ED program; Controls represent a set of control variables (e.g., gender, race/ethnicity, age); μ is a random component representing unobserved factors that vary by course; ϵ is an independent and identically distributed student-level random error term; and α and β are parameters to be estimated. In this model, the program impact is represented by β_1 , which captures program/comparison differences in wages. This type of model is also referred to as a mixed model since it contains both fixed effects (represented by α , β_1 , and β_2) and random effects (represented by μ and ϵ) to account for the fact that students are nested within courses. Other techniques that could be used to account for the nested structure of the data include ordinary least squares with robust standard errors, generalized least squares estimates of a random effects model, maximum likelihood, and restricted maximum likelihood.

Summary of Evaluation Approaches

This mixed-methods evaluation, taken in total, is expected to be a dynamic component of the TechSF-WIP initiative. While focusing on labor-market outcomes related to wages and employment stability, the evaluation team expects to develop a durable partnership with OEWD, education and industry partners to collect and analyze information about rapid-fire innovation pilots quickly. The evaluator is

challenged to stay current with the innovation engine, and be just as agile as the innovations themselves.

There is a purposeful balance in the data collection strategies, which are envisioned to utilize the substantial data collection infrastructure in place, and add real-time data to test innovations that have been developed. Throughout the evaluation plan, summative outcomes are balanced by a commitment among the TechSF-WIP partners to let formative feedback guide innovation cycles.



BUDGET JUSTIFICATION

TechSF Workforce Innovation Partnership 7/1/2012 - 6/30/2015

Salaries and Benefits

Employee salaries are based upon WestEd's fiscal year salary schedule as approved by the agency's Board of Directors. Salaries include the actual days worked for each employee and earned leave, e.g., holidays, vacations, sick leave, etc. Salary rates are current actual rates, increased where appropriate within the proposal dates to provide for probable cost-of-living adjustments, plus 19.5% for earned leave. WestEd's minimum working days for one full-time employee (FTE) are 222 per year. Salaries in the proposed project total \$292,206 over the three year period. The staff include one lead evaluator (28 days/year), one project manager (Years 1-2: 16 days/year; Year 3: 15 days), one data engineer (12 days/year), two quantitative analysts (Year 1: 45 days total; Year 2: 44 days total; Year 3: 42 days total) and two survey specialists/qualitative analysts (Year 1: 86 days total; Year 2: 75 days total; Year 3: 72 days total).

The benefits rate is 43.5% of regular employees' salaries, and 14.7% of temporary employees' salaries. Benefits include worker's compensation, unemployment tax, and FICA for both employee classifications. Regular employees also receive retirement, medical/dental, life insurance, disability insurance, and other staff benefits. The benefit costs for the project are budgeted at \$106,368 over the three years of the project.

Travel

All travel expense reimbursements are based on the Agency's policy. Airfare estimates are based on current average round-trip coach fares provided by the Agency's travel agencies. Lodging is based on average rates for various cities. Per diem is charged at \$45/day or \$11.25/quarter day. For local travel, per diem is as follows: breakfast—9.00; lunch—\$12.00; dinner—\$24.00. For each trip, other expenses include ground transportation (including shuttles, taxis, or trains), parking, tolls, and incidentals. Where appropriate, mileage is charged at GSA's approved reimbursement rate.

In Year 1-2, four one-day, local trips per year are budgeted to consult with staff and data teams at the California Employment Development Division (EDD) in Sacramento, CA (\$1,160/year). In addition, in Years 1-3, one nonlocal (3d/2n) trip per year has been budgeted for consultation in Washington, DC between the lead evaluator and the Department of Labor project team (\$1,335/year). The total travel costs for the project are budgeted at \$6,325 over the three years of the project.

The information contained on this page and in this document are confidential and proprietary to WestEd and should not be shared with any third party without the explicit authorization of WestEd.

Postage/Telephone*

Postage and telephone expenses include general mailing and telecommunication costs. The postage/telephone costs for the project are budgeted at \$5,484 over the three years of the project.

Printing/Graphics*

Printing/Graphics expenses include general office copying. Printing and Graphics expenses are charged directly to the project contract. An outside printing vendor will be engaged to do bulk printing of reports as needed. The printing costs for the project are budgeted at \$2,654 over the three years of the project.

Outside Services

The project requires purchasing the services of an On-line survey vendor and the associated secure data capture functionality. The Outside Services costs for the project are budgeted at \$10,000 over the three years of the project.

Supplies and Materials*

The Supplies and Materials category includes general office items such as stationery, pens, writing tablets, markers, clips, notepads, and other similar materials. The supplies and materials costs for the project are budgeted at \$1,421 over the three years of the project. This includes the cost of special purchases that are charged directly to the project and not to the general supply pool (Year 1: \$107; Year 2: \$122.50; Year 3: \$40.54).

Information Systems

Information Technology (IT) comprises several different functions or services that directly support projects. The Information Services costs for the project are budgeted at \$21,665 over the three years of the project. They include:

- **Personal Computers**—This category represents the depreciation charges for computing software and hardware directly assigned to project staff. This includes PCs, monitors, printers, cables, and software packages. The depreciation cost of this equipment is assigned to individual staff members, and is allocated directly to the project they are working on, based on the hours they report on timesheets.
- **IT Support***—This category consists of costs related to providing general technical support to staff on issues related to networks, data recovery, software applications, MAC and PC hardware problems, database support, etc.
- **Common Network***—This category consists of the costs for providing an overall common data network system for the Agency. It includes common equipment such as servers, routers, etc., as well as the maintenance of equipment. In addition, it includes the cost of common operating software as well as software for databases, etc., required to provide WestEd with a data network system.

- **Shared Equipment***—This category consists of costs of equipment such as common printers, toner cartridges, LCD projectors, videoconference equipment, faxes, servers, and routers at each site.

Facility*

Facility represents the rent and/or occupancy of project office space at a specific WestEd location. The facility costs for the project are budgeted at \$29,453 over the three years of the project.

Program Support*

Program support includes administrative services and program services. Administrative services represent expenses such as human resources, purchasing, insurance, legal, membership dues, and general administrative. Program services consist of activities involving staff planning, quality review, staff development, work planning, and staff evaluation; they also include library assistance to WestEd staff. The Program Support costs for the project are budgeted at \$32,813 over the three years of the project.

Indirect

The Agency's indirect cost rate (overhead rate) is negotiated with its cognizant agency, the United States Department of Education. WestEd's 2012 provisional and applied indirect rate is 12.4%. WestEd's indirect cost pool includes Board/Board support, the Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services. The Indirect costs for the project are budgeted at \$63,039 over the three years of the project.

Management Fee

The inclusion of fees on contracts awarded to organizations like WestEd has been a common practice by federal agencies for many years. The government recognizes that the cost principles under which contractors can claim reimbursement of costs incurred on a project do not allow recovery of all necessary and pertinent costs of doing business. In order for the contractor to remain viable, a fee must be received. This conclusion has been accepted by the General Accounting Office and is supported by numerous studies conducted on the subject. The management costs for the project are budgeted at \$28,572 over the three years of the project.

TOTAL BUDGET: \$600,000

* General expenses in these categories are pooled (by office location for facility) and allocated to projects on the basis of labor hours charged. WestEd uses a target allocation rate based on the previous year's actual rate for charging projects as well as for budgeting purposes. This rate may be adjusted during the year to reflect actual performance. The rate is calculated using the accounting application, Costpoint, which sorts by project the hours each employee reports on timesheets (matches the hours with the location code in the employee's master file for facility), calculates the charges, and allocates the costs based on the project account codes reported on the timesheets.

The information contained on this page and in this document are confidential and proprietary to WestEd and should not be shared with any third party without the explicit authorization of WestEd.

March 19, 2012

Legal Name: Workforce Investment San Francisco (WISF)

Federal EIN: 946000417

WISF is the designated Workforce Investment Board for San Francisco City and County.

- 1) San Francisco Office of Economic and Workforce Development is the administrator and fiscal agent of WISF.
- 2) The enclosed proposal to the Workforce Innovation Fund grant program is consistent with state and local WIA plans.

Signed:

Rhonda R Simmons

3-19-12

Rhonda Simmons
Executive Director, WISF

Date





Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

San Francisco Citizens Initiative for Technology & Innovation (sf.citi) is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). Our participation in the below TechSF activities are a demonstration of our support and prioritization of this collaboration.

San Francisco's information technology sector is innovative, fast-paced, and its workforce needs are constantly changing. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, a local skills mismatch, and an education and workforce system that are simply not flexible or nimble enough to respond to these dynamic needs. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

sf.citi is an organization to leverage the collective power of the tech sector into a force for civic action in San Francisco. This new initiative will bring together city government and San Francisco's tech community with a collective mission to improve the city and the technology sector.

As a partner in the TechSF Initiative, sf.citi is committing the following activities and resources:

- **Convene, in partnership with the Mayor's Office and SFOEWD, the TechSF Workforce Advisory Council to ensure strong industry participation in workforce development training initiatives**
- **Leverage private industry sponsorship for this effort with direct financial support**
- **Tap our member companies to lend their expertise to the development of innovative technology-based processes and tools to support job training and placement**
- **Encourage tech industry employers to develop internships, mentorships, and other skill-development opportunities for local workers.**

Our membership includes over 165 local tech industry employers, including bellwethers of San Francisco Bay Area technology cluster such as Adobe, Google, LinkedIn, salesforce.com, Twitter, Yelp and Zynga. A full list of companies, including some of the most innovative startups in the world, follow. **sf.citi** brings these companies together for a unifying vision of an exemplary public/private tech sector partnership and a shared dedication to workforce development innovation.

Gwaves Lolapps	Cornish & Carey	Jireh Technologies, Inc	Splunk
Academy of Art University	Cushman Wakefield	Jones Lang LaSalle	Spool
Adku	Daily Booth	JOYNIN	Startup Monthly
Adobe	Digg	Justin.tv/Twitch.tv	Storify
AdRoll	Digital Realty	Kiip	Stumbleupon
Advent	Dipity.com	KISSmetrics	Sugar Media
Airbnb	Dropbox	Klout	SV Angel
Airtime	Engine Yard	Life Theatre Services	Tagged
AisleFinder	Eventbrite	LinkedIn	TechCentralSF
Appstores	Expedia.com	Livefyre	TechCrunch
Autodesk	Experience Project	LookOut	Terrace Software, Inc
Automattic/WordPress	faberNovel	Mamapedia	Thumbtack
Batch	fanpageDIRECT	MamaSource	Tradeshift
Beautylish	Federated Media Publishing,	Marin Software	Trigger.io
Bebo	Inc.	Posterous, Inc.	Trulia
Benchmark	Fliptop	Postmates	Turner Broadcasting
Betabrand	Founder's Den	Practice Fusion	Systems, Inc.
Billfloat	Foursquare	Prand Company	TurnHere, Inc.
Black Founders	Froomz	ProximityWare	Twilio
Black Girls Code	Fuse Box	Ready for Zero	Twitter
Blissmo	Getaround	RebuildingTogetherSF	Udemy
blukicks	Giggo	Relevant	Unified
Boku	Github	Rentcycle	United Way
Box.com	Golden Gate University	Responsys	UpCounsel
Boys and Girls Club	Google	Retargeter	Weebly
Branchout.com	Greplin	Revision3	WideOrbit
Brightroll	Hatchery	Riverbed	Work4Labs
Buddy Media	Hattery	Rocket Space, Inc	Xobni
Capseo	Headsets.com, Inc.	Salesforce	Yammer, Inc.
Charge Across Town	Healthline Networks Inc	San Francisco Bay Area Innovation	Yelp
Chomp	Helix Opportunity Inc.	Group	YMCA
Climate Corp	Hipmunk	Scootnetworks	Zecco
Cloudera	InsideView	ShareThrough	Zendesk
Coach	Involver	Snapfish	zoz
Code For America	Jawbone	Socialflow	Zynga

In addition, we are committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our agency commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

Through our work on this important initiative we look forward to strengthening and creating new career and educational pathways that can support the growth, development and global competitiveness of San Francisco's workforce.

Sincerely,



Ron Conway
Chairman
San Francisco Citizens Initiative for Technology and Innovation



Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

Zynga is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). Our support for this collaboration is a priority that is demonstrated through participating in TechSF activities as detailed below.

San Francisco's information technology sector is complex and continually evolving which requires a workforce system that allows employers to engage in a manner that is reflective of current business realities. The City is partnering with Zynga to launch a technology Boot Camp. Through innovative, industry-driven approaches to skill development, the Boot Camp will provide new pathways for San Franciscans to connect to entry-level career opportunities in the IT sector.

The Zynga Boot Camp will pilot a training program for 100 unemployed San Franciscans and mid-career job seekers, utilizing Zynga staff as instructors and mentors, and community organizations to recruit, train, and support a diverse group of new tech professionals. This effort will be coordinated with OEWD's TechSF effort to ensure seamless service delivery and program design.

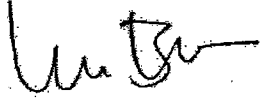
As a partner in the Tech SF Initiative, Zynga is committing the following activities and resources:

- Zynga will partner with local community-based training providers to develop a customized entry-level training tailored to IT and social media careers.
- 100 San Francisco residents will attend boot camp training in the heart of San Francisco's booming technology neighborhood.
- Zynga and partner companies will provide mentors for students at all phases of their training, providing real-world, real-time coaching tailored to the IT environment.
- Zynga and its partner companies will provide job and internship opportunities to boot camp graduates, as well as linking them to the broad network of IT and social media opportunities in San Francisco.
- Zynga will simultaneously be pursuing the development of a "social enterprise" "call center" that will employ boot camp graduates and others to provide technology services to the cluster of IT companies in San Francisco –creating even more jobs for San Franciscans using a cutting edge model for employment in the new economy.

In addition, we are committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our company commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

Through our work on this important initiative, we look forward to providing San Franciscans with the opportunities and skills needed so that we may all benefit from the thriving local IT industry.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Weber". The signature is fluid and cursive, with a long horizontal stroke at the end.

Ken Weber
Executive Director, Zynga.org



2029 Stierlin Court
Mountain View, CA 94043
650.687.3600 (T) 650.687.0505 (F)
www.linkedin.com

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Date: March 15, 2012

Dear Ms. Kelly:

LinkedIn is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). We are committed to this collaboration through participating in TechSF activities as detailed below.

The San Francisco Bay Area information technology sector is a dynamic, high-growth industry and a center for innovation. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

As a partner in the Tech SF Initiative, LinkedIn is committing the following activities and resources:

- Training of social media usage and technologies for San Francisco workforce service providers
- Guidance and consultation for social media usage in workforce development
- Access to LinkedIn's new student jobs portal, where employers can post summer jobs and internships for free.

In addition, we are committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our agency commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

Through our work on this important initiative, we look forward to strengthening and creating new career and educational pathways for San Francisco's workforce, meeting industry skills and training needs, and transforming workforce services and systems.

Sincerely,

Meg Garlinghouse
Head of Social Impact, LinkedIn



Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

Google is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). We are committed to this collaboration through participating in TechSF activities as detailed below.

The San Francisco Bay Area information technology sector is a dynamic, high-growth industry. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates and an increasing skills gap. The proposed TechSF Workforce Innovation Project has the potential to transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development.

As a partner in the Tech SF Initiative, Google will play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from Google will, whenever possible, participate in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

Through our work on this important initiative, we look forward to strengthening and creating new career and educational pathways for San Francisco's workforce, meeting industry skills and training needs, and transforming workforce services and systems.

Sincerely,

Veronica Bell
Manager, Community and Government Affairs
Google



Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

795 Folsom Street
Suite 600
San Francisco
California
94107

twitter.com

Dear Ms. Kelly:

Twitter is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development.

San Francisco's information technology sector is ever evolving. You see an active startup culture enabling rapid innovation, and at the same time, companies like Twitter are solidifying their space and creating high demand for the best minds in the field to flock to the area. This has built a need for a new type of employee, one who is more creative and flexible than ever. We support TechSF because we support our hometown and would like to better align the needs of residents with the opportunities we offer.

The education and workforce systems here need to move into the 21st century in order to keep up with the fast-paced world of technology. The proposed TechSF Workforce Innovation Project will transform them by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development. We are excited to see this type of coordination between the city and the private sector, and have a vested interest in seeing the initiative succeed.

Twitter is looking to support the Tech SF Initiative in a few ways to start:

- Work with local organizations to develop pathways into our field through educational partnerships and training programs.
- Educate local businesses about the role social media can play in their business in order to open up new job opportunities in our ecosystem.
- Create knowledge-sharing activities for our employees to pique the curiosity of students who may not otherwise be exposed to those skills or interests.

In addition, we will play an active role in implementing the TechSF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from Twitter will participate in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success. Our employees come from diverse tech and business backgrounds, and one of our strongest assets is their passion for education. They will be a great advantage in developing new tools to the community.

Sincerely,

Jenna Sampson
Community Relations, Twitter inc.



SEGA OF AMERICA, INC. 350 Rhode Island St., Suite 400, San Francisco, CA 94103 • (415) 701-6000

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

Sega of America is pleased to support the TechSF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development.

San Francisco's information technology sector and, specifically, the digital entertainment arena, are dynamic, high-growth industries and at the center of innovation. Yet, local companies have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

While we are committing support to the TechSF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board, we hope to play an active role, if the proposal is granted. As industry leaders in the digital media world, we would be very interested in providing expertise in implementing the critical work on this project. We anticipate the possibility of providing insights and guidance towards assessment and training, reviewing participant efforts, and, if applicable, connecting with and hiring entrepreneurs for project-based jobs during the life of the grant. It is our hope that these pilot programs may become institutionalized and replicated beyond the expiration of grant funds.

Through our work on this important initiative, we look forward to strengthening and transforming workforce services and systems.

Please contact me at 415.701.3871 if you require additional information.

Sincerely,

Michelle Whitmore
Director of Human Resources

March 19, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

Riverbed Technology is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development. We have prioritized supporting this collaboration through participating in TechSF activities as detailed below.

San Francisco's information technology sector is a dynamic, high-growth industry and a center for innovation. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

As a partner in the Tech SF Initiative, Riverbed is committing the following activities and resources:

- Active participation in quarterly meetings with all stakeholders.
- Advising workforce providers on technology.
- Advising on training curriculum and new technology innovations.

In addition, we are committing to play an active role in implementing the TechSF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our agency commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

Riverbed has been a San Francisco based company since our founding in 2002. We are truly a global company, with our headquarters in San Francisco and offices and partners in every major city across the globe and thousands of products in use by customers on every continent, including Antarctica. We're continually seeking new opportunities for innovation and growth to help our customers realize even greater IT performance improvements and cost savings. For this reason, we know TechSF programs are important to provide training and direction to future high-tech employees who will make up the San Francisco workforce that will help drive Riverbed's ongoing success.

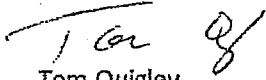
Riverbed is committed to actively participating in this initiative during the life of the grant and will seek to institutionalize and replicate TechSF programs and innovations beyond expiration of grant funds in order to realize the technological and practical transformation of the workforce development system as outlined in the grant proposal.

The logo for Riverbed, featuring the word "riverbed" in a stylized, lowercase font with a small registered trademark symbol (®) above the 'i'.

Through our work on this important initiative, we look forward to strengthening and creating new career and educational pathways for San Francisco's workforce, meeting employers' skills and training needs, and transforming workforce services and systems.

Please contact me at (415) 247-6372 if I can provide any additional information.

Sincerely,



Tom Quigley
Director, Employee Services Operations
Riverbed Technology
tquigley@riverbed.com

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

Twilio is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). We are committed to this collaboration through participating in TechSF activities as detailed below.

The San Francisco Bay Area information technology sector is a dynamic, high-growth industry and a center for innovation. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

As a partner in the Tech SF Initiative, Twilio is committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from Twilio commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

Through our work on this important initiative, we look forward to strengthening and creating new career and educational pathways for San Francisco's workforce, meeting industry skills and training needs, and transforming workforce services and systems.

Sincerely,



Signatory
Title

Lia Coniglio HR Manager

txt2wrk SMS Job Alerts

March 19, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

txt2wrk is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development. We have prioritized supporting this collaboration through participating in TechSF activities as detailed below.

San Francisco's information technology sector is a dynamic, high-growth industry and a center for innovation. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

As a partner in the Tech SF Initiative, txt2wrk is committing the following activities and resources:

- Coordination with TechSF partners to implement the existing txt2wrk technology as part of a workforce system innovation engine pilot to improve access to employment opportunities for underserved participants and increase efficiencies and lower costs for workforce providers.
- Planning and consultation to implement a txt2wrk technology usage pilot in San Francisco's public workforce system, including synchronization of multiple interfaces, development of a workflow process for all users, and project management.

In addition, through this pilot we are committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our organization commit to participating in planning meetings to coordinate and implement critical work on this project and will bring expertise and information needed to make this initiative and pilot a success.

txt2wrk will leverage its existing funding sources and technology to integrate and synchronize the txt2wrk and public workforce systems. txt2wrk is committed to actively participating in this initiative as a pilot during the life of the grant, and will seek to institutionalize in the Tech SF Initiative learnings from this pilot beyond expiration of grant funds in order to help realize the technological and practical transformation of the workforce development system as outlined in the grant proposal.

As a workforce system innovation engine pilot participating in this important initiative, we look forward to strengthening and creating new career and educational pathways for San Francisco's workforce, meeting employers' skills and training needs, and transforming workforce services and systems.

Please contact me at (201) 983-7328 if you require additional information.

Sincerely,



Dave Chiu
Co-founder, txt2wrk

266 Hanover Ave
Oakland Ca, 94606

www.txt2wrk.net
info@txt2wrk.net

March 16, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

CallSocket is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). We are committed to this collaboration through participating in TechSF activities as detailed below.

The San Francisco Bay Area information technology sector is a dynamic, high-growth industry and a center for innovation. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

CallSocket is a next generation contact center and customer experience center. Our agents deliver remarkable customer service over the phone, email, SMS, instant chat, and social networks such as Twitter and Facebook. We recently bought the Oakland Tribune Tower and leased 30,000 square feet in San Francisco to house our operations. We have committed to creating 300 jobs within the next two years in San Francisco and the Bay Area region in general. We will play a critical role in closing the increasing skills gap by hiring individuals from disadvantaged backgrounds and helping them to develop skills to communicate on tomorrow's most important technology platforms while delivering world class customer service.

As a partner in the Tech SF Initiative, CallSocket is committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from CallSocket commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

Through our work on this important initiative, we look forward to strengthening and creating new career and educational pathways for San Francisco's workforce, meeting industry skills and training needs, and transforming workforce services and systems.

Sincerely,



Allan Young
President
CallSocket
409 13th Street, Oakland, CA 94607
www.callsocket.com
415-837-3838



Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

CBS Interactive is pleased to support the TechSF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development.

San Francisco's information technology sector and, specifically, the digital entertainment arena, are dynamic, high-growth industries and at the center of innovation. Yet, local companies have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

While we are committing support to the TechSF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board, we hope to play an active role, if the proposal is granted. As industry leaders in the digital media world, we would be very interested in providing expertise in implementing the critical work on this project. We anticipate the possibility of providing insights and guidance towards assessment and training, reviewing participant efforts, and, if applicable, connecting with and hiring entrepreneurs for project-based jobs during the life of the grant. It is our hope that these pilot programs may become institutionalized and replicated beyond the expiration of grant funds.

Through our work on this important initiative, we look forward to strengthening and transforming workforce services and systems.

Please contact me at (415) 344-2557 if you require additional information.

Sincerely,

A handwritten signature in black ink that reads "Jeff Finselow".

Jeff Finselow
Director of Learning & Development
CBS Interactive
235 Second Street
San Francisco, CA 94105



March 19, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

I am pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). Our participation in the below TechSF activities are a demonstration of our support and prioritization of this collaboration.

San Francisco's information technology sector is innovative, fast-paced, and its workforce needs are constantly changing. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, a local skills mismatch, and an education and workforce system that are simply not flexible or nimble enough to respond to these dynamic needs. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

As Mayor of San Francisco, the "Innovation Capital of the World," I am committing to provide leadership of the TechSF initiative and also dedicated to supporting an innovative culture of both the private and public sector. In doing so, my administration has worked with tech companies who are starting up and expanding in San Francisco at a rapid rate, becoming leaders of an increasingly strong local, state and national economic recovery. In the first two months of 2012, over 1 million square feet of office space has been leased by the growing tech industry, including local and industry-wide economic drivers such as salesforce.com and LinkedIn. Our efforts to create an economic cluster of innovation have also resulted in Twitter relocating to San Francisco's mid-market neighborhood revitalization zone and spurring the agglomeration of many other civic-minded companies at the forefront of the social media revolution.

Closing the workforce skills gap in the technology sector as well as harnessing the innovations of tech companies to create a more nimble, efficient and more transparent government are priorities for the City and County of San Francisco. My administration has recently initiated the 2012 Innovation Portfolio to move these priorities forward as well as provide leverage to the TechSF initiative, including the launch of:

- **Business One-Stop:** making it easier for new businesses to start and grow in San Francisco. Using this online service, businesses will be able to answer simple step-by-step questions and be presented with a clear roadmap of the required steps and forms to complete online.
- **ImproveSF:** creating new ways for citizens to engage with City Hall. The online platform will allow the City to issue public challenges inviting our community to help solve civic-problems.
- **Hackathons 2.0:** applying design thinking to civic hacking. In 2012, the City will be working with several organizations to host user-centered hackathons around veteran services, new payment platforms, transportation issues and more.
- **Open Data:** advancing the City's efforts to make our data more accessible. As part of this effort, the City is moving to a cloud-based data sharing service.

Additionally, in January 2012, I named the country's first Chief Innovation Officer in a Mayor's Office, who will lead these innovation initiatives and introduce new ideas and approaches to make San Francisco a 2.0 City. These efforts are further supported by a partnership between the City and County of San Francisco and Code for America to launch the world's first Civic Startup Accelerator that will support

Ms. Donna Kelly
March 19, 2012
Page Two

entrepreneurs who launch companies to make City government more responsive, efficient and connected.

In my role as leader of the US Conference of Mayors (USCM) Technology and Innovation Task Force, I am also committed to demonstrating how cities can support growth of technology and new economy jobs and foster innovation in local governments through technology and transparency.

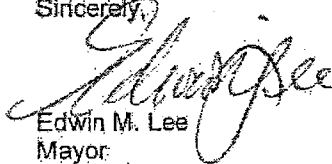
As a partner in the TechSF Initiative, I am committing to provide leadership through my role with the US Conference of Mayors (USCM) Technology and Innovation Task Force to:

- Create a new workforce strategy that trains local residents for the new, high tech economy, whether entry-level or mid-career
- Work with CEO's of companies large and small to ensure that the business environment in cities continues to attract entrepreneurs while allowing companies to grow and succeed
- Work to ensure cities provide the competitive advantage when seeking talent by enhancing quality of life, such as parks and open space, and public transportation that attract and inspire creative minds and talents.
- Find ways to reform the tax structure to ensure it is equitable across all business sectors including tech
- Make government information and public data more accessible to allow private companies to develop innovative applications and services for public benefit

In addition, I am committing to playing an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from my office will commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

Through our work on this important initiative, we look forward to strengthening and creating new career and educational pathways that can support the growth, development and global competitiveness of San Francisco's workforce.

Sincerely,



Edwin M. Lee
Mayor



Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

As Chief Innovation Officer for the City and County of San Francisco, I am pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). Support of the TechSF Workforce Innovation Project is a priority for San Francisco and is demonstrated by our commitment to participate and collaborate in the TechSF activities outlined below.

San Francisco's information technology sector is a dynamic, high-growth industry and a center for innovation. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

San Francisco is at the forefront of the current technological revolution that is affecting the world. From Twitter, WordPress to Kiva, our innovations are changing how we communicate, interact and share information with each other, whether across the Bay or around the world. We're home to technology non-profits like Electronic Frontier Foundation that defend our freedoms in the networked world and Wikimedia Foundation that is dedicated to the free exchange of human knowledge.

The City has embraced the technological revolution by empowering our technology community through our pioneering open data efforts. We were the first US city to pass open data legislation resulting in nearly 100 applications and services. Our SFPark program is using real-time sensor data to adjust parking pricing to ensure that drivers can find parking when they need to. For the past two years we have used collaborative technology to solicit budget saving ideas from our staff resulting in thousands of dollars of savings. We continue to drive change through our 2012 Innovation Portfolio which is focused on three primary areas: economic development, civic engagement and making our government smarter.

As a partner in the Tech SF Workforce Innovation Project, my office is committing the following activities and resources:

- Organizing 2 hackathons or charettes per year to innovate and create solutions to improve the delivery of workforce development services in San Francisco.
- Spearheading efforts and staffing the Workforce Data Lab to develop data resources and align data collection with existing citywide *data.sf* initiative.
- Actively participating on the TechSF Innovation Council and staffing an innovation office liaison to ensure alignment of workforce development innovations with the City and County of San Francisco's citywide government innovation initiatives.

- Aligning the Mayor's 2012 Innovation portfolio with the TechSF initiative in order to enhance civic engagement and technological innovation in government. These initiatives include:
 - Business One-stop – making it easier for new businesses to start
 - ImproveSF - our online brainstorming platform
 - Interagency and national innovation network

In addition, we are committing to play an active role in implementing the Tech SF Workforce Innovation Project in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from my office commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

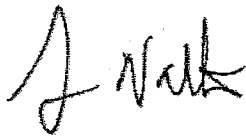
Our Office has gained national recognition for using new ideas and approaches to solving long-standing civic challenges. Our mission is to transform government by creating a culture of innovation which aligns with the vision and spirit of TechSF.

My office is committed to actively participating in this initiative during the life of the grant and will seek to institutionalize and replicate TechSF programs and innovations beyond expiration of grant funds in order to realize the technological and practical transformation of the workforce development system as outlined in the grant proposal.

Through our work on this important initiative, we look forward to maximizing the human resource potential of San Francisco's workforce, supporting employers' skills and training needs, while transforming workforce services and systems.

Please contact me at 415-830-5175 if you require additional information.

Sincerely,



Jay Nath
Chief Innovation Officer
Office of Mayor Edwin M. Lee
City & County of San Francisco





March 20, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

Social Policy Research Associates (SPR) is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development. We are excited about the potential of our collaboration described below.

San Francisco's information technology sector is a dynamic, high-growth industry and marked by constant innovation. At the same time, local companies have difficulty recruiting talent for high demand occupations: skills gaps prevent workers from advancing and needs of firms and the capacity of existing programs and services are misaligned. The proposed TechSF Workforce Innovation Project will transform the workforce system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

As a partner in the Tech SF Initiative, SPR is currently coordinating with OEWD to leverage private and public (non-WIF) funding to support the following activities in support of the TechSF-Workforce Innovation Partnership (TechSF-WIP):

- Design and launch the Workforce Innovation Lab—a first-of-its-kind effort to provide training, technical assistance, and support for the innovation initiatives the TechSF WIP will catalyze;
- Advise Innovation Council and Project Management team on innovation process strategies;
- Participate in the Extended Learning Network;
- Document the development and launch of the lab, and disseminate effective practices with the intent of building on DOL sponsored workforce leadership guide (i.e. The Weadership Guide), the emphasis of which is leadership that supports innovation.

The goal of the lab is not just to learn and share innovation processes and methods, but to launch innovation initiatives—in a real-time agile environment—building the innovation capacity of the workforce system itself.

SPR and OEWD are working with the Mayors Office and sf.citi (a local industry group comprised of over 165 local tech businesses) in an effort to raise up to \$450,000 over the course of three years from sf.citi members to support this work. We anticipate having funding commitments in place for at least the first year of the Workforce Innovation Lab by the time the TechSF-WIP project is projected to start.

We are committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our agency commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

In particular, SPR principals are members of the global Social Innovation Exchange and students and practitioners of civic and social innovation in a global context. They bring experience, expertise, and an access to network of top-notch social-innovators working to improve public programs and services all over the world.

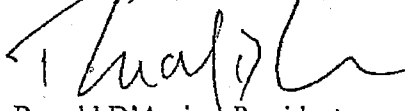
For nearly 20 years, SPR has enabled smarter investments, better programs, and more prosperous communities through evaluation and high-impact technical assistance and training. We have worked with San Francisco OEWD for over a year to building leadership capacity in partnership with the agency's Peer Leadership Group (community workforce leaders) to prepare San Francisco's workforce leaders to advance a citywide innovation agenda.

SPR is committed to the success of this initiative and helping to find ways to scale and replicate TechSF programs and innovations beyond expiration of grant funds in order to realize the technological and practical transformation of the workforce development system as outlined in the grant proposal.

Through our work on this important initiative, we look forward to strengthening and creating new career and educational pathways for San Francisco's workforce, meeting employers' skills and training needs, and transforming workforce services and systems so they enable better solutions to critical workforce challenges in San Francisco and beyond.

Please contact me at 510 763-1499 ext. 628 if you require additional information.

Sincerely,



Ronald D'Amico, President



Jamil Dada, Acting Chair ▪ Tim Rainey, Executive Director ▪ Edmund G. Brown, Jr., Governor

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

The California Workforce Investment Board (WIB) is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). Support of this collaboration is a priority for the California WIB and is demonstrated through our participation in the TechSF activities as outlined below.

San Francisco's dynamic information technology sector provides unparalleled opportunities for the most skilled and talented in our communities, however, local technology employers are having difficulties recruiting for these occupations due to a shortage of qualified candidates, an increasing skills gap, and an education and workforce system that lacks the agility to be responsive to employer's needs. The proposed TechSF Workforce Innovation Project will transform the current workforce and education structure into a coordinated and cohesive system that is responsive to the needs of the tech industry and workers.

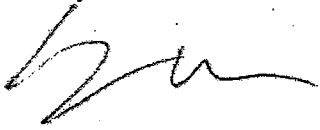
As a partner in the Tech SF Workforce Innovation Project, The California WIB is committing the following activities and resources:

- **Participate annually in a learning network to engage in conversations regarding successful workforce system innovations, technologies and other processes developed through the TechSF initiative.**
- **Disseminate evidence of successful innovative technologies and practices, service delivery mechanisms and other system solutions developed and evaluated through the TechSF initiative throughout California's local workforce investment board system for potential replication, capacity building or other positive systems change outcomes.**

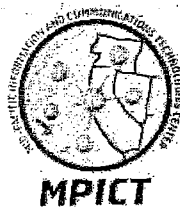
In addition, we are committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our agency commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success. Specifically, we will be able to lend the knowledge gained from our industry sector strategy approach, which is compatible to the Tech SF Initiative's underlying goal of developing a more flexible and adaptive workforce system that responds to the talent needs of a specific industry.

Through the TechSF Workforce Innovation Project we look forward to developing workforce development services that cut costs, increases system agility and responsiveness, as well as, providing better access to vulnerable populations.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Rainey', written in a cursive style.

Tim Rainey
Executive Director



March 12, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

On behalf of the Mid-Pacific Information and Communications Technologies (MPICT) Center and the California Community Colleges ICT Collaborative I am pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD).

- The Mid-Pacific ICT Center (MPICT.org) is funded primarily by the National Science Foundation (NSF) Advanced Technological Education (ATE) program (DUE 0802284). Its mission is to coordinate, promote and improve the quality of ICT education, with an emphasis on 2-year colleges, in northern California, northern Nevada, southern Oregon, Hawaii and the Pacific Territories. It is hosted by City College of San Francisco (CCSF).
- The California Community College ICT Collaborative (CCCICT.org) is funded primarily by a Carl D. Perkins Title I, Part B State Leadership Grant, # 12-156-001, awarded by the California Community Colleges Chancellor's Office. Its mission is to advance ICT education programs at California community colleges and to enable a diverse student population to succeed in meeting industry and business ICT workforce needs. It is also hosted by City College of San Francisco.

San Francisco is home to some of the world's most innovative, vibrant and high-growth companies within the technology sector, however, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an education and workforce system that is not nimble enough to meet the dynamic needs of these employers. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

The two agencies which I direct are very familiar with the problems identified by the TechSF Workforce Innovation Project and have started to address them in their respective regions as indicated above. We are really pleased to see the convergence of efforts building up in San Francisco and commit our full support to SFOEWD in this project.

As a partner in the Tech SF Initiative, the MPICT Center is committing the following activities and resources:

- Offer industry experience and leadership through our participation on the TechSF Industry Advisory Council.
- Provide research and guidance to assist in planning, evaluating, and successfully replicating TechSF innovations in community colleges in its region.
- Invite Tech SF to participate in its activities.

And The California Community Colleges ICT Collaborative will complement these by committing to:

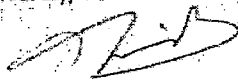
- Distribute workforce data accountability practices statewide for review and replication.
- Disseminate innovative curriculum delivery methods statewide for review and replication.
- Participate in a network of workforce policy and program experts convened on an annual basis to guide evaluation and potential dissemination and/or replication of TechSF innovations statewide.

In addition, we are committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from MPICT and the ICT Collaborative commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

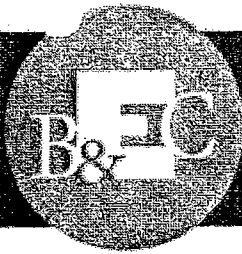
Through our work on this important initiative, we look forward to helping SFOEWD and its partners to harness the technology and innovations of local IT firms in order to better meet the skills and training needs of job seekers and employers', as well as, transforming workforce services and systems state and nationwide.

Please contact me at 415-239-3594 if you require additional information.

Sincerely,



Pierre Thiry, P.E., Ph.D.
Principal Investigator, MPICT Center
Director, CCC ICT Collaborative
pthiry@ccsf.edu
Box S-107 Office Science 107
50, Phelan Avenue
San Francisco, CA 94112.



Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

The California Business & Entrepreneurship Center (BEC) Program is delighted to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD).

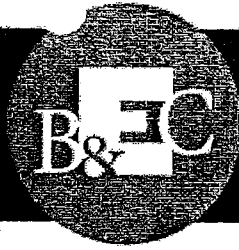
The California Business & Entrepreneurship Center Program is a network of Community College professionals partially funded through the Chancellor's Office of California Community Colleges and working in strategic partnerships with businesses, industry and community organizations to identify and meet California's economic development needs in the areas of business improvements and entrepreneurship training. Specific attention is given to providing small business assistance and encouraging youth entrepreneurship. The BEC has nine centers in California, including at nearby Cabrillo College and Napa Valley College. Each center has one or more sector focus to meet the needs of regional industry.

The BEC works with private, public and non-profit resources to build strong, sustainable and successful businesses. The end result is wealth creation, job creation and retention and better economic health in California. By partnering with local, well-respected business growth organizations and community colleges, the BEC and the entrepreneurs they serve can tap into an abundance of resources and know-how already in place, thereby enhancing the long-term growth and viability of these companies.

San Francisco's dynamic information technology sector provides unparalleled opportunities for the most skilled and talented in our communities, however, local technology employers are having difficulties recruiting for these occupations due to a shortage of qualified candidates, an increasing skills gap, and an education and workforce system that lacks the agility to be responsive to employer's needs. The proposed TechSF Workforce Innovation Project will transform the current workforce and education structure into a coordinated and cohesive system that is responsive to the needs of the tech industry and workers.

As a partner in the Tech SF Workforce Innovation Project, The California Business & Entrepreneurship Center (BEC) Program is committing the following activities and resources:

- Lending the BEC entrepreneurship model to the TechSF initiative, including close collaboration through Cabrillo College to develop a model in San Francisco which focuses on entrepreneurship training in the IT industry.
- Share curriculum in entrepreneurship training that is industry-recognized and includes accelerated learning and on-line coursework.
- Connection to a statewide network of BECs to share best practices, innovations and other information learned from participation in the TechSF initiative for dissemination and replication among the state's community colleges.
- Leverage of BEC mini-grants to infuse entrepreneurship into existing IT curricula.



Business &
Entrepreneurship
Center

Strengthen. Assist. Expand.

In addition, we are committing to play an active role in implementing the Tech SF Initiative in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our agency commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success.

The California Business & Entrepreneurship Center (BEC) Program is committed to actively participating in this initiative during the life of the grant and will seek to help SFOEWD and its partners to institutionalize and replicate TechSF programs and innovations beyond expiration of grant funds in order to realize the technological and practical transformation of the workforce development system as outlined in the grant proposal.

Through the TechSF Workforce Innovation Project we look forward to developing workforce development and education services that cut costs, increases system agility and responsiveness, as well as providing better access to vulnerable populations.

Please contact me at 831-479-6330 or alkramer@cabrillo.edu if you require additional information.

Sincerely,

A black and white image of a handwritten signature, which appears to be 'Alex Kramer', written in dark ink on a light background.

Statewide Director
Business & Entrepreneurship Center (BEC) Program

A black and white image of a handwritten signature, which appears to be 'Alex Kramer', written in dark ink on a light background.

Alex Kramer, Director
Business & Entrepreneurship Center
at Cabrillo College
6500 Soquel Drive
Bldg. 2100 C
Aptos, CA 95003

A black and white image of a handwritten signature, which appears to be 'Charlie Monohan', written in dark ink on a light background.

Charlie Monohan, Program Coordinator
Business and Entrepreneurship Center
At Napa Valley College
cmonohan@napavalley.edu
(707) 253-3212



OFFICE OF THE CHANCELLOR

50 PHELAN AVENUE • BOX E200 • SAN FRANCISCO, CA 94112 • (415) 239-3303 • FAX (415) 239-3918

March 16, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

City College of San Francisco (CCSF) is pleased to support the TechSF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). Support of this initiative is our top priority which is demonstrated through our commitment to participate in the TechSF activities detailed below.

San Francisco's information technology sector is an innovative, dynamic, high-growth industry that is constantly reinventing itself in an unpredictable, evolving global marketplace. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations, building a holistic workforce/education system, and coordinating industry engagement efforts to maximize opportunities for local talent and skill development. The TechSF Workforce Innovation Project will serve as an exemplary model for workforce innovation nationwide.

City College has had a long-standing partnership with the Office of Economic and Workforce Development, collaborating on sector strategies and academies for the construction, green, technology and health care industries. As a partner in the TechSF Workforce Innovation Project, City College of San Francisco is committing the following activities and resources:

- Developing curriculum that provides industry-specific hard and soft skills training that is supported and informed by real time labor market trends and by employers.
- Structured industry exposure opportunities via internships, project-based learning, and mentoring.
- Simplified and enhanced access to education services through innovative delivery models.
- Expanding existing partnerships between workforce and TechSF IT employers to more effectively collect and share workforce/education data in order to better align and realize outcomes for both job seekers and employers.

In addition, we are committing to play an active role in implementing the TechSF Workforce Innovation Project in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the TechSF Industry Advisory Board. Representatives from our agency commit to participating in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success. CCSF faculty and staff participating in this project are exceptionally well-versed in curriculum development, the delivery of training and education, and the coordination of training with industry needs and trends.

Founded in 1935, City College of San Francisco is among the oldest and largest community colleges, providing educational access to a notably diverse population of close to 100,000 students each year, encompassing all ethnic, social, and economic backgrounds. CCSF delivers over 4,700 course sections at nine campuses and over 100 other instructional sites citywide. CCSF's mission is to provide educational programs and services to meet the needs of its diverse community, including preparation for transfer to baccalaureate institutions; achievement of Associate Degrees; acquisition of career skills needed for

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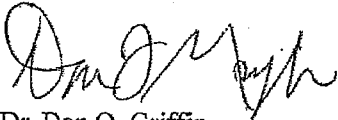
success in the workplace; promotion of economic development and job growth; and life-long learning, life skills, and cultural enrichment. Over one third of San Francisco residents have taken classes at CCSF.

City College of San Francisco is committed to actively participating in this initiative during the life of the grant and will seek to institutionalize and replicate TechSF programs and innovations beyond expiration of grant funds in order to realize the technological and practical transformation of the workforce development system as outlined in the grant proposal.

Through our work on this important initiative, we look forward to innovating workforce services and systems, strengthening and creating new career and educational pathways for San Francisco's workforce while meeting employer's needs for a dynamic, responsive and diverse pool of local workers.

Please contact Carmen Lamha at 415-239-3396 or clamha@ccsf.edu if you require additional information.

Sincerely,



Dr. Don Q. Griffin
Chancellor



COLLEGE OF SCIENCE & ENGINEERING
OFFICE OF THE DEAN

1600 Holloway Avenue
San Francisco, CA 94132-4163

phone: 415/338-1571

web: www.sfsu.edu/~cse

15 March 2012

e-mail: axler@sfsu.edu

website: www.axler.net

To: Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

From: Sheldon Axler *Sheldon Axler*
Dean, College of Science & Engineering

Subject: Tech SF Workforce Innovation Project

The College of Science & Engineering at San Francisco State University is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development (SFOEWD). Our strong support for this project is demonstrated by our commitment to participate and collaborate in the TechSF activities outlined below.

San Francisco's information technology sector is a dynamic, high-growth industry and a center for innovation. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates and an increasing skills gap. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

San Francisco State University is currently partnering with the Office of Economic and Workforce Development on a sector strategy for the Child Development and Education sector. As a partner in the Tech SF Workforce Innovation Project, the College of Science & Engineering at San Francisco State University is committing the following activities and resources:

- Providing students with employment guidance through our role as a liaison to the IT sector.
- Adjusting our curriculum to industry-specific requirements, as informed by real-time labor market trends and employer's needs.
- Creating innovative delivery models that simplify and enhance access to education services.
- Offering industry exposure through internships, mentorships, and project-based learning.

In addition, we are committing to play an active role in implementing the Tech SF Workforce Innovation Project in coordination with SFOEWD, the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from SF State will participate in planning meetings to implement critical work on this project and will bring expertise and information needed to make this initiative a success. Our Computer Science Department is experienced with practical, hands-on, project-based education involving current technology. Our faculty also consult actively in industry and participate in nontraditional creative tech-oriented enterprises such as hacker spaces.

San Francisco State's motto is *Experientia Docet*—Experience Teaches. Students apply their talents and classroom learning to real-world challenges. We are widely recognized as one of the most ethnically and culturally diverse campuses in the United States, with over half of our students identified as ethnic minorities. The College of Science & Engineering is committed to the philosophy that the best education of our students comes through involvement in research and the solution of real-world problems. We have many state-of-the-art facilities and research centers that offer unique research experiences for students at all levels, from undergraduate to post-doc.

The College of Science & Engineering at San Francisco State University is committed to actively participating in this initiative during the life of the grant. We hope to institutionalize and replicate TechSF programs and innovations beyond the expiration of the grant funds in order to realize the technological and practical transformation of the workforce development system as outlined in the grant proposal.

Through our work on this important initiative, we look forward to maximizing the human resource potential of San Francisco's workforce, supporting employers' skills and training needs, while transforming workforce services and systems.



Bridge to Success

Building a bridge from preschool to a postsecondary degree for all San Francisco Youth

March 16, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

Bridge to Success is pleased to support the Tech SF Workforce Innovation Project grant proposal led by the San Francisco Office of Economic and Workforce Development. We have prioritized supporting this collaboration through participating in TechSF activities as detailed below.

San Francisco's information technology sector is a dynamic, high-growth industry and a center for innovation. At the same time, local employers have difficulty recruiting for high demand occupations due to a shortage of qualified candidates, an increasing skills gap, and an unresponsive education and workforce system. The proposed TechSF Workforce Innovation Project will transform the workforce delivery system by piloting technological innovations and coordinating industry engagement efforts to maximize opportunities for local talent and skill development, and will serve as an exemplary model for workforce innovation nationwide.

As a partner in the Tech SF Initiative, Bridge to Success is committing the following activities and resources:

- Facilitating coordination between the San Francisco Unified School District (SFUSD) Career Technical Education Department and City College of San Francisco
- Providing recommendations for K-12, community college and broader postsecondary alignment for IT

In addition, we are committing to play an active role in assisting SFOEWD with the implementation of the Tech SF Initiative in coordination with the San Francisco Workforce Investment Board, and the Tech SF Industry Advisory Board. Representatives from our inter-agency collaborative will participate in planning meetings to help coordinate critical work on this project and will bring expertise and information needed to make this initiative a success.

Bridge to Success is funded through a \$3 million grant from the Bill & Melinda Gates Foundation. San Francisco is one of four cities nationally that received these grant funds aimed at doubling the number of low income youth who receive postsecondary degrees. Through this effort, Bridge to Success is addressing the following areas:



- Teaching - aligning K-12 and community college curriculum, course standards and assessment
- Counseling - building knowledge and improving information dissemination among high school and community college counselors
- Transitions - building the bridge from SFUSD to City College of San Francisco by improving student awareness of postsecondary options and providing support throughout their transition
- Data - Utilizing early warning indicator data to identify high school students who are currently off-track in terms of school completion
- Workforce and Career Development - improving coordination and alignment of K-12, community college and city-funded youth workforce development efforts

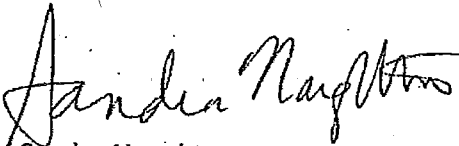
The Office of Economic & Workforce Development has been a partner in the Bridge to Success effort since its inception through participation on the Executive, Steering and Workforce Committees.

Bridge to Success is committed to actively participating in this initiative during the life of the grant and will seek to institutionalize and replicate TechSF programs and innovations beyond expiration of grant funds in order to realize the technological and practical transformation of the workforce development system as outlined in the grant proposal.

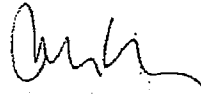
Through our work on this important initiative, we look forward to strengthening and creating new career and educational pathways for San Francisco's workforce, meeting employers' skills and training needs, and transforming workforce services and systems.

Please contact Sandra Naughton at (415) 554-9518 if you require additional information.

Sincerely,



Sandra Naughton
Project Lead
Dept. of Children, Youth & Their Families



Maureen Carew
Project Lead
San Francisco Unified School District



Laurie Scolari
Project Lead
City College of San Francisco



excellence in research, development, and service

March 20, 2012

Ms. Donna Kelly
Grant Officer, Employment and Training Administration
U.S. Department of Labor

Dear Ms. Kelly:

WestEd is pleased to support the TechSF Workforce Innovation Partnership (TechSF-WIP) grant proposal led by the San Francisco Office of Economic and Workforce Development.

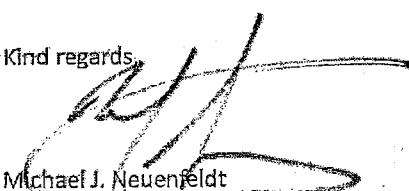
As a partner in TechSF-WIP, WestEd will serve as the third-party evaluator and conduct a process and outcomes evaluation, assessing how the industry partnership develops (process) and specific milestones of workforce efficiency and quality (outcomes). The evaluation design is intended to be flexible, and assumes that the innovation strategies developed through TechSF-WIP will lead to specific opportunities to provide formative evaluation information in short-term feedback loops. To help ensure the overall success of the project, WestEd will also participate in the project planning process.

WestEd has over four decades' experience conducting research and evaluation studies driven by high standards of scientific rigor and the conduct of inquiry, with expertise in the full range of designs, from randomized control trials to qualitative case studies, as well as established research protocols that fully comply with standards for the protection of human subjects and completing required paperwork. Complementing this methodological capacity is our experience in the workforce arena as well federal innovation programs. WestEd's workforce experience spans over two decades and includes such areas as career pathways, work-based learning, postsecondary transition and completion, career technical education, and adult education. With respect to federal innovation programs, WestEd successfully secured an Investing in Innovation (I3) validation grant from U.S. Department of Education, and also serves as the external evaluator on two I3 development grants.

Evaluation will be a dynamic component of TechSF-WIP. We look forward to supporting OEWD's efforts to strengthen and create new career and educational pathways for San Francisco's workforce, meet employers' skills and training needs, and transform workforce services and systems.

If you have technical questions, please contact Neal Finkelstein, Senior Research Scientist at 415.615.3171 or via email at nfinkel@wested.org. The authorized contract representative for WestEd is Michael J. Neuenfeldt, Director, Contracts Management. For contractual questions, please contact the Contracts Management Department at 415.615.3136 or via email at contracts@wested.org.

Kind regards,



Michael J. Neuenfeldt
Director, Contracts Management
WestEd

U.S. DEPARTMENT OF LABOR/ETA/OGCM

DIVISION OF FEDERAL ASSISTANCE
200 CONSTITUTION AVENUE NW - ROOM N-4716
WASHINGTON, D.C. 20210



July 11, 2012

SAN FRANCISCO, CITY AND COUNTY OF
50 VAN NESS AVENUE
SAN FRANCISCO, CALIFORNIA 94102-6013

Dear Jennifer Matz:

Enclosed is an executed copy of your recently awarded grant or agreement with the U. S. Department of Labor (DOL), Employment and Training Administration (ETA).

The following provides information on how to access funds via the Payment Management System (PMS), and access to Grantee Reporting System for financial reporting. These systems require two separate password/pins. PMS instructions are in step one and financial reporting is in step two. Please complete both steps.

1. Payment Management System

To Create an ETA PMS Account	<p>To establish a PMS account with DOL ETA for the first time, submit the following documents:</p> <ul style="list-style-type: none">- Complete an SF-1199a Direct Deposit Sign-up form- Provide the information contained in the ETA Accounting Contact Information document <p>Send both documents via overnight mail to: Van Yung U. S. Department of Labor/ETA OFAM/Office of Comptroller 200 Constitution Avenue, NW N4702 Washington, D.C. 20210 Telephone (202) 693-2936</p> <p>The SF-1199A Direct Deposit Sign-up Form and the ETA Accounting Contact Information document are both available at www.doleta.gov/grants under Payment Information.</p> <p>Allow at least 3 weeks from ETA's receipt of the SF-1199A for access.</p> <p>Direct any inquiries regarding the status of the SF-1199A to (202) 693-3408 or send an e-mail to etaacctng.custserv@dol.gov.</p>
For Existing ETA PMS Users	<p>If a PMS account is already established for other ETA grants, send an email to Lanisha White, White.Lanisha@dol.gov or Van Yung, Yung.Van@dol.gov with the following information:</p> <ul style="list-style-type: none">- Grant agreement number- Grant award amount- PMS account number <p>Once the email is received, the funds awarded under the new grant</p>

agreement will be available under the designated PMS Account in a separate Subaccount within 2-3 business days.

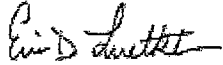
<p>To Designate a Separate Entity as the Fiscal Agent</p>	<p>To designate a separate entity to act as the fiscal agent to access and disburse grant funds, submit the following:</p> <ul style="list-style-type: none"> - A letter from the Authorized Representative of the grant to the ETA contact mentioned above with the Fiscal Agent's name, address and Employer Identification Number - The grantee completes sections A through C on the SF-1199A for the grantee organization. (Banking information is not needed for the grantee) - The grantee must provide the page number in their grant proposal that identifies the fiscal agent or request a grant modification to make this change (subject to Grant Officer review and approval). - The Fiscal Agent completes the entire SF-1199A separate from the grantee's SF-1199A. - The Fiscal Agent provides the information contained in the Payment Management System Access Form. <p>Once both SF-1199A forms and the Payment Management System Access Form are received and the account has been established in PMS, the primary contact indicated will receive a certified letter from the Payments Management System with drawdown instructions, PMS pin/account number and temporary password.</p> <p>These documents are available at www.doleta.gov/grants under Payment Information.</p> <p>Allow at least three weeks from ETA's receipt of the SF-1199A for access. Direct all inquires for the SF-1199 A to (202) 693-3408 or e-mail etaaccntg.custserv@dol.gov.</p>
--	---

2. Financial Status Reporting

<p>Access to Financial Reporting - ETA 9130</p>	<p>Identify two individuals in the organization responsible for financial reporting:</p> <ul style="list-style-type: none"> - The Primary Contact person will certify the accuracy of the report by entering the PIN. The PIN acts as an electronic signature. - The Secondary Contact will enter the reporting data. <p>Provide the following information to both Shantay Logan Logan.Shantay@dol.gov and Avery Malone Avery.Malone@dol.gov:</p> <ul style="list-style-type: none"> - Grant agreement number - Name & phone number of both individuals - Email address for Primary contact person <p>The Financial Reporting Access document can be found at www.doleta.gov/grants under Financial Reporting.</p> <p>Only the Primary Contact person will be emailed the password/PIN upon receipt of the required information.</p> <p>Direct inquiries regarding the Password/PIN to Shantay Logan and Avery Malone. Contact your Federal Project Officer for questions on Financial Reporting.</p>
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Lastly, the Federal Project Officer (FPO) assigned to this grant is Diane Walton. Diane Walton will serve as your first line point of contact and can be contacted via phone (415) 625-7924 or e-mail WALTON.DIANE@dol.gov. If your FPO is not available, please call your Regional Office at 415-625-7900 for assistance.

Grant Officer



ERIC LUETKENHAUS

Enclosures

U.S. DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION

GRANT / AGREEMENT
NOTIFICATION OF
AWARD/OBLIGATION

Under the authority of the *Workforce Investment Act*, this grant or agreement is entered into between the above named *Grantor Agency* and the following named *Awardee*, for a project entitled - *Workforce Innovation Fund*.

Name & Address of Awardee:	Agreement #:	IF-23260-12-60-A-6
SAN FRANCISCO, CITY AND	CFDA #:	17.283
COUNTY OF	Accounting Code:	1630-2012-0501741112BD201201740029115WF000A0000AOWI00AOWI00-A90200-410023- ETA-DEFAULT TASK-
50 VAN NESS AVENUE	Mod Amount:	\$3,000,000.00
SAN FRANCISCO,	EIN:	946000417
CALIFORNIA 94102-6013	DUNS #:	788656416

The Period of Performance shall be from **July 01, 2012 thru June 30, 2015**.

Total Government's Financial Obligation is **\$3,000,000.00** (unless other wise amended).

Payments will be made under the Payments Management System, and can be automatically drawn down by the awardee on an as needed basis covering a forty-eight (48) hour period.

In performing its responsibilities under this grant agreement, the awardee hereby certifies and assures that it will fully comply with the following regulations and cost principles, including any subsequent amendments:

Uniform Administrative Requirements:

29 CFR Part 97, for State/Local Governments and Indian Tribes; OR

29 CFR Part 95, for Institutions of Higher Education, Hospitals and other Non-Profit Organizations and Commercial Organizations.

Cost Principles:

2 CFR 225, for State/Local Governments and Indian Tribes;

2 CFR 220, for Institutions of Higher Education; OR

2 CFR 230, for Non-Profit Organizations.

48 CFR Part 31.

Other Requirements (As Applicable):

29 CFR Part 96 and 99, Single Audit Act

29 CFR Part 93, Lobbying Certification

29 CFR Part 37, Nondiscrimination and Equal Opportunity Requirements

29 CFR Part 98, Debarment and Suspension; Drug Free Workplace

20 CFR Part 652 et al., Workforce Investment Act

Wagner-Peyser Act

Grant Award Document, Parts I through IV, and attachments.

The awardee's signature below certifies full compliance with all terms and conditions as well as the above stated grant regulations and certifications, and that this document has not been altered.

Signature of Approving Official - **AWARDEE**

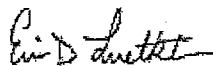
Signature of Approving Official - **DOL / ETA**

See SF 424 for Signature

(Signature / Date)

No Additional Signature Required

(Type Name and Title)



ERIC LUETKENHAUS July 11, 2012
Grant Officer

90-day indirect

Dear Kate-

OEWD has its Workforce Innovation Fund A&E that I would like to have introduced Tuesday.

Accept and Expend Federal Grant – Workforce Innovation Fund Grant, TechSF-Workforce Innovation Partnership - \$3,000,000

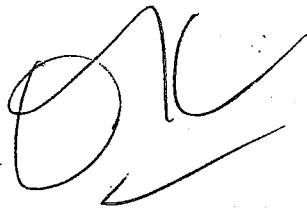
The Tech SF-Workforce Innovation Partnership will cultivate, test, and evaluate innovative approaches to workforce training and services in collaboration with the local IT industry. Partners include IT industry leaders, City College, SF State, Bay Area Video Coalition, Corporation for a Skilled Workforce, MOI, Txt2Wrk, and WestEd.

The grant timeline is from 7/1/12-6/30/15, so this resolution is retroactive. No matching funds are required. Indirect costs are included worth \$81,888. \$2M will be contracted out.

Two positions are being created requiring ASO amendment, including one 9775 at OEWD and one 1053 IS Business Analyst – Senior at DT. Note that the 1053 had previously been talked about as a second 9775, and OEWD actually currently has an active requisition to fill a TEX 9775 in that role. The decision to make the position a 1053 was based on a determination that a 1053 best matched the work to be performed within DT, and Ken Bukowski agreed with this classification. The pay scale is nearly the same. I think this change is acceptable, but I wanted to flag it for you as different than when you and Merrick may have last discussed.

I recommend signature and approval.

Thanks,
Leo

A handwritten signature in black ink, appearing to be the name 'Leo', written in a cursive style.

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: *EW* Mayor Edwin M. Lee *JE*
RE: Accept and Expend Federal Grant – Workforce Innovation Fund Grant,
TechSF-Workforce Innovation Partnership – \$3,000,000
DATE: December 4, 2012

Attached for introduction to the Board of Supervisors is the ordinance authorizing the Office of Economic and Workforce Development (OEWD) to retroactively accept and expend a grant in the amount of \$3,000,000 from the Department of Labor for the TechSF-Workforce Innovation Partnership, and amending Ordinance No. 165-12 (Annual Salary Ordinance, FY 2012-2013 and FY 2013-2014) to reflect addition of one (1) Class 9775 Senior Community Development Specialist II grant-funded position (0.77 FTE) in the Office of Economic and Workforce Development and one (1) Class 1053 IS Business Analyst - Senior grant-funded position (0.77 FTE) in the Department of Technology.

I request that this item be calendared in Budget and Finance Committee.

Should you have any questions, please contact Jason Elliott (415) 554-5105.

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
AK
2012 DEC -4 PM 2:32

FORM SFEC-126
NOTIFICATION OF CONTRACT APPROVAL
(S.F. Campaign and Government Conduct Code § 1.126)

City Elective Officer Information <i>(Please print clearly)</i>	
Name of City elective officer(s): Members, San Francisco Board of Supervisors	City elective office(s) held: Members, San Francisco Board of Supervisors
Contractor Information <i>(Please print clearly)</i>	
Name of Contractor: txt2wrk	
Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.	
(1) N/A. txt2wrk does not have a board of directors. (2) N/A. txt2wrk has not appointed a CEO, CFO, or COO (3) txt2wrk is co-owned by Dave Chiu (25%), Roger Ly (25%), Alex Tram (25%), and Lawson Knight (25%) (4) N/A (5) N/A	
Contractor address: 266 Hanover Ave. Oakland, CA 94606	
Date that contract was approved:	Amount of contract: \$50,000
Describe the nature of the contract that was approved: Txt2Wrk will coordinate with TechSF partners to implement the existing Txt2Wrk technology as part of a workforce system innovation pilot; planning and consultation to implement technology usage pilot, including synchronization of multiple interfaces, development of work flow processes for all users, and project management.	
Comments:	

This contract was approved by (check applicable)

The City elective officer(s) identified on this form

A board on which the City elective officer(s) serves

San Francisco Board of Supervisors

Print Name of Board

The board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on the form sits

Print Name of Board

Filer Information <i>(Please print clearly)</i>	
Name of filer: Clerk of the San Francisco Board of Supervisors	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: BOS.Legislation@sfgov.org

Signature of the Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if Submitted by Board Secretary or Clerk)

Date Signed

FORM SFEC-126
NOTIFICATION OF CONTRACT APPROVAL
(S.F. Campaign and Government Conduct Code § 1.126)

City Elective Officer Information (Please print clearly)	
Name of City elective officer(s): Members, San Francisco Board of Supervisors	City elective office(s) held: Members, San Francisco Board of Supervisors
Contractor Information (Please print clearly)	
Name of Contractor: WestEd	
<i>Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.</i>	
(1) Tacy Ashby, Cliff Ferry, John Baracy, Rorie Fitzpatrick, David Berliner, Beth Foley, Ernest Calderón, Patricia Gándara, Richard Carranza, Manuel Chavez, Christine Cheney, Carl Cohn, Arturo Delgado, Rena Dorph, Ruth Glass, David Gordon, James Guthrie, Terry Hansen, Glen Harvey, Guilbert Hentschke, Marsha Hirano-Nakanishi, Bonnie Hofland, Paul Houston, John Huppenthal, Beverly Hurley, Dwight Jones, Paul Kim, Harold Levine, Thelma Meléndez de Santa Ana, Robert McCord, Wade McLean, Jacob Moore, Sarah Negrete, Barry Newbold, Gavin Payne, Robert Rice, Larry Shumway, William Sparkman, William Speer, David Sperry, Bernice Stafford, Glen Thomas, Judge William A. Thorne, Jr., Thomas B. Timar, Bill Todachen Tom Torlakson, Ricardo Valencia, Deanna Winn, Beverly Young (2) CEO: Glen Harvey, CFO: Nancy Riddle, CAO: Richard Whitmore (3) NA, (4) NA, (5) NA	
Contractor address: 730 Harrison Street, San Francisco, CA 94107	
Date that contract was approved:	Amount of contract: \$600,000
Describe the nature of the contract that was approved: WestEd will provide third party independent evaluation services for the entire Tech SF initiative. This includes collecting data to assess outcomes for non-traditional learning and service delivery practices on a weekly, monthly, quarterly basis.	
Comments:	

This contract was approved by (check applicable)

The City elective officer(s) identified on this form

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San Francisco Board of Supervisors

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Name of filer: Clerk of the San Francisco Board of Supervisors	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: BOS.Legislation@sfgov.org

Signature of the Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if Submitted by Board Secretary or Clerk)

Date Signed

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City Elective Officer Information <i>(Please print clearly)</i>	
Name of City elective officer(s): Members, San Francisco Board of Supervisors	City elective office(s) held: Members, San Francisco Board of Supervisors
Contractor Information <i>(Please print clearly)</i>	
Name of Contractor: Corporation for a Skilled Workforce	
<i>Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.</i>	
(1) Jeannine M. La Prad, Larry Good, Richard Aginian, Andrew Brower, James Gallaher, Donna Gambrell, Christopher King, David Livingston, Jim Pizzimenti, Norma Noble, Nancy Snyder, Nancy Weatherford, Linda West, John Wise (2) 2. Jeannine M. La Prad, Chief Executive Officer (and President), Kathy Stocking, Chief Operating Officer, Sherri Cavanaugh, Director of Finance (Chief Financial Officer) (3) NA (4) NA (5) NA	
Contractor address: 1100 Victors Way, Suite 10, Ann Arbor, MI 48108	
Date that contract was approved:	Amount of contract: \$250,000
Describe the nature of the contract that was approved: CSW will advise the project on implementation of specific innovation ideas, particularly focusing on how best to blend program redesign innovations with the introduction of new technology tools.	
Comments:	

This contract was approved by (check applicable)

The City elective officer(s) identified on this form

A board on which the City elective officer(s) serves

San Francisco Board of Supervisors

Print Name of Board

The board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on the form sits

Print Name of Board

Filer Information <i>(Please print clearly)</i>	
Name of filer: Clerk of the San Francisco Board of Supervisors	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: BOS.Legislation@sfgov.org

Signature of the Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if Submitted by Board Secretary or Clerk)

Date Signed

FORM SFEC-126
NOTIFICATION OF CONTRACT APPROVAL
(S.F. Campaign and Government Conduct Code § 1.126)

City Elective Officer Information (Please print clearly)	
Name of City elective officer(s): Members, San Francisco Board of Supervisors	City elective office(s) held: Members, San Francisco Board of Supervisors
Contractor Information (Please print clearly)	
Name of Contractor: San Francisco State University	
Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.	
(1) Roberta Achtenberg, Bernadette Cheyne, Debra Fara, Kenneth Fong, Margaret Fortune, Lupe Garcia, Steven Glazer, William Hauck, Bob Linscheid, Peter Mehas, Henry Mendoza, Lou Monville, Hugo Morales, Jillian Ruddell, Glen Toney (2) Chief Executive Officer: Leslie Wong (President), Chief Financial Officer: Nancy Hayes (Vice President, Administration and Finance), Chief Operating Officer: Patricia Bartscher (Chief of Staff) (3) NA (4) NA (5) NA	
Contractor address: College of Science and Engineering 1600 Holloway Avenue, San Francisco CA 94132	
Date that contract was approved:	Amount of contract: \$300,000
Describe the nature of the contract that was approved: SFSU will provide students with employment guidance through role as liaison to IT sector; develop curriculum that is industry-specific and informed by real-time labor market trends; create an innovative delivery model; and offer industry exposure through internships, mentorships and project based learning.	
Comments:	

This contract was approved by (check applicable)

The City elective officer(s) identified on this form

A board on which the City elective officer(s) serves

San Francisco Board of Supervisors

Print Name of Board

The board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on the form sits

Print Name of Board

Filer Information (Please print clearly)	
Name of filer: Clerk of the San Francisco Board of Supervisors	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: BOS.Legislation@sfgov.org

Signature of the Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if Submitted by Board Secretary or Clerk)

Date Signed

FORM SFEC-126
NOTIFICATION OF CONTRACT APPROVAL
(S.F. Campaign and Government Conduct Code § 1.126)

City Elective Officer Information <i>(Please print clearly)</i>	
Name of City elective officer(s): Members, San Francisco Board of Supervisors	City elective office(s) held: Members, San Francisco Board of Supervisors
Contractor Information <i>(Please print clearly)</i>	
Name of Contractor: Bay Area Video Coalition	
<i>Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.</i>	
(1) Dr. Bathsheba Malsheen, Neil O'Donnell, Jason Kipnis, Bonni Cohen, Angela Jones, Adam Huttler, Ayesha Matthews-Wadhwa, Marc Vogl (2) Marc Vogl - Executive Director, Carol Varney -Managing Director, Kimberly Kelly - Interim CFO (3) NA (4) NA (5) NA	
Contractor address: 2727 Mariposa Street, 2nd Floor, San Francisco, CA 94110	
Date that contract was approved:	Amount of contract: \$350,000
Describe the nature of the contract that was approved: BAVC will develop and coordinate Entrepreneurship Incubation; make connections to Bay Area companies for project based employment opportunities; develop assessment and training resources and content; and develop and coordinate web-based technologies for workforce development service delivery.	
Comments:	

This contract was approved by (check applicable)

- The City elective officer(s) identified on this form
- A board on which the City elective officer(s) serves

San Francisco Board of Supervisors

Print Name of Board

- The board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on the form sits

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Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: BOS.Legislation@sfgov.org

Signature of the Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if Submitted by Board Secretary or Clerk)

Date Signed

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City Elective Officer Information (Please print clearly)	
Name of City elective officer(s): Members, San Francisco Board of Supervisors	City elective officer(s) held: Members, San Francisco Board of Supervisors
Contractor Information (Please print clearly)	
Name of Contractor: San Francisco Community College District	
Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.	
(1) John Rizzo, Dr. Anita Grier, Rodrigo Santos, Chris Jackson, Dr. Natalie Berg, Lawrence Wong, Steve Ngo, William Walker, Pamela Fisher	
(2) CEO - Pamela Fisher (Interim Chancellor), CFO - John Bilmont, COO - Peter Goldstein (Vice Chancellor of Finance and Administration)	
(3) NA	
(4) NA	
(5) NA	
Contractor address: 33 Gough Street, San Francisco, CA 94103	
Date that contract was approved:	Amount of contract: \$400,000
Describe the nature of the contract that was approved: CCSF will develop curriculum and implement new internship courses; provide students connections to industry; coordinate data systems to track course completion for employment outcomes.	
Comments:	

This contract was approved by (check applicable)

The City elective officer(s) identified on this form

A board on which the City elective officer(s) serves

San Francisco Board of Supervisors

Print Name of Board

The board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on the form sits

Print Name of Board

Filer Information (Please print clearly)	
Name of filer: Clerk of the San Francisco Board of Supervisors	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: BOS.Legislation@sfgov.org

Signature of the Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if Submitted by Board Secretary or Clerk)

Date Signed

