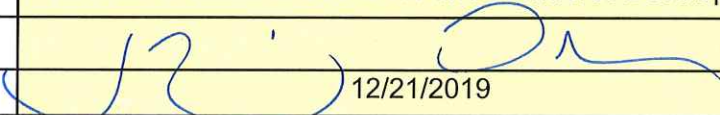


**Workforce Accelerator Fund 8.0  
COVER PAGE**



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

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

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

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

## New Accelerator Project 8.0 Matrix

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

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

## New Accelerator Project 8.0 Matrix

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

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

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

### New Accelerator Project 8.0 Matrix

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

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

## New Accelerator Project 8.0 Matrix

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



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

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

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

**PROJECT NARRATIVE AND WORKPLAN**

**FRAMEWORK**

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

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

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

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

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

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

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

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



**PROJECT NARRATIVE AND WORKPLAN**

**FRAMEWORK**

develop service delivery systems, build partnerships, and specializes in social services for highly vulnerable populations. The third-party contractor will be determined from an existing panel of approved City consultants in advance of the grant period.

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

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

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

Describe the function or activities each will provide in the project, including role and commitment to integration, sharing, and replication and/or scaling of successful outcomes.

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

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

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

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

List any in-kind match provided by the Project Team members.

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

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



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

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

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

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

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

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

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

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

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

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

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

**Staff Travel \$1,420.00**

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

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

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

*Subtotal: \$709.52*

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

**Total: \$1,420**

**Contractual Services \$135,000.00**

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

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

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

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

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

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

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

**Total: \$135,000**

**Indirect Costs \$ 13,580.00**

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



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

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

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

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

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

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

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



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

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

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

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

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



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

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





DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

December 17, 2019

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

RE: Workforce Accelerator Fund

To Whom It May Concern:

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

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

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

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

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

Sincerely,

Jeff Kositsky  
Director  
San Francisco Department of Homelessness and Supportive Housing

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



OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

December 20, 2019

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

RE: Workforce Accelerator Fund

To Whom It May Concern:

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

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

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

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

Sincerely,

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

London N. Breed  
Mayor

# City and County of San Francisco



*London N. Breed, Mayor*

# Human Services Agency

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

*Trent Rhorer, Executive Director*

December 17, 2019

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

RE: Workforce Accelerator Fund

To Whom It May Concern:

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

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

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

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

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

Sincerely,

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

Trent Rhorer  
Executive Director  
San Francisco Human Services Agency