

G&A Grant Development Projects

Grants for Children, Youth and Families

Alameda County Department of Social Services Family Reclaim: G&A designed Family Reclaim, and despite having only three weeks to develop the program and write the proposal, it was one of only ten programs funded nationally by ACYF. The program is a collaboration of East Oakland Youth Development Center, Highland Hospital, and Children's Protective Services. **Funded for \$2 million.**

San Francisco Dept. of Social Services Office of Child Abuse Prevention Planning Grant: Despite having never worked with SFDSS and having less than one week to prepare the proposal, a comprehensive grant was prepared describing a proposed planning process calling for the restructuring of the Department's delivery of child and family services. With 48 applications received statewide, only ten awards were made, San Francisco being one. **Both proposals were funded (\$400,000 and \$250,000).**

Black Adoption Placement and Research Center Special Needs Adoption Program: In collaboration with the State of California, the Black Adoption Placement and Research Center and the Departments of Social Services in Alameda, Contra Costa, San Francisco, and Sacramento, designed and wrote an innovative outreach and placement program targeting African American boys. The program established regional centers for the adoption of Special Needs children at churches located in the African American communities in four counties. The proposal was one of only five funded in a national competition and resulted in the BAPRC **receiving \$750,000 in funding over three years.**

Black Adoption Placement and Research Center Post Legal Adoption Services: As a follow-up to the BAPRC's Special Needs Adoption Program, described above, developed an innovative continuum of peer driven, post legal adoption services that was also one of only five funded nationally. This proposal demonstrates how G&A can use one proposal to serve as a magnet for future funding. The proposal was funded for \$200,000 over two years.

The Center Families in Transition Program: G&A developed the program, a collaboration between the Alameda County Healthcare for the Homeless, Oakland Homeless Families Project, The Center, and Berkeley Oakland Support Services, despite only four days to prepare the proposal. The proposal was funded by HUD. \$500,000 in funding received.

Oakland Unified School District: Primary Intervention Program: G&A facilitated planning and developed a proposal for the Primary Intervention Program for the Oakland Unified School District. Development of the proposal required collaboration among five elementary schools and the district office. Proposal calls for implementing an early intervention program targeting moderate risk children who benefit from daily

unstructured play opportunities with a trained counselor. \$200,000 in funding received.

City of Richmond YouthBuild Richmond: G&A collaborated in the design and prepared a Youthbuild grant for the City of Richmond. The program created an innovative partnership between the local city government, Private Industry Council, Building Trades, and Regional Occupation Program and three not for profit housing developers. Proposed program was also linked to REACH Plus a Supportive Housing Program grant. Proposal requested and received \$1 million in HUD funding. It was one of only two implementation grants funded in the State of California.

Oakland Enhanced Enterprise Community: In several contexts, G&A has facilitated planning and provided technical assistance in the development of several training, vocational development, and community development partnerships sponsored by the land EEC. Two of those projects, the Joint Community Development project and the Community Outreach Partnership Center are described in the Neighborhood Development section, but other efforts have involved partnerships between the University, private industry, local school districts, and city government. Most recently this involved developing a technology project, the Interactive University that was a partnership among the University, the cities of Oakland and San Francisco and the two school districts for those cities and provided supervisory technical assistance in developing a child care grant for the City of Oakland and Oakland Housing Authority, which was also funded \$250,000.

Interactive University: In partnership with the University of California at Berkeley, the cities of Oakland and San Francisco, the San Francisco and Oakland Unified School Districts, and local corporations, G&A developed an innovative technology grant, The Interactive University, linking the University with community institutions in West Oakland and Bayview Hunters Point, as an interactive relationship between the University and the school districts. With almost a thousand applications, the Interactive University received one of only twenty grants. Funded by Telecommunications and Information Infrastructure Assistance Program (TIIAP), US Dept. of Commerce for \$750,000 per year.

Preparing Tomorrow's Teachers California State University, Hayward: To improve the technology skills of new K-12 teachers, G&A facilitated a joint planning process between California State University, Hayward and New Haven Unified School District of Union City, one of the most technologically advanced school districts in the nation. The collaboration also included Oakland Unified School District, Contra Costa Unified School District, Chabot Observatory, and the Center for Accessible Technology. University instructors will enhance their understanding of technology as a teaching tool by partnering with K-12 teachers who are technology leaders. As a result, technology will be more fully integrated into the preparation of pre-service teaching candidates, who will consequently integrate into their K-12 teaching. Richard Riley, the Secretary of

Education, came to New Haven in August 1999 to recognize the promise of the proposal and make the grant announcement. **Funded for \$1 million.**

21st Century Learning Centers: In 1998 G&A wrote successful proposals for the Hayward Unified School District and the Modesto City School District to develop 21st Century Learning Centers across multiple school campuses. These centers transform schools into community learning centers that provide activities for adults and families. They also create "safe havens" in deteriorated neighborhoods, providing after-school activities for children and youth and a central nexus for positive, community-building activities. Both proposals served highly disadvantaged communities and both emphasized mentoring, tutoring, computer learning, and family support programs. In this highly competitive grant cycle, the federal Department of Education funded only thirteen proposals in California, and G&A wrote two of them. One project received over \$1 million in federal funds; the other, approximately \$350,000. In addition, G&A provided technical assistance to the Sanger Unified School District to assist them in their successful application for 21st Century funding. In 2000, G&A developed second 21st CCLC proposals for both Sanger and Modesto and both proposals were approved. G&A also is now evaluating three 21st Century sites and will be the evaluator for both of the second site projects at Sanger and Modesto.

Even Start/New Haven Unified School District: In 1999 Gibson and Associates successfully crafted an Even Start proposal for New Haven Unified School District to provide English as a Second Language and vocational classes to low-income immigrant families and simultaneously provide early childhood development services to their young children. **The proposal resulted in \$1.1 million in funding over a four-year period.**

Modesto City Schools-Stanislaus County Partnership: Over a period of five years, G&A worked with Modesto City Schools and Stanislaus County Office of Education, the Community College System, the Housing Authority, the Police, Probation Department, Social Services, and Public Health to knit together a sustainable network of school linked services that served as a model to the State. Schools had services operating late into the evening and on weekends, offered parent education and job development services; co-located health and dental services; created a wide range of educational enrichment and recreation services; and generated a community wide network of community volunteers who served as 'block parents.'

The Mt. Diablo Domestic Violence Prevention Project (The Project): A collaboration lead by Battered Women's Alternatives (BWA) and comprised of Contra Costa County Community Wellness & Prevention Program's Violence Prevention Project, Mt. Diablo Unified School District, the East Bay Center for the Performing Arts, the Center for Human Development, Conflict Resolutions Panel, and the Junior League of the East Bay. The project created a continuum of domestic violence prevention education in the Mount Diablo School District. One of only four proposals funded in the State.

West Contra Costa County Battered Women's Alternatives Children's Assessment and Treatment System: G&A created a comprehensive, child-centered treatment system to address the multiple needs of West Contra Costa County children affected by family violence. The Children's Assessment and Treatment System (CATS) provides 80 children a year with comprehensive individual, group, and conjoint treatment services linked to the full array of services offered by BWA and its partners. Linkages with CPS, the police, district attorney, crisis lines, the schools, other community-based agencies, and other community institutions result in referrals to a broader continuum of services. CATS offers youth a broad array of clinical and support services only a portion of which will be funded by OCJP. Clinical services are child-focused and allow youth to identify what services are required. One of seven OCJP projects funded.

San Francisco Expanded Domestic Violence Unit: Developed an expanded Domestic Violence Unit targeting households who have been enmeshed in violence repeatedly. The project created a partnership among the San Francisco Police Department, local domestic violence providers and the District Attorney. This DVU links police response units with trained domestic violence counselors who travel to the scene of domestic violence immediately after the situation is under control. The Counselors work with the victim to help identify resources, educate about the cyclical nature of domestic violence, and encourage the victim to utilize the resources of the court, police, district attorney, and the community. Funded by the State Office of Criminal Justice Planning.

Alameda and Contra Costa Counties, Child Support Assurance Demonstration Project: G&A facilitated a regional two-county planning process to create a Child Support Assurance (CSA) Demonstration project for CalWORKs single parent families where the custodial parent has obtained initial employment and there is a current support order for a noncustodial parent who can be served with NCP employment services. Innovative aspects of the CSA project are intensive case management with emphasis on retention and career development; an extended benefit disregard to 200% of poverty; greater integration of Social Services and DA family support; NCP employment and supportive services; and a streamlined budgeting and reporting process for a range of services including MediCal, Food Stamps, and Healthy Families. Alameda and Contra Costa were 2 of the 3 Counties chosen in California for participation in the Demonstration.

Grants for Neighborhood Development Initiatives

Oakland Housing Authority Oakland Renewal & Empowerment Project (ORE): Principal writer and consultant in the development of a \$26 million proposal to HUD's Urban Revitalization Demonstration program. The project combines a physical modernization of two large developments and several scattered sites with a comprehensive community empowerment initiative that delivers both services and opportunities to local residents. The ORE calls for an innovative partnership involving over 20 local agencies providing case management, health, mental health, vocational, and educational services. **Funded for \$26 million.**

University of California at Berkeley Community Outreach Partnership Centers: Served as a member of a multidisciplinary team that prepared a HUD Community Outreach Partnership Center proposal that created a collaboration of the University of California, Cal State San Francisco, Stanford University and the cities of San Francisco, Berkeley, Oakland, Richmond, and East Palo Alto. The proposal establishes an interdisciplinary institute to coordinate the development of extensive graduate, undergraduate, and professor involvement in research and community planning. **Funded for \$580,000.**

University of California, Berkeley & City of Oakland: Joint Community Development Initiative: Facilitated planning process, wrote proposal and oversaw writing of other sections. Initiative called for partnership between University and City of Oakland to create opportunities for University human and research resources to be applied to economic revitalization efforts in distressed neighborhoods in Oakland. **Project received \$2.4 million** to integrate activities of several University departments, the Berkeley Community Law Center and the Public Library system. One of only four funded in the United States with over 130 applicants.

Marin Housing Authority Senior Supportive Services Initiative: Developed a successful \$350,000 HUD proposal for Marin Housing Authority to develop supports for senior and disabled public housing residents, including services in the areas of mental health, home support, money management, meals, transportation, nutrition, and activities of daily living. An important feature of the project was a community development emphasis to improve relations between the senior and disabled neighbors, utilizing leadership development and community involvement activities and incentives.

The Center Families in Transition Program: G&A developed the program, a collaboration among the Alameda County Healthcare for the Homeless, Oakland Homeless Families Project, The Center, and Berkeley Oakland Support Services, despite only four days to prepare the proposal. The proposal was funded by HUD. **\$500,000 in funding received.**

Grants for Criminal and Juvenile Justice

City of San Francisco: Court of HOPE: San Francisco's First Drug Court: Coordinated the planning process resulting in the development of a drug court that links the court system with the Target Cities integrated system of intake, assessment and referral. Provides additional funding for community-based drug treatment providers who work with criminal justice-involved clients. Created significant change within the court system and created the first coordinated treatment option for the City's criminal justice system. **Funded for \$750,000.**

City of San Francisco Criminal Justice Treatment Network for Women: Facilitated extensive planning process involving every department in the criminal justice system

and public health and social service systems. Resulting plan called for significant system reform of criminal justice and child welfare systems, integrating services and creating an innovative continuum of family-centered drug treatment options for women in the criminal justice system. Proposal was one of only three in the country funded and was the highest ranked in the nation. Department of Adult Probation retained G&A to provide technical assistance during the implementation phase. **Funded for \$5 million.**

San Francisco Police Department, DNA Lab Renovation Proposal: G&A provided proposal development for a quarter million dollar plan to expand and renovate the San Francisco DNA Crime Laboratory. Services included development of specialized presentation graphics to illustrate site renovation plans and the anticipated impact of the project. **Funded for \$250,000.**

Richmond Housing Authority (RHA), Public Housing Drug Elimination Programs: G&A facilitated planning and proposal development for RHA drug elimination efforts at Easter Hill, a notorious housing development in South Richmond. Initiatives in this project included a range of prevention activities for youth and families, including a substance abuse referral and information center, YMCA teen development programs, a computer tutoring lab for project youth, pregnancy prevention activities, and Police Athletic League programming. **Funded for \$250,000.**

Stanislaus County Office of Education, Drug Suppression in Schools Program: Collaborative proposal under the auspices of the County Office of Education and in conjunction with the Stanislaus County Sheriff's Office to provide intensive substance abuse and gang involvement prevention services, substance abuse counseling, and school-based police officers to eight rural school districts. Spring 1999. **Funded for \$100,000 per year; three-year initiative.**

Stanislaus County Office of the District Attorney, Elder Abuse Prevention Advocacy and Outreach Program: Collaboration among the Stanislaus County Office of the District Attorney, Stanislaus County Community Services Agency, Catholic Charities Ombudsman Project, and the thirty-member Stanislaus Elder Abuse Prevention Alliance to provide victim services and coordinate education and outreach efforts to seniors and community members. Winter 1999. **Funded for \$100,000.**

Antioch COPS: Working with a collaboration of Battered Women's Alternatives and the Antioch Police Department, G&A developed a successful \$250,000 application for federal Violence Against Women's Act (VAWA) funds. The project strengthened legal service advocacy for victims of domestic violence by providing complete information and support as the case against the victim's abuser develops and moves through the criminal justice system. Though written in less than a week, it was one of the highest ranking proposals from California and one of a handful awarded in Northern California.

Grants for Housing and Homeless Assistance

Mental Health ACCESS: A \$3 million dollar, three year HUD-funded supportive housing program targeting dually diagnosed homeless individuals. The partnership was led by Phoenix Programs and includes Shelter, Inc. Rubicon Programs, Independent Living Resources, Hawkins Center, Mental Health Consumers Concerns, and Bi-Bett. **Funded for \$3 million.**

Shelter, Inc. REACH Plus: Developed a supportive housing network proposal involving Independent Living Resources, Shelter, Inc., Rubicon, Bi-Bett, Contra Costa County Housing Authority and Contra Costa Substance Abuse Services. The grant called for developing a range of supportive housing options linked to drug treatment, educational, social service, and vocational opportunities. **Funded for \$4.2 million** through the 1993 HUD Supportive Housing Program.

Contra Costa County Housing Authority; Shelter Plus Care: With only four days in which to prepare the proposal, G&A developed a comprehensive proposal requesting \$5 million in rental assistance. Despite time constraints a documented local match in excess of \$15 million was obtained. Proposal required collaboration among over 25 local agencies and departments. **Funded for \$5 million.** In the following year, G&A prepared a second Shelter Plus Care proposal that was also funded receiving \$3 million in housing vouchers.

Alameda County Shelter Plus Care: Prepared 1992 proposal to HUD resulting in \$9.2 million in supportive housing for homeless AIDS, addicted, and mentally ill individuals. Proposal preparation involved collaborating with over 20 service providers, numerous property owners, and representatives from several Alameda County Departments. One of only two funded in the state of California. **Received the largest award in the United States: \$9.2 million.**

Regional Innovative Homeless Initiative Jobs for the Homeless Consortium: Facilitated an eight county collaboration to create the Regional Employment Collaborative, a \$1.8 million initiative to create regional strategies for improving employment services for person who are or have been homeless. **Funded for \$1.8 million.**

Contra Costa County Dept. of Community Services Pittsburg Alliance for Technology and Homeless Services (PATHS): Designed an integrated intake, assessment, and referral system in collaboration with Contra Costa County Departments of Health, Housing, Social Services, and Community Services and several local community based organizations. Prepared proposal that was ranked second of over 280 applications nationally and received \$750,000 in funding from the Department of Community Services to develop an integrated continuum. **Funded for \$750,000.**

The Center Food Plus: Designed and wrote proposal establishing an innovative food distribution program targeting isolated homeless individuals and families in the Tri-

Valley. Program integrates food distribution with nutritional education and case management, identifying individuals and families at risk of homelessness when they seek food. **Funded for \$200,000.**

Housing Authority of the County of Stanislaus, Section 8 WtW Voucher Proposal: G&A facilitated a planning process and proposal description to create a partnership between StanWORKs, Stanislaus County's CalWORKs program, and the Stanislaus Housing Authority's family self-sufficiency program. The resulting continuum of services created an Authority/StanoWORKs integration team that provided integrated case conferencing, referrals to supportive services, employment development, and incentives such as Individual Development Accounts to qualifying Section 8 voucher recipients within the Housing Authority. This partnership included over \$12 million in leveraged resources from the County for services to program participants for the 5 years of the project.

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Grants for City Services

City of San Francisco: Target Cities: Principal writer for the 1993 Center for Substance Abuse (CSAT) Target Cities proposal that establishes a central intake, assessment, and referral system for the City of San Francisco. G&A was responsible for conducting research, monitoring a project workplan for developing the proposal, writing the narrative and consulting with City staff in program design. Proposal development also required obtaining written commitments from over 70 local providers and public agencies. **Funded for over \$13 million.**

City of San Francisco Court of HOPE San Francisco's First Drug Court: Coordinated the planning process resulting in the development of a drug court that links the court system with the Target Cities integrated system of intake, assessment and referral. Provided additional funding for community-based drug treatment providers who work with criminal justice-involved clients. Created significant change within the court system and created the first coordinated treatment option for the City's criminal justice system. **Funded for \$750,000.**

City of San Francisco Criminal Justice Treatment Network for Women: Facilitated extensive planning process involving every department in the criminal justice system and public health and social service systems. Resulting plan called for significant system reform of criminal justice and child welfare systems, integrating services and creating an innovative continuum of family-centered drug treatment options for women in the criminal justice system. Proposal was one of only three in the country funded and was the highest ranked in the Nation. Department of Adult Probation retained G&A to

provide technical assistance during the implementation phase. **Funded for \$5 million.**

Mission Acute Day Treatment Center into a Single Point of Responsibility: Developed a successful proposal to transform the Mission Acute Day Treatment Center into a Single Point of Responsibility, coordinating all aspects of care for severely mentally ill adults. This was one of only two proposals awarded in San Francisco, and it was the only one received by a city organization. **Funded for \$1.8 million per year.**

Richmond Private Industry Council and Rubicon Programs Inc.: RichmondWorks! Department of Labor WtW Demonstration Program: G&A facilitated the planning process and proposal development for a 3.2 million dollar proposal to the Department of Labor to serve hard to serve and welfare dependent TANF recipients in the City of Richmond. This process included the creation of partnerships with over 20 service agencies as well as private employer linkages resulting in the creation of over 600 employment opportunities for RichmondWorks! participants. These commitments included the provision of space and flexibility for participants to receive employment skills training, retention services, and vocational development at the job site. Other innovative aspects of this process included specialized support for sheltered employment with Rubicon Programs Inc., subsidized on the job training opportunities, and dedicated funds for childcare capacity enhancement in the City of Richmond. **Funded for 3.2 million.**

Grants for Public Health and Health Promotion

Alameda County Health Care Services Agency Infant Mortality Reduction Healthy Start: Collaborated in development of proposal that was the only proposal west of the Rockies to be funded. The development of this proposal involved dozens of agencies, numerous coalitions, and several county agencies. Planning lasted months and the proposal was reviewed by several committees prior to its being submitted. G&A was responsible for facilitating many meetings, conducting extensive research, developing the approach, preparing numerous workplans and charts, and writing part of the proposal. It was subsequently funded by the US Department of Health and Human Services. The approach consists of developing four Neighborhood Family Resource Centers at which a wide variety of multidisciplinary, consumer-driven, integrated services were to be delivered with the objective being to empower communities, families, and women to improve their individual and collective health. **Funded for \$38 million.**

Bay Area Black Consortium for Quality Health Care Neighborhood Family Resource Center: Developed proposal to create the center. Coalition of Bay Area Black Consortium for Quality Health Care, East Oakland Youth Development Center, Summit Hospital, and the Fruitvale Collaborative. Established a family/community center

providing a comprehensive array of health and supportive services as well as a forum for community and individual empowerment. **Funded for \$750,000.**

Alameda County, Highland Hospital: Developed a One-Stop-Shopping Model of perinatal services for Highland Hospital and wrote proposal that was one of only four funded nationally. **Funded for \$1.5 million.**

Stanislaus County Department of Health, Maternal & Child Health Services: Facilitated the planning and development of an innovative and multidisciplinary, community-based teen pregnancy prevention project that required extensive research, numerous community planning meetings, organization of focus groups with teens and the church community, and the development of a complex proposal to the State of California. **Funded for \$700,000.**

Developed the Ryan White CARE application for the San Francisco EMA: The proposal was several hundred pages, described in minute detail the operations of San Francisco's AIDS Office, and requested and received the largest award in the EMA's history, over \$44 million, a 44% increase in the amount received the previous year. Despite changes in leadership at the AIDS Office, including the departure of the person responsible for spearheading the proposal the last two years, G&A completed the product under budget and several days prior to the due date. G&A also facilitated the planning process for the Oakland EMA's Ryan White CARE application. The 1993-94 Oakland EMA proposal was heavily criticized by HRSA (the funding source) and resulted in a reduction in funding level. The proposal developed by G&A was one of only four EMA's in the country to receive an award larger than what was requested. As a result, G&A was retained to provide planning assistance on an ongoing basis. Funding for over \$5 million was approved. In 1996, G&A again facilitated their planning process and the EMA received an allocation of 110% of their request, or **over \$5.5 million in funding.**

Target Cities, San Francisco Head Start Partnership: Facilitated planning for development of comprehensive linkages between Head Start and Target Cities. **Funded for \$250,000** to facilitate interdepartmental training, collocation of services, and other program integration efforts.

In addition to the above projects, Gibson & Associates proposals have received over \$54 million in AIDS funding. Please see projects below.

- Throughout 1997, G&A has been facilitating the Santa Clara HIV Services Comprehensive Plan with the HIV Services Planning Council. In addition to facilitating the planning, G&A developed a successful Title III proposal to HRSA.
- Developed the Ryan White CARE application for the San Francisco EMA. The proposal was several hundred pages, described in minute detail the operations of San Francisco's AIDS Office, and requested and received the largest award in the EMA's history, over \$44 million, a 44% increase in the amount received the

previous year. Despite changes in leadership at the AIDS Office, including the departure of the person responsible for spearheading the proposal the last two years, G&A completed the product under budget and several days prior to the due date.

- G&A wrote successful HIV prevention proposals for the Iris Center in San Francisco to provide outreach and support to female addicts in the commercial sex industry. The proposals were submitted to the San Francisco AIDS Office, and a subsequent proposal was developed for the federal Center for Disease Control. In a field dominated by concerns for gay white men, G&A developed successful proposals for services to minority women.
- Facilitated the planning process for the Oakland EMA's Ryan White CARE application. The 1993-94 Oakland EMA proposal was heavily criticized by HRSA (the funding source) and resulted in a reduction in funding level. The proposal developed by G&A was one of only four EMA's in the country to receive an award larger than what was requested. As a result, G&A has been retained to provide planning assistance on an ongoing basis. Funding for over \$5 million was approved. In 1996, G&A again facilitated their planning process and the EMA received an allocation of 110% of their request, or over \$5.5 million in funding.
- Facilitated planning for developing an integrated and coordinated planning and funding allocation process. Process involves significant system change on the part of both public and private providers involved, as well as county and city government. Process was linked to G&A coordination of development of a comprehensive AIDS Response Plan that was completed in April of 1996. Finally, G&A was retained to coordinate the development of the 1995-96 Ryan White application for Alameda-Contra Costa County. Proposal was completed on time and an increased allocation was awarded.

Grants for Welfare Reform and Public Works Programs

Contra Costa County Department of Social Services, Noncustodial Parent Employment and Training Demonstration: A \$3 million, three year State DSS demonstration project to support employment and supportive services for noncustodial parents of children who are CalWORKs recipients. The project utilized a design that built off the Parent's Faire Share model pioneered by the Manpower Demonstration Research Corporation and included the development of partnerships with the Contra Costs DA's Office, Family Court Mediation Services, Albion Inc., Battered Women's Alternatives, St Vincent DePaul, the Family Stress Center, the Richmond Private Industry Council, the Contra Costa Private Industry Council, and the EastBay Works employment system. **Funded for \$3 million.**

Richmond Private Industry Council and Rubicon Programs Inc. RichmondWorks! Department of Labor WtW Demonstration Program: G&A facilitated the planning

process and proposal development for a \$3.2 million proposal to the Department of Labor to serve hard to serve and welfare dependent TANF recipients in the City of Richmond. This process included the creation of partnerships with over 20 service agencies as well as private employer linkages resulting in the creation of over 600 employment opportunities for RichmondWorks! participants. These commitments included the provision of space and flexibility for participants to receive employment skills training, retention services, and vocational development at the job site. Other innovative aspects of this process included specialized support for sheltered employment with Rubicon Programs Inc., subsidized on the job training opportunities, and dedicated funds for childcare capacity enhancement in the city of Richmond.

Funded for 3.2 million.

Rubicon Programs Inc. Governor's 15% WtW Demonstration Initiative: G&A facilitated proposal development for a \$800,000 dollar proposal to the California Employment Development Department to serve hard to serve and welfare dependent TANF recipients in the unincorporated vicinity of North Richmond in Contra Costa County. This project included the creation of mechanisms to increase internal transportation and childcare capacity through the expansion of local transportation providers and training of TANF recipients to act as family day care providers. It built on an existing Service Integration Team demonstration piloted by Contra Costa County that created a family and community support one-stop center with staff from across the County service continuum. **Funded for \$600,000.**