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CITYWIDE WORKFORCE DEVELOPMENT PLAN



Prepared by:

Committee on City
Workforce Alignment
("Alignment Committee")

Prepared for:

The San Francisco Board of
Supervisors and Workforce
Investment San Francisco (WISF)

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Introduction

In June 2014, the City and County of San Francisco established an Alignment Committee to coordinate workforce development services across City departments in order to increase their effectiveness. The Alignment Committee is chaired by the Mayor's Deputy Chief of Staff Kate Howard and comprised of Board of Supervisors' President London Breed and the Department Heads of the City's five largest workforce development investing departments at the time of inception: the Human Services Agency of San Francisco (HSA); the Office of Economic and Workforce Development (OEWD); the Department of Children, Youth and Their Families (DCYF); the San Francisco Public Utilities Commission (PUC); and the Department of Public Works ("Public Works"). OEWD staffs and convenes the Alignment Committee. See Appendix A for a description of the workforce services provided by these five City departments.

As one of its core responsibilities, the Alignment Committee submits a Citywide Workforce Development Plan ("The Plan") to WISF, the board that oversees San Francisco's workforce development strategies and receives and manages the City's federal workforce funding through the Workforce Innovation and Opportunity Act (WIOA). In addition to its fiduciary responsibilities, WISF is a forum where businesses, labor, education, government, community-based organizations and other stakeholders address the supply and demand challenges confronting the San Francisco workforce. The five-year Citywide Workforce Development Plan ("The Plan") provides an assessment of the City's anticipated workforce development needs and opportunities, and the recommended goals, strategies and funding needed to meet those challenges.

The Plan aligns with recommendations from the City's Strategic Plan for Economic Development, which was last updated in early 2015, and the most recent Local Plan required under WIOA, which will be submitted to the State in March 2017. The Plan is also informed by a 2016 Brookings Institute Report, "Employment By Race and Place; Snapshots of America," which underscores a glaring workforce disparity – San Francisco's African American residents are poignantly underrepresented in the workforce system – 53% of working age African Americans are employed compared to 84% of their white counterparts, and endeavors to ensure that racial equity in San Francisco's workforce is a goal at every point in the system. The Alignment Committee endeavors for the workforce development system to move in lock-step with the City's economic development investments to ensure that new, stable and growing businesses have the talented and qualified workforce necessary to achieve their goals. In crafting the Plan, the Alignment Committee gained valuable insights and information from the seventeen (17) unique departments that provide investment into the City's workforce development system; the Workforce Community Advisory Committee (comprised of nonprofit workforce development leaders and visionaries); industry leaders and human resources staff; Ted Egan, Chief Economist, the City's Office of Economic Analysis; and additional data sources.

The Plan is organized into chapters devoted to its 5 system recommendations. The recommended goals, strategies and funding outlined in this document are practical steps for the City to implement over the next five years. Additional information and resources are available in the Appendices.

Executive Summary

OUR FIVE RECOMMENDATIONS FOR IMPROVING THE CITY'S WORKFORCE DEVELOPMENT SYSTEM PERFORMANCE INCLUDE:

▶ **1:** Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery.

▶ **2:** Develop a Workforce Transit Map to show how clients navigate the workforce development system.

▶ **3:** Build data sharing infrastructure across City workforce development departments.

▶ **4:** Actively use demand-side relationships and data to guide workforce development programming.

▶ **5:** Continue to streamline procurement and contracting across City workforce development departments.

As mandated by Chapter 30 of the San Francisco Administrative Code, the Alignment Committee is required to submit to the Workforce Investment San Francisco (WISF) Board a Citywide Workforce Development Plan (“The Plan”). The five-year Plan provides an assessment of the City’s anticipated workforce development needs and opportunities, and the recommended goals, strategies and funding needed to meet those challenges. This vision for the City’s workforce development system is guided by numerous data sources, including the City Workforce Services Inventory and labor market information. This is the second Plan submitted to WISF; the first Plan was submitted in March 2015.

San Francisco’s workforce development system has had success placing clients into subsidized and unsubsidized employment over the last five years. As the local economy has grown over that time period, the programs and strategies in place across the 17 departments that invest in workforce development were able to meet the needs of many City residents, from youth to older adults. Now, as the City is experiencing historically low unemployment, residents with the highest barriers to employment remain disproportionately unemployed and the City is challenged to effectively serve them.

Almost 79,000 working age (18 to 64 years old) individuals are living in poverty, with certain populations – including African Americans and Hispanics – especially in need. African Americans are more than twice as likely as any other racial or ethnic group to be unemployed,

while almost half of the African American and Hispanic labor force live below 300% of the federal poverty threshold¹ – a difficult task given the city’s high cost of living. Combined with significant income disparities facing San Francisco’s non-White workers, it is not surprising that many African American and Hispanic residents have left the city they once called home. At a time when many others are thriving in the San Francisco economy, the workforce development system must identify new and innovative strategies for bringing these residents into economic self-sufficiency and upward mobility pathways.

The table outlines our five recommendations for addressing the challenges facing our most vulnerable residents:

The first recommendation is the Alignment Committee’s commitment to ensuring the workforce development system is a key contributor to breaking the cycle of poverty within our communities. As part of this commitment, the Committee recognizes the need to better understand the outreach and service delivery strategies that can affect change for vulnerable residents. We will work more closely with our City partners to target neighborhoods of concentrated poverty. The second recommendation recognizes our need for tools that can help identify gaps in our current system. By mapping the client experience of our current network of programs

and initiatives, the Alignment Committee will be able to identify where client access is compromised, where communication between partners and programs is inadequate, and where client supports are insufficient. Without such a tool, it is difficult to understand where to invest additional resources.

The third recommendation builds off of the first two by creating the infrastructure to identify system and client needs more quickly. By collecting the same client data across all workforce development programs and making that data available to all stakeholders in real-time, the Alignment Committee is confident it can effectively remove employment barriers for vulnerable residents. A universal client management platform would transform the workforce development system into a true “coordinated entry (and exit) system”, where client milestones and completions are tracked and “hand-offs” between departments and programs are performed seamlessly.

The fourth recommendation recognizes the critical role that employers play in ensuring the economic success of our most vulnerable residents. The workforce development system needs to coordinate its engagement with public and private sector employers to ensure that near and long-term hiring opportunities can be planned for and connected to clients. Given San Francisco’s high cost of living, these opportunities must show promise of upward

¹ The federal poverty threshold is used to calculate the number of people in poverty. It is updated each year by the Census Bureau. The federal poverty guidelines are a simplification of the poverty thresholds for use for administrative purposes. The 2017 guideline at 300% for a single adult is \$36,180, and \$61,260 for a family of three.

mobility. This is one reason why the City needs to be viewed as a priority employer – it provides quality, well-paying jobs. The workforce system is committed to connecting local residents to City hiring opportunities and supporting them throughout the application process.

The fifth and final recommendation acknowledges that all of these services and infrastructure development require financial investment. To maximize our investment in workforce development, the Alignment Committee wants to ensure that the administration of contracts to community-based organizations (CBOs) is as efficient as possible. As long as funding awards remain the same, administrative efficiencies will lead to more dollars going to program and client costs, and more client time for CBO staff.

Taken together, these recommendations (and corresponding action steps) represent a strategy for closing the known gaps in our current workforce development system, which include: the need for a clearer focus on our most vulnerable residents, especially African Americans, Hispanics and individuals re-entering civilian life from prison; a lack of shared understanding of the client experience; a lack of data sharing between system stakeholders; and the potential for cost savings through streamlined allocations of funds to communities in need. Over the next five years, the Alignment Committee is committed to putting processes in place to remedy these gaps and address others as they become known.

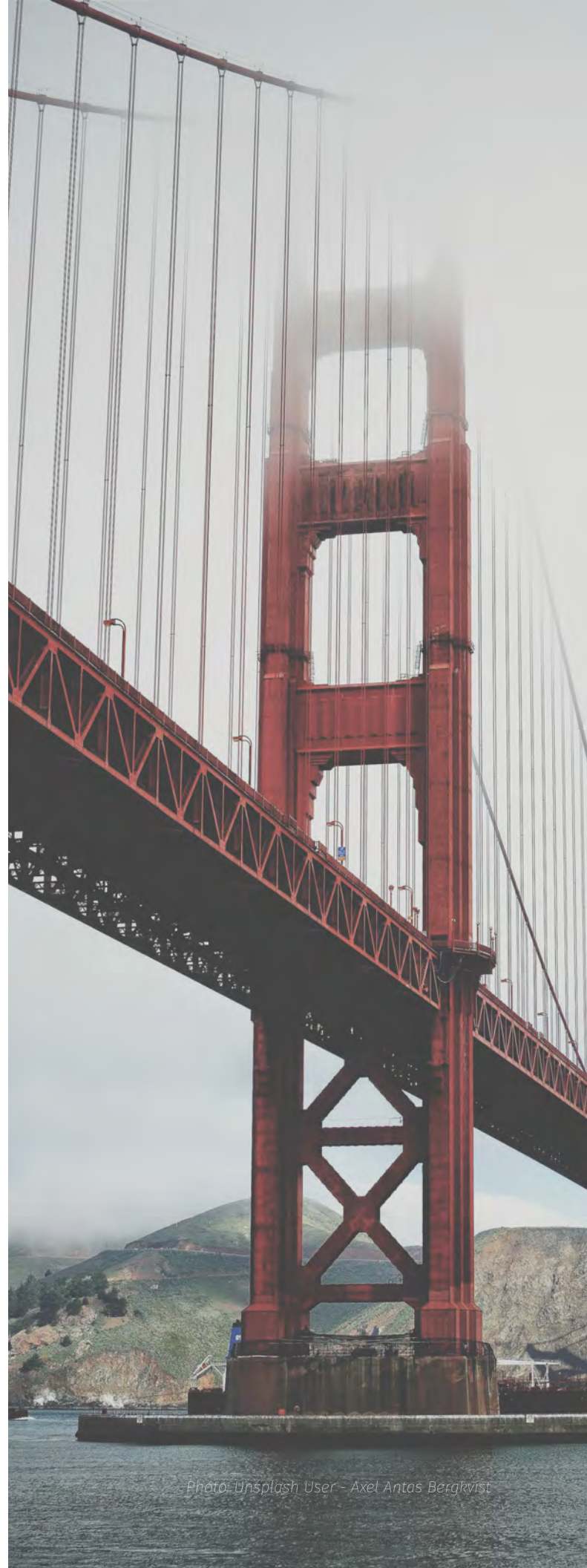


Photo: unsplash User – Axel Antas Bergkvist

Methodology

WORKFORCE SERVICES INVENTORY



Photo: Unsplash User - Instagram.com San Francisco

Beginning in 2015, the Alignment Committee has compiled an annual inventory of workforce services across all City departments that invest into the workforce development system (the “City Workforce Services Inventory”). The goal of the Inventory is to gain a full understanding of the system, including programmatic gaps and redundancies, through self-reported program and client data collected from each department. The original Inventory presented a baseline of workforce investments and outcomes upon which the City would build

targeted workforce development strategies. Over time, the Inventory has been refined to allow for a better understanding of system outcomes. Eighteen departments participated in the first two years of the Inventory data collection process.

For the current Inventory (which is the basis for this five-year Plan), the Alignment Committee engaged the same 18 City departments to compile an inventory of workforce services for fiscal year 2015-16. With the exception of the

San Francisco District Attorney's Office, whose previously-inventoried programming no longer targeted workforce development outcomes for its clients, the following 17 City departments participated:

- ▶ Adult Probation Department (APD)
- ▶ Department of Children, Youth and Their Families (DCYF)
- ▶ Department of Human Resources (DHR)
- ▶ Department of Public Health (DPH)
- ▶ Department of Public Works (Public Works)
- ▶ Department of the Environment (ENV)
- ▶ Human Services Agency of San Francisco (HSA)
- ▶ San Francisco Public Library (LIB)
- ▶ Mayor's Office of Housing and Community Development (MOHCD)
- ▶ San Francisco Municipal Transportation Agency (MTA)
- ▶ Office of Civic Engagement and Immigrant Affairs (OCEIA)
- ▶ Office of Economic and Workforce Development (OEWD)
- ▶ Port of San Francisco (PORT)
- ▶ San Francisco Public Utilities Commission (PUC)
- ▶ Recreation and Parks Department (RPD)
- ▶ San Francisco International Airport (SFO)
- ▶ Sheriff's Department (SHF)

The fiscal year 2015-16 City Workforce Services Inventory includes information on program budgets; program descriptions and goals; service populations and types; community-based service providers; placement and training industries; client demographics, such as age, race and educational attainment; client outcomes, such as employment placements and training completions; and client residence by zip code. Where participating departments

were able to cross-tabulate client demographic and outcomes data by zip code, the Inventory provides insights into the success of programs to serve specific populations in specific neighborhoods. To enhance data consistency, which was a challenge identified in previous versions of the Inventory, data elements were defined in advance through conversations with HSA, DCYF and OEWD staff.

CONCLUSION

This year's Citywide Workforce Development Plan signifies an important step in operationalizing how the Alignment Committee and its partners will tackle the challenges facing San Francisco's labor force, especially its most economically vulnerable. The Committee now has a roadmap of action steps for the next two years (see Appendix F) – an essential element given the many day-to-day responsibilities of the departments (and personnel) around the table. Achieving a commitment to these recommendations and action steps from each of the five participating departments signals the buy-in and momentum necessary to accomplish this critical work.

The Alignment Committee recognizes that the City's workforce development system is in many ways not yet a 'system'. Progress has been made in developing a shared set of terminology, in coordinating programs and procurement across core departments, and in understanding service gaps and overlap across the system. But improvements are still needed in how system stakeholders communicate, including the collection and sharing of data.

Standardizing program and client data would allow the City to definitively evaluate whether its workforce development programs are meeting the needs of employers and the labor force. Making client data readily accessible to system stakeholders would help to facilitate client progress toward unsubsidized employment placement and upward mobility goals. Coordinating employer engagement and

refining how the City analyzes and disseminates labor market information would maximize opportunities for jobseekers and employers alike.

While the recommended action steps outlined in this Plan are largely focused on building or improving system infrastructure, the Alignment Committee recognizes this infrastructure is in the service of one overarching goal: to break the cycle of poverty for San Francisco residents in need. The system already has a number of models for addressing the needs of its most vulnerable clients, including the HOPE SF and Project 500 initiatives. The Committee looks forward to building off of these successes to improve service to additional priority populations across the city.

The data and action steps in this Plan are just a starting point. Action steps will be updated each year as progress is made to ensure the system is continually building upon its successes and discoveries over the next five years. The Alignment Committee is confident that this is the blueprint for how our partners in the City's workforce development system can work together to transform the lives of the more than 100,000 San Francisco residents living in poverty.

APPENDICES

APPENDIX A

Alignment Committee City Departments

The Alignment Committee (“the Committee”) consists of one member designated by the Mayor, one member of the Board of Supervisors or a City employee designated by the Board (with the department head’s approval), the Director of Workforce Development at the Office of Economic and Workforce Development, and the department heads of the following City departments: Human Services Agency of San Francisco (HSA); Department of Children, Youth and Their Families (DCYF); San Francisco Public Utilities Commission (PUC); and Department of Public Works (“Public Works”).

Department of Children, Youth & Their Families

www.dcyf.org

The San Francisco Department of Children, Youth and Their Families (DCYF) brings together City government, schools, and community-based organizations to help our city’s children and youth, birth to age 24, and their families lead lives full of opportunity and happiness. We strive to make San Francisco a great place to grow up and this requires resources, community engagement, collaboration, coordination, and creativity. Through our work we help children and youth to be healthy, successful in school and prepared for the future, engage in positive activities when school is out, to contribute to the growth, development and vitality of

San Francisco, and live in safe and supported communities.

DCYF manages grants for over 400 programs, including contracting and fiscal/performance monitoring; provides technical assistance to grantees; conducts data analysis and evaluations of department services; plans, researches, develops, and implements the department’s five year strategic plan including Community Needs Assessment (CNA), Services Allocation Plan (SAP) and Request for Proposals (RFP); and convenes and manages stakeholder and advisory bodies to promote systems alignment and support strategy development.

DCYF’s Youth Workforce Development programs help to prepare young people for adulthood by providing opportunities for exposure to career options, teaching skills and competencies that are relevant to both education and employment and ensuring that young people have the ability to navigate the labor market. In addition these programs are rooted in youth development and cultural competence and are able to ensure that young people are learning in a supportive environment.

Department of Public Works

www.sfdpw.org

The Department of Public Works designs, builds, operates, maintains, greens, and improves the City's infrastructure, public right-of-way, and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

Public Works provides services through the following program areas: Building Design and Construction, Building Repair, Infrastructure Design and Construction, Street and Sewer Repair, Street Environmental Services and Urban Forestry, and Street Use and Mapping. In partnership with HSA, JobsNOW and local unions, Public Works provides training to hundreds of participants through apprenticeship programs in Cement Masonry, Gardening, and Laborer/ Environmental Services.

Human Services Agency of San Francisco

www.sfhsa.org

The Human Services Agency (HSA) promotes well-being and self-sufficiency among individuals, families, and communities in San Francisco. HSA is comprised of three separate departments. The Department of Aging and Adult Services (DAAS) is charged with planning, coordinating, providing, and advocating for community-based services for older adults and individuals with disabilities, and works with nearly 56,000 San Franciscans each year. The Department of Human Services (DHS) works with approximately 200,000 San Franciscans each year to provide critical housing, nutrition assistance, health coverage, income support, and child welfare services. The Office of Early Care and Education (OECE) is charged with aligning and coordinating federal, state and

local funding streams to improve access to high quality early care and education for children 0-5, to address the needs of the early care and education workforce, and to build early care and education system capacity.

HSA also offers business services to employers and limited employment services for San Francisco's public assistance recipients, as well as other high barrier populations, including foster youth, homeless individuals and seniors looking to reenter the workforce. HSA offers services to the general public through its Career Link Centers. Career Link Centers provide residents with job listings, career counseling and job placement services.

Office of Economic & Workforce Development

www.oewd.org

The Office of Economic and Workforce Development (OEWd) supports the City's economic vitality through key programs focused on neighborhood commercial corridors, workforce development, joint development projects, industry-focused business recruitment and retention, small business assistance, and international business development.

OEWd's Workforce Development Division coordinates the San Francisco Workforce Development System, which is a network of public, private, and nonprofit service providers that serve San Francisco jobseekers and employers. OEWd works to connect jobseekers with employment opportunities in growing industries by providing industry-aligned job training and access to job search assistance at community based neighborhood access points throughout the City.

San Francisco Public Utilities Commission

www.sfwater.org

The San Francisco Public Utilities Commission (PUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care. The PUC provides services through the following enterprises and bureaus: Water Enterprise, Waste water enterprise, Hetch Hetchy Water and Power. The Water Enterprise is responsible for collecting, treating, and distributing 222 million gallons of water per day to 2.6 million people in the Bay Area. The Waste Water Enterprise collects, transmits, treats, and discharges sanitary and storm water flows generated within the City for the protection of public health and environmental safety. Hetch Hetchy Water and Power is comprised of the Power Enterprise and the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source.

PUC is committed to providing enriching employment opportunities through a variety of formal internship programs and collaborative relationships with local community and government partners, schools, and colleges. For more than twenty years, they have provided summer jobs, work experience and exposure to careers in the utility industry for hundreds of students and early career professionals in a variety of fields, including engineering, water resources and management, finance, human resources and information technology.



APPENDIX B

2017 City Workforce Alignment Draft Glossary

Contract Goals (4): Primary goal of the program within the contract term.

- ▶ Career and educational advancement: Advance skills and/or further educational goals to upskill the current workforce or improve career opportunities for youth or adults.
- ▶ Job readiness: Prepare participants to be successful job candidates for employers industry wide, not necessarily geared toward a particular job placement.
- ▶ Subsidized employment: Provide paid work experience for participants who are unable to successfully compete for an unsubsidized job; offers employers incentives to provide work experience and On-the-Job Training for prospective employees. Subsidized employment is employment that is in any part subsidized by third-party funds. See Service Types for additional information.
- ▶ Unsubsidized employment: Match participants to unsubsidized employment that best fits their skills, aptitudes and experience; work with earnings provided by an employer not financed by a third-party or receiving a subsidy for the creation and maintenance of the employment position.

Service Types (11): Types of services that are included in scopes of work for workforce development contractors.

- ▶ Barrier remediation/support services: Legal, financial, or individual support services to address barriers to employment such as criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar.
- ▶ Basic skills training: Basic academic skills, remedial learning and intentional skill building programs, teaching generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy.
- ▶ Career awareness: Includes job shadowing, work site visits, and career mentorships.
 - ▶ Job shadowing is a career-exploration activity in which youth observe the workday of a professional, interact with clients or customers, and attend meetings and other appointments. Job shadows help youth explore a field of interest while developing research skills and building occupational knowledge through a facilitated and active-learning process. Job shadows may be brief (less than 1 week) or extended (1 month or more) and may include rotating through various departments or sectors of a business (Luecking, 2009, p. 14).
 - ▶ Work site visits are visits by youth to workplaces to learn about the jobs and the skills required to perform them. Visits and meetings with employers and people in identified occupations outside of the workplace are also types of career-exploration activities from which youth can learn about jobs and careers. Typically, such visits are accompanied by discussion with youth about what they saw, heard, and learned (Luecking, 2009, p. 14).

- ▶ Career mentorships are formal learning partnerships between youth and employed adults for purposes of sharing technical information, institutional knowledge and insight with respect to a particular occupation or profession. Formal mentoring programs match mentors with mentees to meet specific learning objectives while helping those individuals in the mentoring relationship to identify and develop their own talents.
- ▶ Employment support: Wraparound services, case management, and retention and ancillary support services that help an individual acquire and maintain employment.
- ▶ Job readiness training, general: General work behavior and hard and soft skills training for employment across industries; includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job, as defined by the Employment and Training Administration. Job readiness also includes service learning or hands-on volunteer service.
- ▶ Job readiness training, sector-specific: Soft skills training targeted toward a specific sector or industry; for example, hospitality job readiness has a heavy emphasis on customer service, since most front of house food services and retail positions require heavy consumer interaction; health care job readiness would include aspects such as medical terminology and effectively navigating the health care system.
- ▶ Job search and placement: Résumé assistance, interview preparation, online application assistance and job search strategies for individuals to help participants acquire subsidized or unsubsidized employment.
- ▶ Mental & behavioral health: Behavioral health services to help participants gain and maintain employment.
- ▶ Vocational assessment: Assessment of an individual's abilities and desires in order to determine needs for employment and appropriate career path.
- ▶ Vocational training: Contextualized training for a particular type of industry, profession, or vocation; more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate, as defined by the Employment and Training Administration.
- ▶ Workplace training: Includes apprenticeships, internships, On-the-Job Training (OJT), and subsidized employment.
 - ▶ Apprenticeships are a combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs can be sponsored by individual employers, joint employer

and labor groups, and/or employer associations, as defined by the Department of Labor. They are formal, sanctioned work experiences of extended duration in which an apprentice learns specific occupational skills related to a standardized trade, such as carpentry, plumbing, or drafting. Many apprenticeships also include paid-work components (Luecking, 2009).

- ▶ Internships are career-preparation activities in which youth are placed in a business for a defined period of time to participate in and observe work in a given industry first hand. Internships are highly structured, time-limited experiences that occur at a workplace. Unlike other work experiences, internships often allow youth to rotate through a number of departments and job functions (Luecking, 2009, p. 16).
- ▶ OJT is training by a public, private or non-profit employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job; is made available through a program that provides reimbursement to the employer of a percentage of the wage rate of the participant for the extraordinary costs of providing the training and additional supervision related to the training; and is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate, as defined by the Workforce Innovation and Opportunity Act (WIOA).
- ▶ Subsidized employment is placement in jobs in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source; for youth, such work may be scheduled during or after the school day, and it may be integral to a course of study or simply a separate adjunctive experience. Includes transitional jobs that are time-limited work experiences that are subsidized and are in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, as defined by WIOA.

Service Populations (23):

Service populations may refer to specific populations targeted for program participation based on need or departmental priority, or program eligibility requirements imposed by funding source, legal or political consideration, and/or departmental priority.

- ▶ Populations by Age
 - ▶ Adults, all: Individuals who are age 18 or older, as defined by WIOA.
 - ▶ Older individuals, all: Individuals who are age 55 or older, as defined by WIOA.
 - ▶ Transitional-Aged Youth (TAY), all: Individuals who are between the ages of 16 and 24 years old, as defined by the Department of Children, Youth & Their Families (DCYF).
 - ▶ Youth, all: Individuals who are between the ages of 14 and 17 years old; the Fair Labor Standards Act (FLSA) sets 14 as the minimum age for most non-agricultural work; different age requirements apply to the employment of youth in agriculture.

▶ Other Service Populations

- ▶ **Disconnected (or off-track) youth:** Youth who are not connected to school or employment, and often have one or more of the following attributes: have dropped out of school; are pregnant or parenting; are or have experienced homelessness; have criminal/juvenile justice involvement or history; have a disability; are current or former foster youth; have academic skills significantly below grade level; are LGBTQQ; or are undocumented.
- ▶ **Dislocated worker:** An individual who has been terminated or laid off, or who has received a notice of termination or layoff, from employment; is employed at a facility at which the employer has made a general announcement that such facility will close; was self-employed but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; is a displaced homemaker; or is the spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; is the spouse of a member of the Armed Forces on active duty; or other criteria as defined by WIOA.
- ▶ **English Language Learners (ELL) or individuals with Limited English Proficiency (LEP):** Individuals who have limited ability in reading, writing, speaking, or comprehending the English language, and whose native languages are languages other than English; or who live in a family or community environment where a language other than English is the dominant language, as defined by WIOA.
- ▶ **Enrolled in school:** Youth who are enrolled in school, including primary, secondary, or post-secondary educational institutions.
- ▶ **Ex-offender:** An adult or juvenile who is or has been subject to any stage of the criminal justice process, or who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction, as defined by WIOA.
- ▶ **Homeless individual:** An individual who lacks a fixed, regular, and adequate nighttime residence; and includes an individual who is sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason.
- ▶ **Individual with a barrier to employment:** An individual who may have difficulty finding or retaining employment due to his/her criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar.
- ▶ **In-school youth, not on track to graduate:** Youth who have not formally withdrawn from school but who are not projected to graduate on time, given the school district criteria for high school graduation. The criteria include two sets of benchmarks 1) credits earned from required course subjects and 2) total credits earned.
- ▶ **Job ready:** Participants must not have any significant barriers (such as criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar) to being traditionally employed.
- ▶ **Justice Involved Individuals:** Adults or juveniles who have an active involvement with the criminal or juvenile justice system.

- ▶ Long-term unemployed: Individuals who have been looking for work for 27 weeks or more, as defined by the U.S. Department of Labor.
- ▶ Low-income individual: An individual who receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008, the program of block grants to States for temporary assistance for needy families program under part A of title IV of the Social Security Act, or the supplemental security income program established under title XVI of the Social Security Act, or State or local income-based public assistance; is in a family with total family income that does not exceed the higher of the poverty line, or 70 percent of the lower living standard income level.
- ▶ People with disabilities: Any person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A physical or mental impairment includes hearing, mobility and visual impairments, chronic alcoholism, chronic mental illness, and AIDS. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself, as defined by the Americans with Disabilities Act. A youth with a disability is an individual with a disability who is between the ages of 14 and 24 years old, as defined by WIOA.
- ▶ Pregnant and parenting teens: Pregnancy or parenting by a female, age 13 to 19, which is understood to occur in or by a girl who has not completed her core education (secondary school), has few or no marketable skills, is financially dependent upon her parents and/or continues to live at home and is often mentally immature.
- ▶ Public benefits recipient: An individual who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test (e.g. CalWORKS, FSET, CAAP, and CalFresh), as defined by WIOA.
- ▶ Public housing residents: Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status, as defined by the U.S. Department of Housing and Urban Development.
- ▶ Refugees or asylum seekers: People who have been forced to cross national boundaries and who cannot return home safely due to war, persecution, or natural disaster; such people may be called asylum seekers until granted refugee status by the contracting state if they formally make a claim for asylum.
- ▶ Veteran: A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable, as defined by the U.S. Code.
- ▶ Youth in foster care system: Youth who have active involvement with the foster care system.

APPENDIX C

Preliminary List of Common Data Elements

Category	Data Element
Age	Youth (14-17)
	Transitional-Age Youth (18-24)
	Adults (25-54)
	Older Adults (55+)
Race	American Indian and Alaska Native
	Asian
	Black or African-American
	Native Hawaiian and Other Pacific Islander
	White
	Other Race
Ethnicity	Two or More Races
	Hispanic or Latino
Educational Attainment	Not Hispanic or Latino
	Less than High School Equivalent
	High School Graduate (or Equivalent)
	Some College, No Degree
	Associate's Degree
	Bachelor's Degree
	Graduate or Advanced Degree

Target Populations	Disconnected Youth
	Dislocated Workers
	Disabled
	English Language Learners (ELL)
	Enrolled in School (including Post-Secondary Institution)
	Formerly Incarcerated
	Foster Care Youth and Emancipated Youth
	HOPE SF Residents
	Long-Term Unemployed
	Part-Time Seasonal Employed
	Public Benefits Recipients
	Public Housing Residents
	Refugees or Asylum Seekers
	Underemployed
Unemployed	
Household Income	Veterans
	At or Below the Federal Poverty Level
	Greater than Federal Poverty Level and Less than 30% of the Area Median Income (AMI)
	Greater than 30% AMI and Less than 50% AMI
	Greater than 50% AMI and Less than 80% AMI
Residential Location	Greater than 80% AMI
	94102, 94103, 94104, 94105, 94107, 94108, 94109, 94110, 94111, 94112, 94114, 94115, 94116, 94117, 94118, 94121, 94122, 94123, 94124, 94127, 94128, 94129, 94130, 94131, 94132, 94133, 94134, 94142, 94158
	Outside of San Francisco
	Homeless
Program Outputs	Clients Served (both enrolled and non-enrolled)
	Enrollments
	Completions
Training Outputs	Basic Skills Training Completions
	Job Readiness Training Completions
	Vocational Training Completions
	English as a Second Language (ESL) Program Completions

Employment Outputs	Unsubsidized Job Placements (including subsidized placements retained by the employer after program exit)
	Subsidized Job Placements
Educational Outcomes	Attained a Degree or Certification
	Gained One of More Literacy or Numeracy Grade Levels
	Placement in Educational Institution
Unsubsidized Employment Outcomes	Retained Employment 3 Months After Placement
	Retained Employment 6 Months After Placement
	Retained Employment 12 Months After Placement
Subsidized Employment Outcomes	Retained Employment After Subsidy Ends
	Retained Employment 3 Months After Program Exit
	Retained Employment 6 Months After Program Exit
	Retained Employment 12 Months After Program Exit
Earnings Outcomes	Quarterly Earnings at or above \$5,000 for the First 2 Quarters After Placement

APPENDIX D

FY 2015-2016 City Workforce Services Inventory, Service Provider Data

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
A. Philip Randolph Institute San Francisco								X		X		2
America Works	X				X							2
Anders and Anders Foundation								X				1
Aquarium of the Bay										X		1
Architectural Foundation of San Francisco		X										1
Arriba Juntos		X			X			X				3
Asian Neighborhood Design								X				1
Bay Area Community Resources		X										1
Bay Area Video Coalition								X		X		2
Bayview-Hunters Point Center for Arts and Technology								X		X		2
Booker T. Washington Community Service Center							X					1
Boys & Girls Clubs of San Francisco										X		1
Brightline Defense Project								X				1
California Academy of Sciences		X										1

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
California Department of Rehabilitation					X							1
California Lawyers for the Arts		X										1
California State University Maritime Academy										X		1
Caminar for Mental Health			X									1
Catholic Charities					X							1
Center on Juvenile and Criminal Justice	X				X							2
Charity Cultural Services Center								X				1
Chinatown Community Development Center							X			X		2
Chinese for Affirmative Action								X				1
Chinese Progressive Association								X				1
City College of San Francisco					X			X				2
Collective Impact								X		X		2
Community Assessment and Services Center	X											1
Community Grows										X		1
Community Housing Partnership					X			X				2

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Community Youth Center		X					X	X				3
Compass Family Services								X				1
Donaldina Cameron House							X					1
Economic Opportunity Council of San Francisco				X								1
Enterprise for Youth		X										1
Episcopal Community Services of San Francisco					X		X	X				3
Exploratorium		X										1
Family and Child Empowerment Services San Francisco								X				1
First Place for Youth		X										1
Five Keys Charter School							X	X				2
Friends of the Urban Forest										X		1
Good Samaritan Family Resource Center							X					1
Goodwill Industries								X				1
Gum Moon Residence Hall							X					1
Hearing and Speech Center of Northern California								X				1
Homebridge								X				1
Homies Organizing the Mission to Empower Youth							X					1

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Horizons Unlimited of San Francisco		X										1
Hospitality House					X			X				2
Hunters Point Family		X		X				X	X			4
Japanese Community Youth Council		X			X					X		3
Jewish Vocational Service		X						X				2
Juma Ventures		X										1
Larkin Street Youth Services					X			X				2
Lavender Youth Recreation and Information Center		X								X		2
Life Learning Academy		X										1
Mangala Meridian						X						1
Manpower Government Solutions								X				1
Marriott Foundation for People with Disabilities		X										1
Marty Nemko						X						1
Mission Economic Development Agency								X				1
Mission Hiring Hall					X			X				2
Mission Language and Vocational School							X	X				2
Mission Neighborhood Centers				X			X			X		3
Mujeres Unidas y Activas								X				1
New Door Ventures		X										1

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Northridge CommUNITY Garden										X		1
Old Skool Café		X										1
People Organizing to Demand Environmental and Economic Justice										X		1
Positive Resource Center							X	X				2
Renaissance Parents of Success								X				1
Richmond Area Multi-Services			X									1
Richmond District Neighborhood Center		X										1
San Francisco Clean City Coalition					X							1
San Francisco Conservation Corps		X					X	X	X	X		5
San Francisco Unified School District, Career Technical Education										X		1
Self-Help for the Elderly								X				1
Seven Tepees Youth Program										X		1
South of Market Community Action Network										X		1
Southeast Asian Community Center							X					1
Special Service for Groups		X										1
Success Center San Francisco					X			X		X		3

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Sunset Youth Services		X					X					2
Swords to Plowshares					X			X				2
The Arc San Francisco							X					1
The Garden Project											X	1
The SF LGBT Center					X			X				2
Tides Center		X										1
Together United Recommitted Forever							X					1
Toolworks					X			X				2
United Playaz										X		1
United Way Bay Area		X										1
Upwardly Global								X				1
Urban Ed Academy										X		1
Urban Sprouts										X		1
Vietnamese Youth Development Center							X	X				2
West Bay Pilipino Multi-Service Center							X					1
Wu Yee Children's Services								X				1
Year Up Bay Area								X				1
YMCA - Bayview Hunters Point		X					X					2
YMCA - Buchanan		X										1
YMCA - Chinatown							X					1
YMCA - Urban Services		X					X					2
Young Community Developers		X			X			X		X		4
Youth Art Exchange										X		1

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Youth Leadership Institute										X		1
TOTAL	3	29	2	3	18	2	22	43	2	26	1	

Note: The following City departments do not contract with community-based organizations to provide their workforce development services and thus are not included in the above table:

- ▶ Department of Human Resources (DHR);
- ▶ Department of the Environment (ENV);
- ▶ Municipal Transportation Agency (MTA);
- ▶ Office of Civic Engagement & Immigrant Affairs (OCEIA);
- ▶ Recreation & Parks Department (RPD); and
- ▶ San Francisco International Airport (SFO).

FY 2015-2016 City Workforce Services Inventory, Industry Training & Placement Data

Department	Service Type	Accommodation & Food Services	Administrative Support	Arts, Entertainment, and Recreation	Construction	Educational Services	Government	Health Care and Social Assistance	Information	Professional, Scientific, and Technical Services	Retail Trade	Transportation and Warehousing	Utilities	Other Services
APD	Training				X	X						X		
	Unsubsidized Placement	X			X									X
DCYF	DATA NOT AVAILABLE IN THIS FORMAT													
DHR	Training				X		X						X	X
	Unsubsidized Placement						X							
DPH	Unsubsidized Placement	X						X						X
Public Works	Training													X
	Subsidized Placement													X
	Unsubsidized Placement													X
ENV	Unsubsidized Placement					X				X				
HSA	Training	X	X			X	X	X			X			X
	Subsidized Placement	X	X			X	X	X						X
	Unsubsidized Placement		X				X	X						X
MOHCD	DATA NOT AVAILABLE IN THIS FORMAT													
MTA	Subsidized Placement		X		X		X							X
OCEIA	Training						X	X		X				X
OEWD	Training	X			X			X	X		X			
	Unsubsidized Placement	X	X	X	X	X		X	X					X
PORT	Unsubsidized Placement													X
PUC	Training						X						X	
	Subsidized Placement						X						X	
	Unsubsidized Placement						X						X	
RPD	Unsubsidized Placement						X							
SFO	Unsubsidized Placement	X	X				X			X	X	X		
LIB	Unsubsidized Placement			X		X	X	X		X				
SHF	DATA NOT AVAILABLE IN THIS FORMAT													