

**City and County of San Francisco  
2016 Update on  
Citywide Workforce  
Development Plan**

**Committee on City Workforce Alignment  
March 2016**

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# **1 Vision for an Aligned San Francisco Workforce Development System**

## **1.1 How the City is Aligning Workforce Services under Local and National Policy Directives**

In his 2015 State of the City address, Mayor Edwin M. Lee announced his Shared Prosperity Agenda for San Francisco. In a time when the City is experiencing an economic boom that brings with it enormous growth, Mayor Lee has emphasized the importance of enabling every San Franciscan to take advantage of the opportunities that present themselves. The affordability directives within his Agenda focus on housing, education, transportation, women's empowerment, and anti-poverty measures. Mayor Lee has identified the need for a comprehensive workforce development strategy that strategically addresses the employment barriers that hold so many San Franciscans back, though they are eager to land stable jobs and become self-sufficient.

In 2014, amendments to the City Administrative Code were introduced by then-President of the Board of Supervisors David Chiu, and subsequently approved unanimously by the whole Board. These updates to the Chapter 30 code addressed a need for increased coordination and tracking across City departments to identify and monitor long-term goals for citywide workforce services.

San Francisco already presents a strong foundation for this work. The City has a robust workforce development system that successfully assists tens of thousands of residents each year, from youth in their first work environment to seasoned professionals transitioning to new opportunities. Through an array of targeted programs administered across 18 unique City departments, San Francisco's workforce development system helps clients overcome barriers to employment, improve academic and vocational skills, and connect with employers.

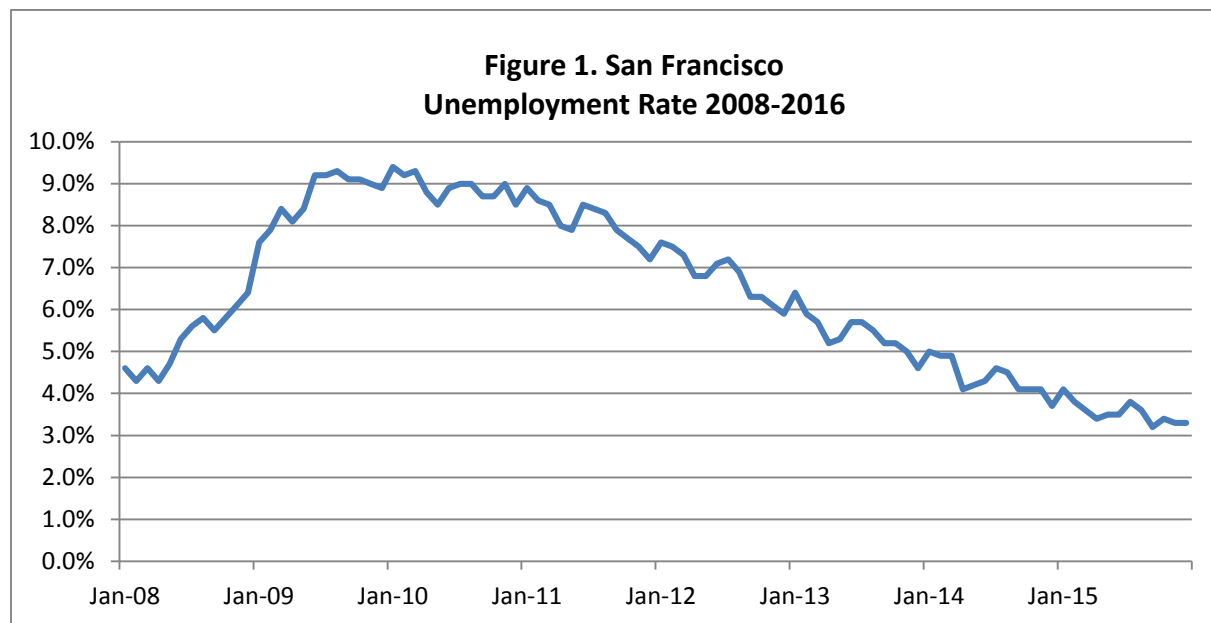
Understandably, City departments have struggled to coordinate workforce services across such a broad and diverse system. In order for these mechanisms to be as efficient and effective as possible, the City must develop a coordinated and integrated administrative model that avoids gaps and duplication in services. Every dollar invested into workforce programming should maximize desired outcomes for both the job seeker and the employer. No job-seeker should feel that a productive career is out of reach, just as no employer should struggle to fill a quality job opening. The City needs to develop a system capable of adopting a holistic approach for each and every client. Only in this way will it excel at offering efficient access to the full complement of services across departments, with the ultimate goal of linking job-seekers to stable, lucrative, long-term employment.

Despite its challenges, San Francisco has been a national leader in workforce development, as evidenced by its consistent synergy with new federal policy directives. In 2014 Congress passed the Workforce Innovation and Opportunity Act (WIOA) with an overwhelming bipartisan majority. Along with the Obama Administration's *Job-Driven Training and American Opportunity* action plan, also released that same year, WIOA clearly mandates for America's workforce system to improve business engagement strategies, accountability, access, and alignment across programs. It calls for workforce training systems nationwide to become more demand-driven, integrated, and effective in employment and earning outcomes for jobseekers nationwide.

Amongst multiple other strengths, San Francisco’s workforce system has demonstrated leadership in sector strategies, rapid attachment to the workforce, and community-based engagement for many years. It is time for these proven strategies to reach their full potential through a coordinated system that works seamlessly across departments to administer a demand-driven workforce system that is adaptive to changing economic conditions. This system will be characterized by on-going communication and continuous feedback among employers, workers, educators, and public administrators. It will marry the existing workforce system -- which offers the skills and credentials necessary for workers stay competitive in the job market -- with a demand-driven, employer-oriented approach that matches jobseekers with opportunities, and connects programs across departments to move the City’s emerging workforce into fruitful careers.

## 1.2 The San Francisco Context

San Francisco’s unique economy presents both challenges and opportunities for residents with the greatest barriers to employment. While remarkable industry and labor market growth has led to a broad array of new job opportunities in occupations that range from low- to high-skilled, many San Franciscans continue to face barriers that effectively bar them from these opportunities. An aligned citywide workforce strategy will enable the system to guide clients through the breadth of programming required to effectively serve the City’s workforce before, into, and throughout their careers.



Source: CA Employment Development Department

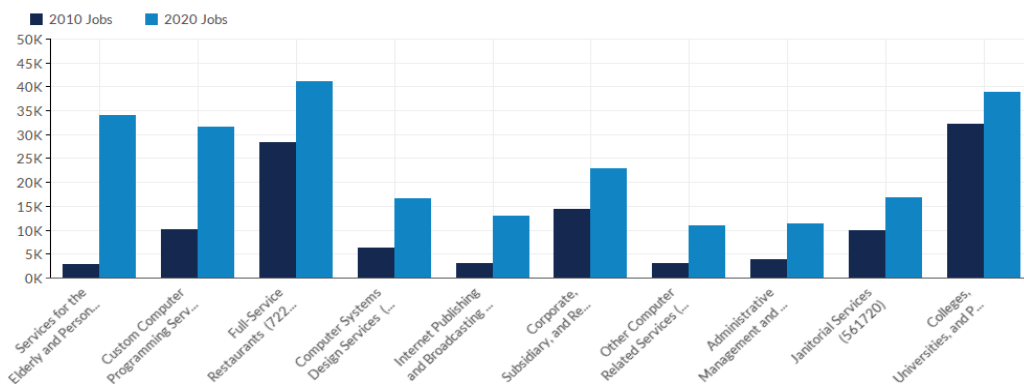
### ***San Francisco Unemployment Rate***

Since peaking at 10.1% in January, 2010, the unemployment rate has been trending downwards for the last six years. (See Figure 6.) According to the California Employment Development Department,

by December, 2015 the unemployment rate for San Francisco was 3.3%. This is a testament to the strength and resilience of the local economy, which is driven largely by growth in the Information/Communications and Technology (ICT) sector.

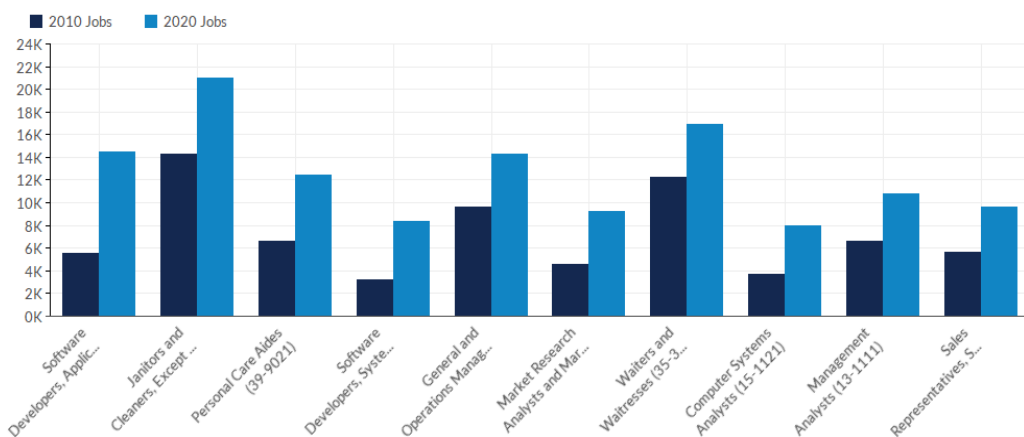
However, within San Francisco, certain communities experience much higher rates of unemployment, particularly among persons with minimal educational attainment and skills. Groups with these and other traditional barriers to employment are at a considerable disadvantage in the local labor market. Numerous workforce programs throughout the City work with clients to assess and bolster basic skills, and programs. For example, the Tech Academy within OEWD promotes high-barriers populations in one of the City’s fastest-growing, highest-paying industries.

**Figure 2. Fastest-Growing Industries in San Francisco: 2010-2020**



Source: Economic Modeling Specialists International (“EMSI”)

**Figure 3. Fastest-Growing Occupations in San Francisco: 2010-2020**



Source: Economic Modeling Specialists International (“EMSI”)

***Fastest-Growing Industries and Occupations in San Francisco***

Job growth in the City has largely been driven by growth in a few key sectors: ICT, Hospitality, Health Care, Construction, and Professional Services. Indeed, the ten fastest growing industries and

occupations are in these sectors. (See Figures 7 and 8.) OEWD, which administers some of the highest-skilled training programs in the City, has focused its efforts on cultivating sector strategies within these high-growth industries: health, hospitality, technology, and construction.

### 1.3 The Strategic Framework

To date, many City departments have worked independently to improve program responsiveness to the local market. The Alignment Committee's work will tie those individual efforts into an overarching strategy for the San Francisco workforce development system, beginning with integrating a systems approach between the departments with the most extensive existing workforce resources in San Francisco.

Spearheaded by OEWD, the three City departments with the largest workforce portfolios have made strides in the past year towards aligning their workforce services strategies. The Human Services Agency (HSA) has a total annual workforce budget of \$33.4 million; the Office of Economic and Workforce Development (OEWD) spends \$19.4 million per year on workforce services; and the Department of Children, Youth, and their Families (DCYF) administers an annual workforce budget of \$12.5 million. These three departments are taking a leadership role in advancing the Alignment Committee's work. After convening a series of executive level meetings, these departments established three subcommittees to begin work in key areas:

- A subcommittee on data systems alignment will focus on creating a system that allows for client tracking and retention, with a long-term goal of establishing either shared data systems or ones that communicate with one another. This would allow the City's workforce services system to track clients over time and across agencies, enabling a coordinated effort to guide clients through a robust services pipeline and into sustainable career paths.
- A subcommittee on procurement and contracting alignment will coordinate provider contracts between the three departments. This work will allow for collaboration between community based organizations (CBOs) that provide services under contracts with the City. It will also help City agencies avoid duplication of efforts and allow them to leverage funds more effectively. Ultimately, HSA, OWED and DCYF will align funding cycles to enable joint procurement efforts.

The research of the subcommittee on contract alignment is supported by staff from the Government Performance Lab (GPL) at Harvard Kennedy School of Government, under a grant from Bloomberg Philanthropies. GPL staff have undertaken an inventory of each department's contracting methods, including metrics related to program budgets, evaluation measures, populations served, funding cycles, and more.

- A third subcommittee, comprised of executive and deputy leadership, will work on aligning overall workforce systems between the three departments. This group will identify a framework for strategic systems alignment, whether based on the populations served, the types of services offered, geography, or some combination of those categories. This

subcommittee will provide the overarching strategy to guide and coordinate the efforts of the other working groups.

The subcommittees will identify:

- Ways in which the departments' work overlaps and/or where services might be duplicative
- In what ways the departments can or may already be sharing resources
- Strategies for pursuing emerging job trends and connecting vulnerable populations to these opportunities
- Common metrics that can be measured and shared across departments and
- Strategies to coordinate City efforts with regard to common grantees

The three departments are committed to establishing a unified vision for workforce and developing a system across agencies that is capable of regulating itself. Under an aligned strategy, HSA, OEWD, and DCYF will blend combined workforce dollars to increase their ability to serve all of their target populations. Together, they will focus on leveraging the strengths of each department to address the needs of the others. They will highlight the best work and most robust capacities within the workforce system to best serve all San Franciscans in need of workforce services, whether they are young, aging, supporting a family, dislocated from the workforce, or entering it for the first time.

### ***Internal Departmental Efforts towards City Alignment***

These interdepartmental efforts represent a broader strategy that connects the innovative, specialized work happening at each agency. The new model will create a pipeline that leads youth from DCYF and public benefits recipients from HSA into skilled jobs with opportunities for career advancement through OEWD. HSA will leverage its innovative focus on job readiness and rapid connection to the workforce to jumpstart clients on a sustainable career trajectory. DCYF's strong community partnerships and focus on barrier assessment and removal enable meaningful and lasting engagement of young adults in the labor market. OEWD has established a solid foundation of results through its sector academies model, whereby it will continue to supply a steady stream of skilled candidates into the largest and most established regional industries.

### **Office of Economic and Workforce Development (OEWD)**

OEWD will now also leverage a new employer-engagement model that complements its cutting-edge work in sector strategies. OEWD has well-established sector academies that equip candidates to be competitive in the healthcare, hospitality, technology and construction sectors. Reaffirmed by WIOA's emphasize on a sector-based approach, and supported by data demonstrating an increased demand in these industries, OEWD plans to expand its training curriculum to two new sectors: retail and automotive repair. Under an aligned strategy, OEWD will identify growth sectors, DCYF will fund community based organizations (CBOs) to interest youth in these sectors, and HSA will provide subsidized wages within those target sectors for program participants.

In addition, OEWD has initiated two important internal projects to advance this shared vision and facilitate cross-departmental alignment:

## 1) The San Francisco Jobs Portal

In 2013, Mayor Lee announced his 17-Point Jobs Plan, which included the objective of making government more responsive and effective through shared data initiatives and innovative technological solutions. As an early adopter of demand driven service delivery within the San Francisco Workforce system, OEWD is spearheading the use of technology solutions such as the San Francisco Jobs Portal.

The San Francisco Jobs Portal (the Jobs Portal) is a virtual meeting place for job seekers and employers currently being developed by OEWD with support from Launchpad. It will serve as a centralized online job market that can be accessed by employers, job seekers, service providers and public agencies, creating a standardized application process for job seekers. As a stakeholder connector, it will break down silos between City-funded job placement programs, creating a unified job seeker and employer database.

The San Francisco Jobs Portal will expand the pool of employment opportunities available to jobseekers and the pool of applicants available to employers, thereby increasing the numbers job placements that are successful for both parties. Over time, the system will also become a valuable source of data on local labor trends, and citywide workforce performance metrics. HSA and DCYF have expressed interest in adopting use of the SF Jobs Portal once the implementation phase is completed in May, 2016. At that point, OEWD will look into the possibility of further expanding the reach of this new mobile platform.

## 2) OEWD Internal Re-Alignment

Under direction from the Mayor's office, OEWD plans to realign staffing in its Workforce Development Division to support its role as the designated coordinator of citywide workforce alignment efforts. This internal realignment will allow the division to increase its organizational agility, responsiveness to local industry trends, and ability to guide citywide alignment efforts through inter-agency collaboration. The new organizational structure has been designed with an eye to facilitating collaboration amongst City departments and external stakeholders, and improving the Department's responsiveness to the needs of both job seekers and employers. It will also enable OEWD and its partners to prioritize the incorporation of evidence-based practices into workforce development programs and initiatives citywide.

### Human Services Agency (HSA)

HSA is continually building upon the proven successes of its subsidized employment programs, tailoring and expanding them to achieve positive outcomes for target populations prioritized by City policymakers. As City workforce alignment efforts progress, the service approaches, delivery systems, and lessons learned from HSA's current efforts will be leveraged to help scale what works across City departments. Certain key initiatives have been identified as an important part of the foundation for this interdepartmental alignment:



1) JobsNOW!

JobsNOW! is a nationally recognized program that provides a tiered system of subsidized and unsubsidized jobs. Based on an assessment of their goals, clients are quickly placed in quality jobs at nonprofit agencies, City departments, and private businesses. Throughout their participation, they receive subsidized child care, transportation assistance, intensive case management and other wraparound services to help them access and maintain employment.

JobsNOW! primarily serves public aid recipients. Since its inception in 2009, the program has successfully engaged over 1,600 employers to hire 16,000 low income San Francisco residents in both private and public sector positions. A recent evaluation of outcomes found that 18 months after program exit, 67% of participants who were placed in private sector wage subsidy positions were still employed and 70% of participants who had been on public aid were no longer receiving cash assistance.

2) Interrupt, Predict, and Organize (IPO)

The IPO program is a collaborative violence prevention initiative directed by the Mayor's Office and jointly administered by HSA and the Adult Probation Department. A major objective of IPO is to implement a coordinated service strategy to address the education, workforce and behavioral health needs of high in-risk or at-risk transitional aged youth (TAYs) living in San Francisco's high crime neighborhoods.

IPO participants are hired by HSA and placed in paid year-long trainee positions at the Recreation and Parks Department, the Department of Public Works and the Public Utilities Commission. Participants are paid for attending weekly high school classes provided by Five Keys Charter School and group behavioral health sessions facilitated by HealthRight 360. Ongoing case management is provided by three community-based partners. Four cohorts have completed the program, a fifth is underway, and a sixth is projected to start in summer 2016.

Results from the first three cohorts have already demonstrated the program's success: 97% completed the CBO job readiness training, 65% obtained a high school diploma, 38% exited with a valid driver's license, and 71% went on to long-term employment, either with the City or a private sector employer.

3) Transition-Aged Youth Employment Pilot

Through a pilot program launched this fiscal year, HSA is working in close partnership with the Mayor's Office to provide employment services and case management to young adults at the Alice Griffith public housing development. This effort is a part of HOPE SF, a citywide initiative to rebuild several of the City's most distressed public housing developments. Already, the pilot

has met its goal of enrolling 25 participants. Thus far, 15 have been placed or are pending placement in subsidized employment positions and one has re-enrolled in school. Participants are also being connected to public benefits and other services where appropriate.

#### 4) SNAP to Skills

In 2016, HSA was invited by the US. Department of Agriculture's Food & Nutrition Services to participate in this national technical assistance initiative. SNAP to Skills will provide the consulting and technical expertise to allow HSA to pilot new strategies for delivering employment services to CalFresh (i.e., Food Stamps) recipients.

Under a coordinated workforce system, these programs and others will become more widely accessible to the broader base of San Francisco job seekers, at the same time as they are matched with additional appropriate opportunities administered by other City partners. While coordinated policy efforts across departments will enable each entity to focus on their best work and collaborate to fill gaps, it will also allow workforce policymakers and analysts to learn from one another through tracked outcomes and complementary programming.

#### Department of Children, Youth, and their Families (DCYF)

DCYF's approach to youth workforce development also aligns with this mandate. As the primary funder of early employment experiences for the City's youth, DCYF has a unique role in ensuring that young people are being prepared for the current and future job market. By funding programs that provide job readiness and work-based opportunities along a continuum, DCYF seeks to offer young people the types of opportunities that build both soft and hard skills through a progression of career awareness, career exploration, and career preparation. Additionally, DCYF's approach is focused on leveraging the City's vast workforce network by connecting systems, aligning programming requirements to the needs of the labor market, and working closely with key departmental partners from OEWD and HSA.

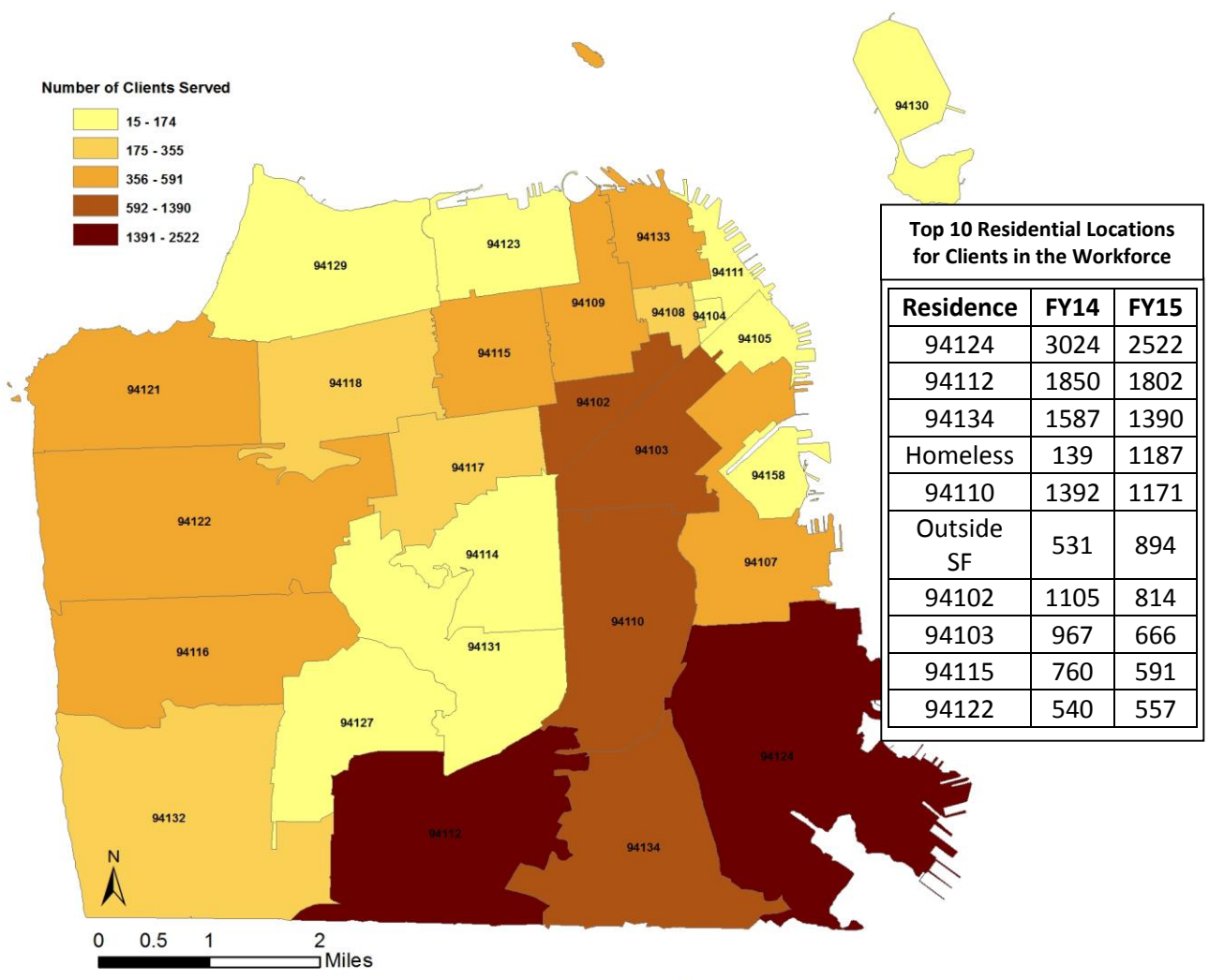
DCYF is currently engaged in a Community Needs Assessment process that will help the department determine where to focus the resources of the Children & Youth Fund (CYF). This process will feed into a Service Allocation Plan and eventual RFP during fiscal year 2017-18 that will distribute the resources of the CYF for the upcoming 5 year grant cycle. During the next two years, DCYF will be focused on refining its funding strategies, including those of youth workforce development. This period of refinement offers a key opportunity to ensure that the key departments and structures that underlie the City's workforce development systems are aligned across all ages.

DCYF will be working closely with all partners engaged in their youth workforce development system including OEWD and HSA. The Department sees this work as an opportunity to ensure that the young people exiting the programs that it funds are both entering the training programs and academies of departments like OEWD as well successfully participating in the labor market. Additionally, with the CYF now funding programs that serve youth up to age 24, there are new opportunities to partner with other departments operating in this space.

## 2 Snapshot of the San Francisco Workforce System

Based on departmental program and budget data (attached), the Alignment Committee performed an initial analysis of the City’s workforce programs. The Committee welcomes further analysis and feedback through upcoming stakeholder processes.

**Figure 4. City and County of San Francisco Workforce Services: Clients Served by Residential Location in FY14-15**



Source\* Self-reported data from the following departments within the City and County of San Francisco: Adult Probation, Department of Children, Youth and their Families, Human Resources, Public Health and Behavioral Health Services, Public Works, Environment, Human Services Agency, Library, Mayor’s Office of Housing and Community Development, Office of Economic and Workforce Development, Port, Public Utilities Commission, Recreation and Parks, District Attorney, Airport, Sheriff.

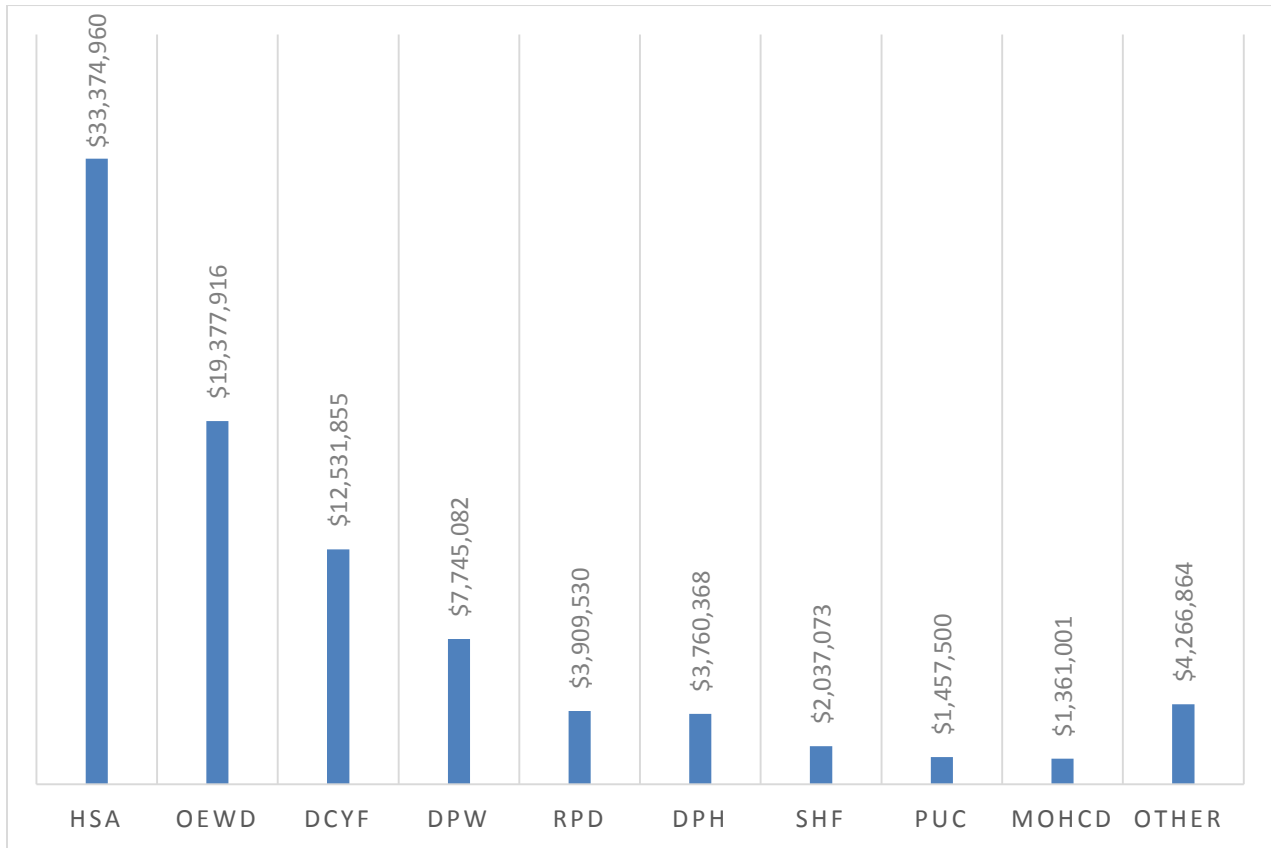
### ***Clients Served by Residential Location***

In preparation for this report, the Alignment Committee requested self-reported data from all of the 18 City departments that provide workforce services. The data presented here is not complete: some departments do not collect zip codes for any of their clients, some collect them for all clients, and some only track zip code data within a limited number of programs. Furthermore, it should be noted that not all of this data is unduplicated: the zip codes of clients who participated in more than one publicly-funded workforce program in FY14-15 may be counted more than once. These figures cover only about 16,000 of the over 40,000 clients served through workforce services in FY14-15. The remaining clients, who comprise about 40% of the City's workforce clients, did not report their residential report zip codes.

As shown in Figure 4, the zip codes with the highest number of clients served by the San Francisco workforce system are located along the City's southern border. The top three zip codes served are 94124, 94122, and 94134, covering the Bayview, Visitation Valley, the Excelsior, and Ingleside Districts. Homelessness is the fourth most common residential "location" reported by workforce clients.

As mentioned, for FY2014-15, client zip code data was requested from all 18 workforce departments. However, for the previous year's preliminary analysis (FY2013-14) client zip code data was only collected from the top three workforce departments (OEWD, DCYF, HSA). It is notable that, between these two years, the actual numbers served have decreased in the top three zip codes, though their ranking in numbers served was the same for both years. The Committee will need to further study the data to understand whether this is a result of outmigration, a decrease in need, or other factors.

**Figure 5. FY2014-15 Top Workforce Expenditures**



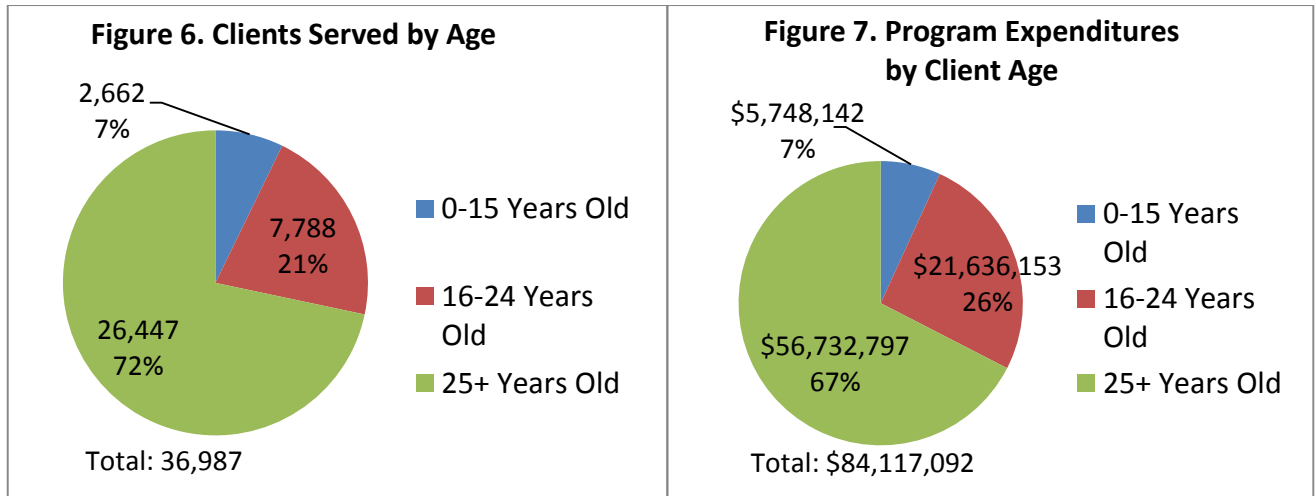
**City Workforce Expenditures**

The five departments represented on the Alignment Committee are among the top eight departments in terms workforce development expenditures in FY2014-15. In the preliminary analyses of departmental workforce spending performed between FY13 and FY14, these five departments (HSA, OEWD, DCYF, DPW, and PUC) have previously ranked in the top five, yet fluctuations in programming and spending levels have shifted the ranking from year to year.<sup>1</sup> HSA, OEWD, and DCYF have consistently held their top three ranking order in recent years.

Taken together, the top 3 departments in workforce expenditures spend 73% of the total nearly \$90 million citywide workforce budget. The top eight departments spend 94% of that amount. Please note that these amounts include all staffing and administrative costs for workforce programming in each respective department. These costs, totaling around \$5 million, are not included in the charts below, which include only program-specific costs.

<sup>1</sup> Many City departments “work-order” funding to other departments for services, etc. For this analysis, all work-ordered workforce dollars were attributed to the implementing department, rather than the department in which they originated. For example, PUC had an aggregate workforce budget of over \$5M in FY14-15, yet only the nearly \$1.5M that was administered by PUC appears on this chart.

**Figures 6 and 7. Program Expenditures and Clients Served by Age**

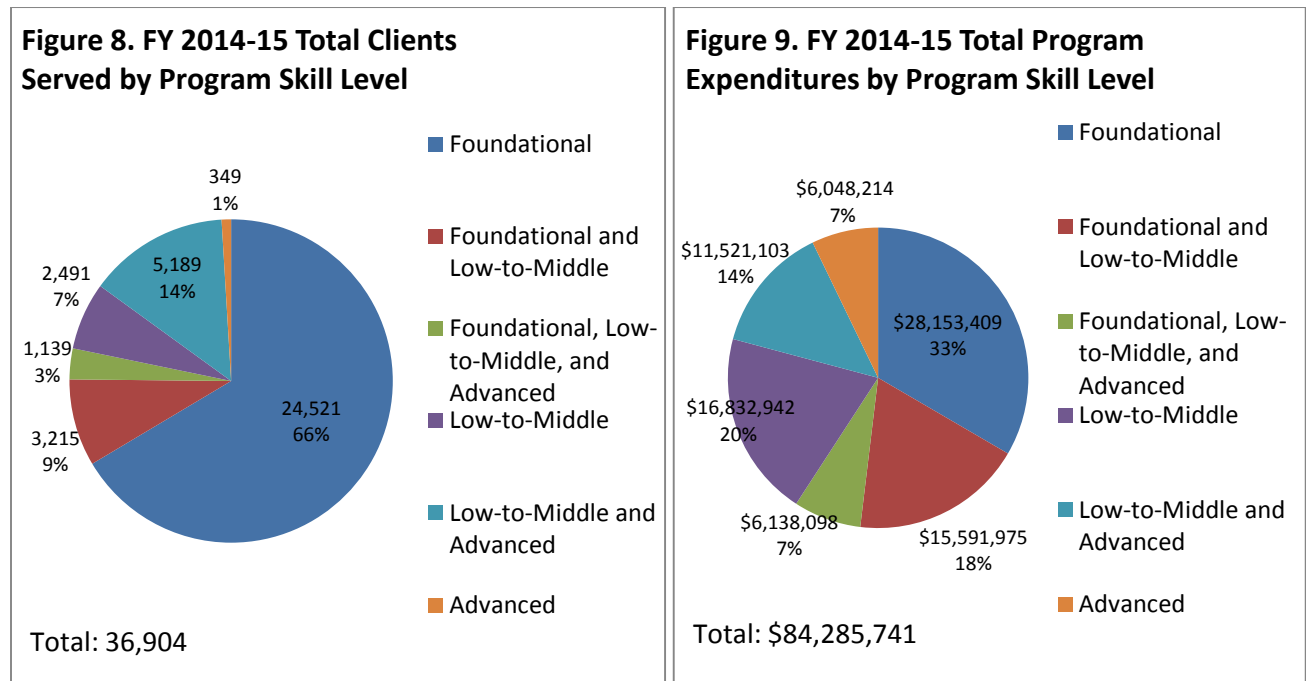


**Clients and Expenditures by Age**

Of the 94 workforce programs reported by the participating departments, 28 served youth only, 28 served adults only, and 32 served both youth and adults. Six programs did not report on the ages of their participants. Data from these programs show that 72% of workforce system clients are age 25 years old and above. (See Figures 6 and 7.)

It is important to note that the intensity of service is not distinguished in the terms “served” or “service.” Whether a client is served through a one-time use of computers at a neighborhood job center or is served through an intensive multi-week vocational training program, for the purposes of this report the client has used the services of the relevant workforce program.

**Figures 8 and 9. Clients and Expenditures by Program Skill Level**

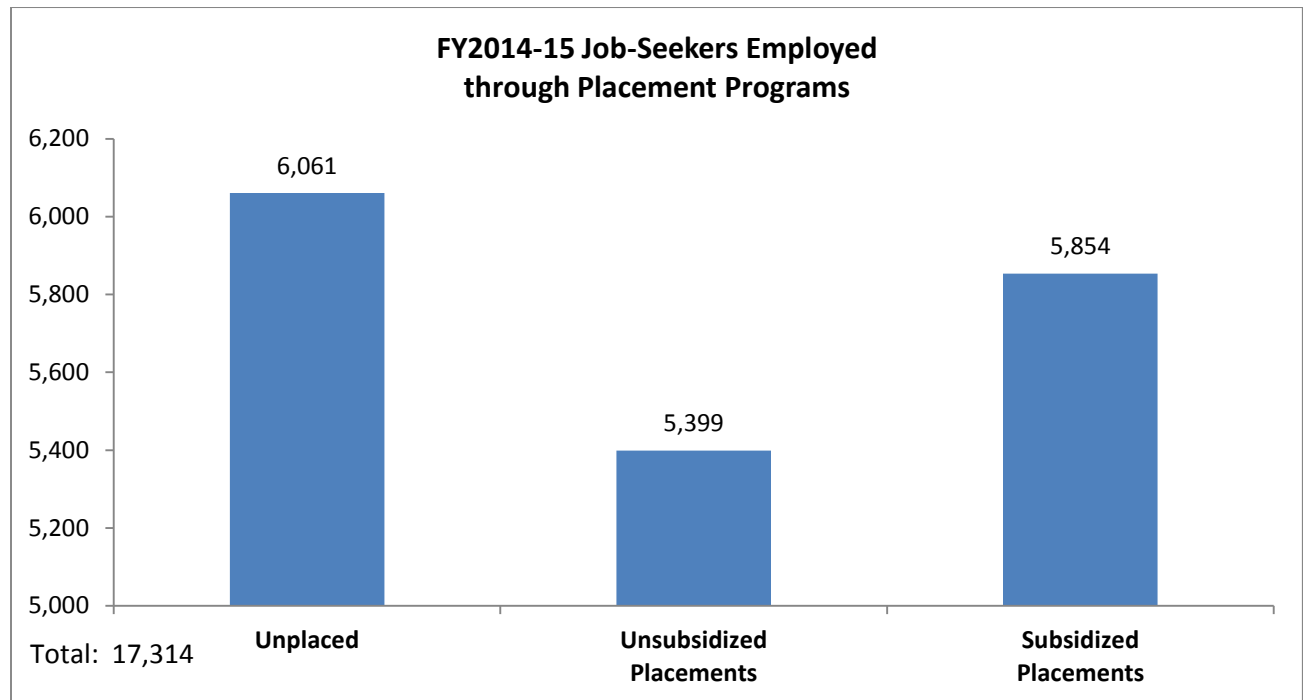


The Alignment Committee asked departments to report the approximate skill level of the services offered in each of its workforce programs. Note that programs that serve multiple skill levels have been grouped together for the purposes of accuracy. Generally, these classifications correspond with the barriers faced by clients, and their existing academic/vocational skill level:

- Foundational: Higher barriers to employment: lower levels of educational attainment; no vocational skills; no or minimal previous attachment to the workforce
- Low-to-Middle: Moderate barriers to employment; no high school diploma/GED; no to limited vocational skills; minimal to limited previous attachment to the workforce
- Advanced: Lower barriers to employment; high school diploma/GED; primary focus on vocational training; some previous attachment to the workforce

Close to 80% of workforce system clients are served by City workforce programs in the “foundational” and “foundational and low to middle” skills categories. However, only roughly 50% of workforce expenditures go towards these programs. Taken alone, “foundational” skills comprise 66% of the City’s workforce programming yet operate off of only 33% of the total funding (See Figures 8 and 9).

**Figure 10. Citywide Job Placements through Workforce Placement Programs**



About 45% of workforce clients participate in programs in which job placement is a primary goal of the program. A subsidized job placement is one where the client’s wages, either in whole or in part, are paid for through the workforce program, rather than the employer. An unsubsidized job is paid for by the employer, directly to the client/employee. Programs focused on job placement range from neighborhood access points, where clients can get help with their resume and job search, to intensive vocational training programs that provide industry-recognized certificates. The remaining 55% of workforce clients participate in programs that are not explicitly focused on job placement. These programs offer a range of services, from skills assessment for public benefits recipients, to unpaid internship opportunities for youth.

65% of the clients in workforce placement programs are reported as placed in either subsidized or unsubsidized employment during their participation in programming. In addition, over 2,000 – or close to 10% -- of the nearly 23,000 clients in non-placement-oriented programming report obtaining job placement during the course of their participation. Placement programs cost nearly \$70 million, or just over 80% of the nearly \$85 million that is spent at the program level (excluding certain administrative costs that are rolled into the nearly \$90 million total citywide workforce budget).

Job placement and retention statistics are notoriously difficult for workforce service providers to track. Anecdotally, providers frequently report that clients simply cease to engage in programming upon obtaining employment, often without providing verification of employment. For this reason, the Committee suspects that actual (unsubsidized) placement figures are likely significantly higher than those reported here.



## **3 Implementing San Francisco’s Workforce Alignment Vision**

### **3.1 Background**

In October 2013, the Board of Supervisors Budget and Legislative Analyst (BLA) released a report on the current state of the workforce development system and the implementation status of the Budget and Legislative Analyst’s Office (“BLA”) 2007 management audit of the City’s workforce development system. In its report, the BLA found that the City lacks citywide policy and oversight of its workforce development system.

In June 2014, the Board of Supervisors unanimously adopted amendments to San Francisco Administrative Code Chapter 30 (“Chapter 30”) that established the Committee on City Workforce Alignment (“Alignment Committee”) to undertake short and long-term planning for the City’s workforce development programs, set goals and priorities for these programs, coordinate workforce development activities among City departments, and monitor their effectiveness.

#### ***Committee on City Workforce Alignment***

The Alignment 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 OEWD, and the department heads of the following City departments: Human Services Agency; Department of Children, Youth and Their Families; Public Utilities Commission; and Public Works. (See Appendix A for as description of all City Departments represented on the Alignment Committee.) The Mayor annually appoints a member of the Alignment Committee to serve as Chair. Mayor Edwin M. Lee chose Kate Howard, Mayor’s Budget Director, as his designee, and to serve as the initial Alignment Committee’s Chair. The Board of Supervisors selected Board President London Breed to serve as its designee.

### **3.2 Planning process to date**

#### ***A Baseline Inventory of Workforce Services***

The Alignment Committee began its work in 2015 by compiling an inventory of workforce services across 18 City departments. This inventory presented the baseline of workforce investments and outcomes upon which the City would build targeted workforce strategies and initiatives to prepare San Francisco’s workforce to share in the growing economy. It launched a strategic workforce planning process to help the Committee assess the City’s workforce development needs and opportunities, as well as develop a strategy to meet those needs.

For its initial assessment, the Alignment Committee collected workforce data from these 18 participating City departments:

1. Adult Probation Department (APD)
2. Department of Children, Youth & Their Families (DCYF)
3. Department of Human Resources (DHR)

4. Department of Public Health (DPH)
5. Department of Public Works (DPW)
6. Department of the Environment (ENV)
7. Human Services Agency (HSA)
8. Public Library (LIB)
9. Mayor's Office of Housing and Community Development (MOHCD)
10. Municipal Transportation Agency (MTA)
11. Office of Civic Engagement and Immigrant Affairs (OCEIA)
12. Office of Economic and Workforce Development (OEWD)
13. Port of San Francisco (PORT)
14. Public Utilities Commission (PUC)
15. Recreation and Parks (RPD)
16. San Francisco District Attorney (SFDA)
17. San Francisco International Airport (SFO)
18. Sheriff's Department (SHF)

The Alignment Committee conducted another, updated inventory this year, reaching out to the same 18 departments, with nearly the exact same data requests. This year, however, it expanded the request for residential client zip code data from the top five departments, to all 18, and job retention data was removed because of the low reporting rate. This year's zip code data tell a more complete story; however, not all departments collect their clients' residential zip codes and neither do all programs within each department.

One of the biggest lessons learned during this year's inventory centers around the discrepancy between data collection and reporting methods at the various departments, and even within programs. Beginning in the spring of 2016, propelled by the input of the broader Alignment Committee, the WISF, and the WCAC, Committee staff will talk with liaisons at each department to better understand their collection methodologies and identify what additional data points they could begin tracking. Several priorities for this effort have already been identified. In particular, Committee staff will focus on establishing explicit definitions for each measure.

### ***Progress to Date***

The Alignment Committee identified a number of areas of key interest in 2015, and has begun exploring these over the past year:

1. Compile client demographic (e.g. age, gender, ethnicity) and profile (e.g. educational attainment, language skills) data
2. Create consistent definitions and data across the City workforce development system
3. Collect retention data and wage rates

4. Compile data on job placements by occupation and employers that hire workforce system participants
5. Map how clients enter, navigate, and move through and across the workforce system
6. Identify how the City serves special populations (e.g. ex-offender; limited English abilities)
7. Chart how clients move from foundational programming into higher-level programming
8. Track how clients move from subsidized to unsubsidized employment
9. Evaluate how effective local mandates are in getting residents hired in private sector employment.
10. Research the City's role from an employer perspective – internships, apprenticeships, and full-time employment

The first four points are being investigated as part of the Committee staff's efforts to streamline data collection methodologies and increase both the quality and the quantity of the data collected in each annual inventory. As described below, points 5-8 have been investigated extensively over the past year.

Beginning in June, 2015, staff at OEWD began looking into the possibility of creating an in-depth virtual map of the experience clients have when navigating workforce services across City departments. A research project involving major CBO providers within OEWD's services network was conducted. For this research, staff collected information about the services provided (both workforce and non-workforce), the population(s) targeted (including barriers, special needs, eligibility requirements by program, recruitment practices, and practices for referring out to additional services), tangible and intangible achievements clients can make through the programs, and how a positive exit is defined.

Committee staff then met with the Controller's Office, which was enthusiastic about the possibility of mapping the workforce services system. Further discussion, however, revealed that the scale of a project that would track the client-level experience of navigating the system was unwieldy. In particular for a landscape of services that changes over time, such a project would not only be difficult to accomplish, but burdensome to keep updated.

Instead, staff have launched conversations with internal partners at OEWD around a new mobile jobs portal in development at the Department. This tool, the San Francisco Jobs Portal, will enable the real-time capture and long-term tracking of key client data points. OEWD's partner agencies in workforce alignment have expressed an interest in investing in this shared data opportunity, and building future data management systems that can interface with it. As these efforts come to fruition, the workforce system will be able to track individual clients through their work with multiple agencies, and throughout their tenure in public services. This means programs will be able to tailor their services to clients with an informed perspective on their needs and history. It will also make a broad array of workforce performance metrics accessible at any time, and across programs, City departments, and the system as a whole.

### **3.3 Anticipating and responding to funding and policy changes**

#### **3.3.1 Summary of Actual and Anticipated Changes to Federal and State Funding**

##### ***Recent Updates***

There have been two important recent changes to the workforce services system. The Workforce Innovation and Opportunity Act (WIOA) is the governing legislation for federal workforce development investments nationwide. WIOA was adopted by Congress in 2014 and became effective July 1, 2015. The Obama Administration's *Job-Driven Training and American Opportunity* action plan for America's workforce and training system was also released in 2014. Job-driven training prepares workers for jobs available in the region's economy.

Key strategies from these two initiatives include:

- Industry and sector partnerships
- Career pathways, including integrated or contextualized Adult Basic Education (ABE), ESL, and occupational training
- Work-based training, including incumbent worker training, registered apprenticeship, transitional jobs, on-the-job training, and customized training
- Work experiences for youth, including summer jobs, pre-apprenticeship training, on-the-job training, and internships that have academic and occupational education as a component

**California Assembly Bill 1270** updates the state's workforce statutes to conform with WIOA. The bill builds on California's existing emphasis on sector partnerships and career pathways, codifying definitions for both and requiring the State workforce development board to assist the Governor in developing these strategies.

**California's enacted FY 2015-16 budget increases funding for apprenticeship programs by \$29.1 million.** Of this increase, \$14.1 million is allocated for growing existing apprenticeship programs and \$15 million is to be used to create new apprenticeship training demonstration projects in high-growth industries.

##### ***Anticipated Changes***

For 2016, California Governor Jerry Brown proposed dedicating \$200 million to implement the recommendations of the California Community College Board of Governors' Task Force on Workforce, Job Creation, and a Strong Economy. The funds would enable community colleges to expand access to additional career technical education courses and programs and to implement a regional accountability structure aligned with the Task Force's recommendations. Community colleges would be expected to collaborate regionally with their educational, workforce, labor, and civic partners to expand access to career technical education programs that meet each region's workforce needs. In addition, Governor Brown proposed \$48 million for California's Career and Technical Education

Pathways program, and proposed repealing the Program’s sunset in order to make it permanent. The Governor also proposed \$1.8 million to enhance apprenticeship training.

**3.3.2 Recommended funding levels for next fiscal year**

In accordance with Chapter 30, plan updates are to be presented to the WISF by March 15 of each year and are to include recommended funding levels for the next fiscal year. Department-level decisions pertaining to funding levels occur every year between January and June as part of the City’s annual budget appropriation process. In early spring, City departments submit budget proposals to the Mayor. Proposals are subject to a thorough analysis by the Mayor’s Office of Budget and Policy. The Mayor will then issue a proposed budget for all City departments by the first working day in June.

Given that the budget appropriation process extends beyond March, it is impossible to include reliable funding levels by the March 15 plan update deadline. Therefore, the Alignment Committee recommends delaying its recommendations on funding levels for each upcoming fiscal year until early June (after publication of the Mayor’s City budget proposal). The Committee would include its recommendations in an addendum to the plan update at the September WISF meeting.

**3.3.3 Statement of priorities to guide allocation of unanticipated funding**

City departments identified goals and priorities for the workforce system, including those designed to target specific population groups, to improve individual and community quality of life, and to assist employers, including the City, to strengthen its workforce. A full listing of these goals is below in Figure 11.

**Figure 11. San Francisco City Departments – Goals and Priorities**

<b>Why We Provide Workforce Development Services</b>
To promote economic self-sufficiency and family well-being
To help people attain competitive jobs placements
To help people fulfill requirements of their welfare benefits
To promote positive exits from public welfare programs
To build opportunities for youth and other vulnerable populations
To build San Francisco business/attract business to San Francisco
To reduce violence/violence prevention
To reduce the likelihood of participants committing subsequent offenses
To fulfill the department's hiring needs – right now and in the future
To diversify the workforce

To fulfill different community benefit agreements
To promote civic engagement
To make community impact
To help build educational and skills building opportunities
To fulfill components of treatment
To promote environmental sustainability
To meet state and federal mandates
To help specific populations and neighborhoods

In addition, Supervisor London Breed, Alignment Committee representative appointed by the Board of Supervisors, identified a prioritization of low-income San Franciscans, vocational training above basic skills, and an approach that helps address safety issues as goals for workforce development.

If new priorities emerge during the annual budget process, they will be included in a June addendum.

**4 Maintaining an aligned workforce system through 2017 and beyond**

The Committee on City Workforce Alignment will continue develop the strategies outlined in this report in preparation for the 2017 five-year City Workforce Alignment Plan. Efforts that are already underway amongst the top three workforce services departments will serve as a model for inclusion of other major public workforce services providers, in partnership with community, business, and other stakeholders.

In order to guide these efforts, the Committee on City Workforce Alignment will meet quarterly, while a working group comprised of the heads of DCYF, HSA, and OEWD meets monthly. The working group is supported by key staff from each participating department, who will develop the group’s policy directives, serve as liaisons for broader interdepartmental alignment efforts, and coordinate effective implementation of the working group’s recommendations.

Following publication of this report, the OEWD staff to the Alignment Committee will outreach to all City workforce departments. In conference with departmental liaisons, staff will discuss each metric that was collected to understand how each department’s collection methodologies, definitions of terms, and understanding of the request have affected their submissions to the City workforce inventory. Going forward, efforts will be made to make data requests more explicit, as well as to align metrics across City agencies, and work with individual departments wherever possible, to collect previously unreported data.

In August, the Committee will submit an addendum to this report, including a summary of current fiscal year programs and expenditures and recommended funding levels for new and existing services for the next fiscal year. The addendum will complete the requirements for this report, per Chapter 30 of the San Francisco Administrative Code.

## 5 Appendix A: Meeting the mandate for the 2016 Plan Update

The Committee is responsible for the development of a five-year Citywide Workforce Development Plan (“Workforce Development Plan”) and annual updates to the Workforce Development Plan (“Plan Update”). Both the Workforce Development Plan and annual Plan Updates are to be submitted to the City’s workforce investment board, Workforce Investment San Francisco (WISF), by March 15 of the appropriate year. These documents are also to be submitted to the Board of Supervisors.

In accordance with Chapter 30, the Workforce Development Plan is to include an assessment of the City’s anticipated workforce development needs and opportunities for the next five years and a strategy to meet the identified needs. The Workforce Development Plan shall further include goals and strategies for all Workforce Development Services in San Francisco and a projection of funding needed to achieve the goals, consistent with the Strategic Plan for Economic Development approved by the Board of Supervisors and the Local Plan approved by the WISF. The Alignment Committee is required to present the Workforce Development Plan to the WISF by March 15, 2015 and then again by March 15, 2017, and every five years thereafter.

The first annual Plan Update is due for WISF review in March 2016. Mandated elements include: (a) a summary of the City’s implementation of the plan, including data detailing departmental performance metrics, (b) a summary of anticipated changes to federal and state funding, (c) a summary of current fiscal year programs and expenditures for Workforce Development Service, (d) recommended funding levels for new and existing services for the next fiscal year, and a statement of priorities to guide the allocation of unanticipated funding that becomes available for Citywide Workforce Development Services during the annual budget process or during the fiscal year. The Plan and Plan updates are to be submitted to the Board of Supervisors.

In accordance with Chapter 30, the Plan Update includes:

- **A summary of the City's implementation of the plan, including data detailing departmental performance metrics**.....sects. 2.3, 3, 4.2 (pgs 5-17)
- **A summary of anticipated changes to federal and state funding**.....sect. 4.3 (pg 18)
- ***Pending Submission: A summary of current fiscal year programs and expenditures for workforce development services.*** This will be included as an addendum to the report following the June, 2016 Alignment Committee meeting.
- **Recommended funding levels for new and existing services for the next fiscal year**.....sect. 4.3.2 (pg 19)
- **A statement of priorities to guide the allocation of unanticipated funding that becomes available for citywide workforce development services during the annual budget process or during the fiscal year**.....sects. 4.3.3 (pgs 19-20)

## **6 Appendix B: 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 OEWD, and the department heads of the following City departments: Human Services Agency; Department of Children, Youth and Their Families; Public Utilities Commission; and Public Works.

### **Department of Children, Youth & Their Families**

*[www.dcyf.org](http://www.dcyf.org)*

The Department of Children, Youth & Their Families (DCYF) works to ensure that families with children are a prominent and valued segment of San Francisco’s social fabric by supporting programs and activities in every neighborhood. DCYF takes a multi-faceted approach to accomplishing its mission, including strategic funding, program partnerships, policy innovation, and informing and engaging the public.

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 three-year strategic plan including Community Needs Assessment (CNA), Children’s Services Allocation Plan (CSAP) and Request for Proposals (RFP); and convenes and manages stakeholder and advisory bodies to promote systems alignment and support strategy development.

Youth Workforce Development programs prepare young people for future educational and career success. For young people to thrive as adults, they need a strong academic foundation and the knowledge, skills, and abilities to be successful in the workplace. In addition to these benefits for young people, a citywide emphasis on youth workforce development helps ensure employers have a ready supply of local talent to meet industry demands, and the city economy ultimately benefits from growth of jobs, incomes, and businesses. Organizations and initiatives funded under the Youth Workforce Development focus area advance DCYF's objective to support youth work readiness, 21st century skills development, career awareness, and school success.

### **Department of Public Works**

*[www.sfdpw.org](http://www.sfdpw.org)*

The General Services Agency—Department of Public Works (DPW) 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.

The Department of 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 SF Human Services Agency, JOBSNOW and local unions, DPW apprenticeship programs provide 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](http://www.sfhsa.org)*

The Human Services Agency (HSA) promotes well-being and self-sufficiency among individuals, families, and communities in San Francisco.

The Human Services Agency 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 44,000 San Franciscans each year. The Department of Human Services (DHS) works with approximately 164,000 San Franciscans each year to provide critical housing, nutrition assistance, income support, and child welfare services. The Office of Early Care and Education (OECE) aligns investments and coordinates programs to serve young children and their families, including access to child care assistance.

HSA is responsible for providing employment services for San Francisco's public assistance recipients, as well as offering 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.workforcedevelopmentsf.org](http://www.workforcedevelopmentsf.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.

### **Public Utilities Commission**

*[www.sfwater.org](http://www.sfwater.org)*

The 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.

## 7 Appendix C: FY2014-15 City Workforce Alignment Metrics

San Francisco Workforce System - Annual Performance Metrics Report FY 2014 - 2015												
Metrics	TOTALS	APD	DCVF	DHR	DPH	DPW	ENV	HSA	LIB	MOHCD	MTA	
Total # of Clients Served in Workforce Programs, 0-15 Years Old	2,409	0	1,938	n/a	0	0	0	0	471	0	0	
Total # of Clients Served in Workforce Programs, 16-24 Years Old	4,396	63	3,178	n/a	10	229	6	260	22	628	0	
Total # of Clients Served in Workforce Programs, 25 Years Old and Over	27,373	290	13	n/a	445	56	9	1,779	8,347	418	1	
Total # of Clients Served in Workforce Programs, All Ages	34,178	353	5,129	n/a	455	285	15	1,805	8,840	1,046	1	
<b>Job Placements</b>												
Total # of Unsubsidized Job Placements	1,196	222	176	9	249	n/a	n/a	539	n/a	n/a	1	
Total # of Subsidized Job Placements	5,895	3	3,094	n/a	95	n/a	n/a	2,703	n/a	n/a	0	
Total # of Unsubsidized and Subsidized Job Placements	7,090	225	3,270	9	344	0	n/a	3,242	n/a	n/a	0	
<b>Top Three Placement Industries - Unsubsidized Jobs</b>												
Industry #1		Hospitality	Private-for-profit	n/a	Peer counseling & Behavioral Health	n/a	n/a	Government	n/a	n/a	n/a	
Industry #2		Warehouse	Private-non profit	n/a	?	n/a	n/a	Retail	n/a	n/a	n/a	
Industry #3		Construction	In-house and Public/government (tie)	n/a	?	n/a	n/a	Transportation/Warehouse	n/a	n/a	n/a	
<b>Top Three Placement Industries - Subsidized Jobs</b>												
Industry #1		DPW	Private-non profit	n/a	Clerical	Government	n/a	Government	n/a	n/a	n/a	
Industry #2		n/a	In-house	n/a	?	n/a	n/a	Office Administration	n/a	n/a	n/a	
Industry #3		n/a	Public/government	n/a	?	n/a	n/a	Transportation/Warehouse	n/a	n/a	n/a	
<b>Training and Skills Development</b>												
Total # of Clients that Completed Training/Work Readiness	9,974	232	2,144	n/a	n/a	n/a	n/a	7598	n/a	0	n/a	
Total # of Clients that Completed Vocational Training	77	4	n/a	n/a	n/a	n/a	n/a	73	n/a	0	n/a	
Total # of Clients that Completed Basic Academic Skills Programs	-	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a	0	n/a	
Total # of Clients that Completed ESL Programs	483	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a	483	n/a	
<b>Top Three Training Industries</b>												
Industry #1		Truck Driving	n/a	n/a	Information Technology	n/a	n/a	Office Skills	n/a	n/a	n/a	
Industry #2		Construction	n/a	n/a	?	n/a	n/a	Health	n/a	n/a	n/a	
Industry #3		Technology	n/a	n/a	?	n/a	n/a	Transportation	n/a	n/a	n/a	

San Francisco Workforce System - Annual Performance Metrics Report  
FY 2014 - 2015

Metrics	TOTALS	OCEA	OEWD	PORT	PUC	RPD	SFDA	SFO	SFF
Total # of Clients Served in Workforce Programs, 0-15 Years Old	38	0	1	0	37	0	0	0	
Total # of Clients Served in Workforce Programs, 16-24 Years Old	2,582	3	1219	59	844	397	0	60	
Total # of Clients Served in Workforce Programs, 25 Years Old and Over	4,471	39	4061	11	10	30	16	4	
Total # of Clients Served in Workforce Programs, All Ages	7,091	42	5281	70	891	427	16	64	300
<b>Job Placements</b>									
Total # of Unsubsidized Job Placements	5,027	11	4,407	24	28	427	0	130	0
Total # of Subsidized Job Placements	1,146	0	326	2	817	0	1	0	0
Total # of Unsubsidized and Subsidized Job Placements	6,173	11	4,733	26	845	427	1	130	0
<b>Top Three Placement Industries - Unsubsidized Jobs</b>									
Industry #1		Security	Construction	Building Trades	Landscaping	Park Maintenance	retail	Administrative/Clerical	n/a
Industry #2		Public Sector (MTA)	Administrative Support & Waste Services	Energy Efficiency	Wastewater operations	Recreation	warehousing	Retail	n/a
Industry #3		Other Private Sector	Educational & Social Services	Hospitality	Pharmaceuticals	n/a	healthcare/hospitality	Hospitality	n/a
<b>Top Three Placement Industries - Subsidized Jobs</b>									
Industry #1		n/a	Information/Professional Services	Retail	Misc. nonprofit	n/a	retail	n/a	n/a
Industry #2		n/a	Administrative Support & Waste Services	Information Tech	Misc. gov't	n/a	n/a	n/a	n/a
Industry #3		n/a	Health Care	n/a	Engineering	n/a	n/a	n/a	n/a
<b>Training and Skills Development</b>									
Total # of Clients that Completed Training/Work Readiness	2,569	42	1,527	60	195	397	1	47	300
Total # of Clients that Completed Vocational Training	947	0	878	44	3	15	1	6	0
Total # of Clients that Completed Basic Academic Skills Programs	498	0	125	70	3	0	0	0	300
Total # of Clients that Completed ESL Programs	51	0	39	1	0	0	11	0	0
<b>Top Three Training Industries</b>									
Industry #1		Security	Construction	Building Trades	Misc. nonprofit	Park Maintenance	warehousing	Administrative/Clerical	n/a
Industry #2		Social Services	Administrative Support & Waste Services	Energy Efficiency	Engineering	Recreation	n/a	Retail	n/a
Industry #3		Community Outreach/Engagement	Information Technology	Waste Management	n/a	n/a	n/a	Hospitality	n/a

San Francisco Workforce System - Annual Performance Metrics Report  
FY 2014-15

Clients Served																			
SF Zip Code	CTVWIDE (All Departments)	% by Zip Code	APD	DCVF	DHR	DPH	DPW	ENV	HSA	LIB	MOHCD	OCEIA	OEWD	PORT	PUC	RPD	SFDA	SFO	SHF
94102	814	5%	16	168	n/a	n/a	8	n/a	162	17	26	3	376	1	30	2	n/a	0	5
94103	666	4%	15	154	n/a	n/a	5	n/a	176	14	39	5	194	3	45	6	n/a	1	9
94104	40	0%	0	15	n/a	n/a	0	n/a	6	3	2	1	9	0	4	0	n/a	0	0
94105	39	0%	0	18	n/a	n/a	0	n/a	7	0	3	0	6	0	5	0	n/a	0	0
94107	413	3%	7	109	n/a	n/a	9	n/a	105	3	17	1	127	1	15	6	n/a	2	11
94108	244	2%	0	89	n/a	n/a	0	n/a	21	3	41	2	77	0	8	3	n/a	0	0
94109	482	3%	4	132	n/a	n/a	1	n/a	88	17	36	1	182	1	8	7	n/a	2	3
94110	1,171	7%	15	423	n/a	n/a	29	n/a	217	8	72	2	289	12	62	26	n/a	3	13
94111	44	0%	0	19	n/a	n/a	0	n/a	2	1	2	0	9	0	11	0	n/a	0	0
94112	1,802	11%	12	776	n/a	n/a	17	n/a	214	15	237	3	372	4	71	51	n/a	5	25
94114	109	1%	0	31	n/a	n/a	0	n/a	14	2	9	0	48	3	0	1	n/a	1	0
94115	591	4%	6	137	n/a	n/a	17	n/a	143	9	25	0	165	5	43	11	n/a	3	27
94116	452	3%	2	239	n/a	n/a	2	n/a	35	4	32	0	92	1	29	16	n/a	0	0
94117	322	2%	14	67	n/a	n/a	2	n/a	46	2	11	0	127	2	14	35	n/a	0	2
94118	254	2%	0	120	n/a	n/a	1	n/a	33	1	24	0	58	0	10	4	n/a	1	2
94121	467	3%	4	275	n/a	n/a	0	n/a	36	2	30	0	92	2	11	12	n/a	0	3
94122	557	3%	4	282	n/a	n/a	4	n/a	56	2	29	0	116	0	19	43	n/a	0	2
94123	81	1%	0	7	n/a	n/a	0	n/a	5	0	2	0	18	1	10	38	n/a	0	0
94124	2,522	16%	30	769	n/a	n/a	83	n/a	581	13	112	15	565	17	170	0	n/a	18	149
94127	133	1%	2	73	n/a	n/a	2	n/a	6	3	5	0	31	0	7	2	n/a	1	1
94128	37	0%	0	0	n/a	n/a	0	n/a	0	0	1	0	0	0	0	36	n/a	0	0
94129	15	0%	0	9	n/a	n/a	0	n/a	2	0	1	0	3	0	0	0	n/a	0	0
94130	160	1%	2	59	n/a	n/a	4	n/a	41	0	5	0	40	0	3	0	n/a	2	4
94131	174	1%	3	62	n/a	n/a	2	n/a	26	1	8	1	44	1	6	13	n/a	1	6
94132	355	2%	3	125	n/a	n/a	5	n/a	70	3	21	0	86	1	16	15	n/a	3	7
94133	476	3%	2	180	n/a	n/a	3	n/a	50	0	56	0	133	2	21	17	n/a	3	9
94134	1,390	9%	8	586	n/a	n/a	17	n/a	244	3	155	5	298	2	50	4	n/a	0	18
94142	67	0%	0	0	0	0	0	0	39	0	0	0	1	0	0	25	0	2	0
94158	35	0%	0	15	n/a	n/a	0	n/a	10	0	5	0	5	0	0	0	n/a	0	0
Homeless	1,187	7%	204	0	n/a	n/a	0	n/a	862	0/n/a		4	117	0	0	0	n/a	0	0
Outside SF	894	6%	0	173	n/a	n/a	15	n/a	69	8	40	1	484	1	41	54	n/a	8	0
Total Clients	15,993	100%	353	5,112	n/a	n/a	226	n/a	3,366	134	1,046	44	4,164	60	709	427	n/a	56	296

<b>San Francisco Workforce System - Annual Performance Metrics Report PY 2014-2015</b>		
<b>Agency</b>	<b>Total Program Cost</b>	<b>General Fund Cost</b>
<b>HSA</b>	\$ 33,374,960	\$ 13,950,615
<b>OEWD</b>	\$ 19,377,916	\$ 6,948,878
<b>DCYF</b>	\$ 12,531,855	\$ 6,946,637
<b>DPW</b>	\$ 7,745,082	\$ 3,659,938
<b>RPD</b>	\$ 3,909,530	\$ 3,909,530
<b>DPH</b>	\$ 3,760,368	\$ 397,936
<b>SHF</b>	\$ 2,037,073	\$ 437,073
<b>PUC</b>	\$ 1,457,500	\$ -
<b>MOHCD</b>	\$ 1,361,001	\$ 480,155
<b>ENV</b>	\$ 900,000	\$ -
<b>OCEIA</b>	\$ 900,000	\$ -
<b>LIB</b>	\$ 722,445	\$ -
<b>SFO</b>	\$ 548,030	\$ -
<b>APD</b>	\$ 498,248	\$ -
<b>PORT</b>	\$ 265,000	\$ -
<b>DHR</b>	\$ 238,202	\$ -
<b>SFDA</b>	\$ 194,939	\$ 84,189
<b>MTA</b>	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 89,822,149</b>	<b>\$ 36,814,951</b>

## 8 Appendix D: Special Populations Targeted by City Workforce Development Programs in FY 2014/15

Key:

1	Low-income
2	Justice-involved
3	Youth (15 or younger)
4	Transitional Aged Youth (16-24)
5	Unspecified (18+)
6	Other identified target population (Mentally ill, disabled, refugees, transgender, homeless)

Target Population	Workforce Development Programs by Department	
	<b>Adult Probation (APD)</b>	
2	1. CASC Employment Programs – CJCJ	
2	2. AmericaWorks	
	<b>Children, Youth &amp; Their Families (DCYF)</b>	
3	1. Mayor's Youth Employment & Education Program (MYEEP)	
3	2. YouthWorks	
3	3. Youth Workforce Development	
3	2	4. Youth Workforce Development - Justice Involved Youth
3	5. Creating and Managing Private Sector Opportunities	
3	6. Career Awareness	
3	7. High School Partner Model	
	<b>Human Resources (DHR)</b>	
5	1. Pathways to City Employment	
6	2. Pathways to City Employment for persons with disabilities	
5	3. Clerical Eligibility Testing Program	
5	1. Veterans Hiring	
5	1. 1249 Personnel Analysts Trainee Program	
	<b>Public Health (DPH)</b>	
6	1. BHS Peer-to-Peer Programs	
6	2. UCSF Citywide	
6	3. Caminar Jobs Plus	
6	4. Richmond Area Multi-Service	
	<b>Public Works (DPW)</b>	
5	1. Apprenticeship Program for Laborers with Union Local 261	
5	2. Apprenticeship Program for Gardeners with Union Local 261	
5	3. Apprenticeship Program for Arborists with Union Local 261	
5	4. Apprenticeship Program for Cement Masons with Union Local 300	
5	5. Apprenticeship Program for Stationery Engineering with Union Local 39	

4		6. Mission Neighborhood Center Youth and Young Adults Summer Employment Program
4		7. Mission Neighborhood Center Youth and Young Adults Year-Round Employment Program
3		8. Interrupt, Predict, and Organize Employment Program (IPO) in partnership with Mayor's Office and Human Services Agency
4		9. Corridor Ambassador - Economic Opportunity Council (EOC) Project - Western Addition
		<b>Environment (ENV)</b>
5		1. Environment Now
3		2. Youthworks
		<b>Human Services Agency (HSA)</b>
1		1. Community Jobs Program (CJP)
1	2	2. Public Service Trainee Program (includes Clean Streets Clean Parks and IPO programs)
1		3. Wage Subsidy
1		4. Individual Referral (IR) Vocational Training
1		5. Rapid Response
1		6. Individualized Training Internship program (ITIP)-- Internship with CBO
1		7. Vocational Immersion ESL (VIP)
1	3	8. Youth Employment Services (YES)
1	3	9. Student Work Experience (SWEP)
1		10. District 11 Transitional Employment & Beautification
1		11. SF Clean City Coalition
1		12. Work Study at City College
1		13. Transgender Economic Empowerment Initiative (TEEI)
6		14. McKinney Homeless Employment Programs
6		15. HOMEWORC
1		16. Department of Rehabilitation (DOR)
6		17. Refugee employment services
1		18. Group Employment Preparation Sessions (GEPS)
1		19. Job Club (Job Match)/JobsPLUS
1		20. Workfare
1		21. CAAP Job Search
1		22. Bridge & Filler
		<b>Public Library (LIB)</b>
		1. Summer Squad (formerly Kid Power)
5		2. Job Seekers Lab
		3. Board of Advising Youth (BAY)
		4. Interrupt, Predict and Organize for a Safer San Francisco
5		5. Project Read
5		6. Classes on Employment Related Topics
		<b>Mayor's Office of Housing &amp; Community Development (MOHCD)</b>
4		1. Transitional Age Youth Programs
1		2. Foundational Competencies



		<b>Office of Civic Engagement &amp; Immigrant Affairs (OCEIA)</b>
6	1	1. Community Ambassadors Program (CAP)
		<b>Office of Economic &amp; Workforce Development (OEWD)</b>
1		1. CityBuild
1		2. Health Care Academy
1		3. Hospitality Initiative
1	4	4. TechSF
4		5. Sector Bridge
4		6. RAMP
4		7. Young Adult WorkLink
1		8. Neighborhood Access Points
1		9. Comprehensive Access Point
6		10. Re-Entry Navigator
1		11. Disability Employment Initiative
6		12. TransitionsSF
		<b>Port</b>
3		1. Youth Employment
		<b>Public Utilities Commission (PUC)</b>
4		1. Watershed Workers (Seasonal 7542 classification)
3		2. ProjectPull
3		3. SFPUC Project Learning
3		4. SFUSD ACCESS Programs Workability and Project Opportunity Works
3		5. Spark Mentorship Program
5		6. WasteWater Enterprise Pre-Apprenticeship Program (aka "9916")
5	1	7. JobsNow PST Program (through HSA)
3		8. John O'Connell Environmental Tech Lab
3		9. Career and Technical Education (CTE) and Tech 21 Summer Internships
4		10. Watershed Workers (Seasonal 7542 classification)
		<b>Recreation &amp; Park Department (RPD)</b>
3		1. Workreation
5		2. Gardener Apprentice Program
		<b>District Attorney (SFDA)</b>
5		1. Back on Track
		<b>San Francisco International Airport (SFO)</b>
4		1. Career Connect Employment Track
3		2. Tech21
3		3. SFO High School Interns
4		4. San Francisco (SFO) College Interns
5		5. Employment Information Center
		<b>Sheriff (SHF)</b>
5	4	1. Employment Readiness/SFSD

## 9 Appendix E: FY 2014-15 Workforce Professional-Level Internships

### Human Resources (DHR)

1. City Hall Fellows (multiple agencies)
2. Civic Innovation Fellows
3. Senior Fellows

### Environment (ENV)

1. SF Environment Internships

### Human Services Agency (HSA)

1. HSA Internships

### Public Library (LIB)

1. SFPL Internship Program
2. Mayor's Executive Fellowship

### San Francisco Municipal Transportation Agency (MTA)

1. SSD Planner Internship
2. City and County Intern Program

### Office of Civic Engagement & Immigrant Affairs (OCEIA)

1. DreamSF Fellowship

### Port of San Francisco

2. Engineering Interns
3. Information Systems Interns
4. Maintenance Internships
5. Maritime Internships
6. Planning & Development Interns

### Public Utilities Commission (PUC)

1. Accountant Intern Program (1649 classification)
2. Graduate Student Intern Program - Special projects in Finance, Human Resource, ITS, Assurance & Internal Controls, Risk Management, Power Enterprise (9910 classification)
3. Public Service Aide - Assistant to Professionals (9920's, 9922's) ALL SFPUC
4. Stationary Engineer Apprenticeship Program
5. Student Engineer Trainees (multiple departments)
6. Utility Plumber Apprenticeship
7. Electric Power Energy Efficiency, Graduate Studies Fellows Program
8. City Hall Fellows

### Recreation & Parks Department (RPD)

1. San Francisco State Internship Program

### San Francisco International Airport (SFO)

1. City Hall Fellows Program
2. College Summer Intern Program
3. Engineering/Architecture Intern Program
4. Management Intern Program
5. Project Assist

## 10 Appendix F: 2016 City Workforce Alignment Glossary

<b>ABE</b>	Adult Basic Education
<b>Administrative Code Chapter 30</b>	San Francisco legislation passed in 2014 that established the Committee on City Workforce Alignment
<b>Alignment Committee</b>	Committee of five departments that will engage in planning for the City's workforce development programs, set goals and priorities, coordinate workforce development activities, and monitor effectiveness
<b>APD</b>	Adult Probation Department
<b>Barriers to Employment</b>	Challenges job seekers face when looking for and/or keeping employment (i.e. transportation, housing, childcare, criminal background, disability)
<b>BLA</b>	Budget and Legislative Analyst
<b>CTE</b>	Career and Technical Education
<b>DYCF</b>	Department of Children, Youth, and Their Families
<b>DHR</b>	Department of Human Resources
<b>DPH</b>	Department of Public Health
<b>DPW</b>	Department of Public Works
<b>ENV</b>	San Francisco Department of the Environment
<b>ESL</b>	English as a Second Language
<b>Great Recession</b>	Economic decline lasting from December 2007 to June 2009 in the U.S.
<b>HSA</b>	Human Services Agency
<b>ICT</b>	Information/Communications and Technology
<b>Initial Citywide Workforce Development Plan</b>	A foundational document, intended to provide a framework upon which the City can build a more comprehensive plan to meet the needs of our residents
<b>LIB</b>	San Francisco Public Library
<b>MOHCD</b>	Mayor's Office of Housing and Community Development
<b>MTA</b>	San Francisco Municipal Transportation Agency
<b>OCEIA</b>	Office of Civic Engagement and Immigrant Affairs
<b>OEWD</b>	Office of Economic and Workforce Development
<b>Port</b>	Port of San Francisco
<b>PUC</b>	Public Utilities Commission
<b>RPD</b>	San Francisco Recreation and Park
<b>SFDA</b>	San Francisco District Attorney
<b>SFO</b>	San Francisco International Airport
<b>SHF</b>	San Francisco Sheriff's Department
<b>SNAP</b>	Supplemental Nutrition Assistance Program
<b>Subsidized Employment</b>	Employment opportunities that use public funds to pay all or some of the wages for the employee
<b>Unemployment Rate</b>	The percentage of the total labor force that is unemployed but actively seeking employment and willing to work
<b>Unsubsidized Employment</b>	Employment opportunities that use no public funds to pay for wages for the employee
<b>Vocational Training</b>	Education and/or training that prepares a person for a specific trade or line of work
<b>WIOA</b>	Workforce Innovation and Opportunity Act Legislation adopted by Congress in 2014, supersedes the Workforce Investment Act of 1998