# Workforce Innovation and Opportunity Act

## San Francisco Local Plan

## 2017-2020

# INTRODUCTION

The Office of Economic and Workforce Development (OEWD), on behalf of Workforce Investment San Francisco, has prepared this Strategic Local Plan for Program Years 2017-2020, as required by the Workforce Investment and Innovation Act (Sec. 108). The plan is laid out in accordance with the guidance and requirements outlined in the Employment Development Department's Workforce Services Directive 16-07, including a list of questions that will be used for plan evaluation. Appendix J provides a crosswalk that lists the pages that correspond to each evaluation measure.

The plan includes San Francisco's vision and goals for the workforce development system, a description of the structure of the system and services available to job seekers and businesses, the roles of partner organizations, the ways in which the local plan supports the State of California's goals and policy strategies, as well as other state required information. San Francisco's system of access points, services targeting individuals with barriers to employment, and strategies to target priority sectors within the local and regional economy are designed to ensure economic vitality and that economic success is within reach for all San Franciscans.

## A. A cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners

San Francisco's Workforce Development Board (WISF), as designated by statute, has responsibility for the local workforce development system. WISF provides a forum for business, labor, education, government, community–based organizations and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the workforce and local economic development. The WISF's operational arm is the Office of Economic and Workforce Development (OEWD). OEWD and WISF are referred to interchangeably throughout this plan.

Mayor Edwin M. Lee, the Chief Local Elected Official, and WISF envision that San Francisco will have an educated and skilled workforce that attracts, retains, and expands competitive industries and enhances the standard of living for all of the City's residents, by supporting regional economic growth and economic mobility. The City & County of San Francisco will implement this vision by building upon its successful sector strategy, a strategy that aligns the city's workforce programs around the needs of local and regional industry growth sectors, and through its "access points" strategy that creates training and employment pathways for disadvantaged San Franciscans.

Consistent with the State of California's policy objectives, the vision for San Francisco's workforce development system is anchored in three priorities:

- Fostering "demand-driven skills attainment" via regional sector based career pathways
- Enabling upward mobility and economic self sufficiency
- Aligning, coordinating, and integrating programs and services

The mission of the Workforce Development Division of the Office of Economic and Workforce Development is to build public-private partnerships that create and guide a continuum of workforce services that improve economic vitality for people and businesses. In order to ensure that job seekers and local businesses are well served, and to meet performance accountability goals based on WIOA performance indicators, OEWD's strategy is to work closely with regional WDBs and organizations, core partners and other stakeholders to align resources in order to foster sector based career pathways and to achieve the strategic vision of the local and regional plan. Furthermore, OEWD's work is grounded in labor market information and analysis, qualitative and quantitative information from local businesses and industry groups and other stakeholders.

## B. Required detail on local program alignment to implement State Plan policy strategies (a description of the workforce development system, identifying programs in the system, and how local board will support the seven state policies)

The Mayor and WISF defined nine goals to achieve the above vision and mission:

- **Goal One:** Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents.
- **Goal Two:** Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment.
- **Goal Three:** Increase access to workforce services for populations underserved by the workforce system.
- **Goal Four:** Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers.
- **Goal Five:** Streamline and align policy and administration across multiple funding sources.
- **Goal Six:** Strengthen policy and programmatic coordination between the workforce system and the city's educational institutions, specifically the San Francisco Unified School District and City College of San Francisco.
- **Goal Seven:** Work collaboratively across City departments to implement effective workforce strategies – such as subsidized employment and "earn while you learn" programming – tailored to the needs of targeted populations, including public housing residents, ex-offenders, transitional age youth (TAY), and English language learners.
- **Goal Eight:** Equipped with the most current labor market analysis, meet the workforce needs of growth sectors within the local and regional economy.
- **Goal Nine:** Support local government and private sector succession planning efforts through targeted skill building programs aligned with job vacancy projections.

WISF's mission and vision for the local system are well aligned with the Governor's vision, goals, and strategic policy orientation as outlined in California's Strategic Workforce Development Plan: "Skills Attainment for Upward Mobility; Aligned Services for Shared

Prosperity." In fact, San Francisco's nine workforce goals, which have been in effect since 2013, are directly aligned with the state plan's policy strategies – illustrating that San Francisco is in the vanguard of workforce development policy. The following sections give an overview of this alignment which is further described through this plan.

**Sector Strategies, Career Pathways**
Through a system of comprehensive and neighborhood based career centers, and specialized and targeted services for people with disabilities, people in reentry, veterans, and youth (Access points), business outreach and services, and four sector academies for San Francisco's highest priority sectors (healthcare, IT, construction, hospitality), job seekers are guided into career pathways. (Goals 1-4, and 8-9).

**Earn and Learn Strategies, Supportive Services**
In order to ensure that all job seekers are able to access and successfully complete training in order to progress toward greater economic well-being, the system incorporates earn and learn models, supportive and wrap around services. (Goals 3 and 7).

**Cross System Data Capacity, Integrated Services**
San Francisco uses a common data system across all WIOA funded service providers as well as CalJOBs to ensure cross system data capacity and coordination. Furthermore, all service providers are required to deliver programs in an integrated and coordinated way and work closely with partner organizations and other stakeholders (Goals 5 and 6).

**Organizing Regionally**
Over the last few years the workforce boards form the Bay-Peninsula RPU that have now collaborated on a number of initiatives, including the DOL Human Centered Design Challenge and the Slingshot Initiative. The Human Centered Design Challenge resulted in regionally agreed upon design improvements to the one-stop customer experience. For Slingshot, the NOVA, work2future and San Francisco workforce boards received $100,000 to convene industry representatives to help develop more robust regional sector pathways in manufacturing and IT. Efforts in this grant will help determine additional mechanisms to on-ramp job seekers into regional sector pathways. Workforce board directors and senior staff communicate and meet on a regular basis, and will continue to do so to ensure the successful implementation of WIOA. For more information, please see the regional plan.

**Role of Partner Organizations**
The WIOA partners are critical components of the San Francisco workforce development system. WISF envisions a system where there is no "wrong door," and OEWD service providers as well as partner organizations seamlessly cross refer and serve job seekers in a coordinated manner. The local board will work with WIOA partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

WISF entered into Memorandums of Understanding (MOU) with the WIOA mandated partners to define their respective roles and responsibilities in meeting policy objectives and service goals. The MOU's (please see appendix B) outline that all parties agree to support the state plan's objectives of fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating and integrating programs and services; and ensuring that individuals with barriers to employment and those in target populations are able to access the services they need in order to eventually achieve economic mobility. Furthermore, all parties agreed to participate in joint planning and plan development, and to make modifications as needed to ensure continuous partnerships building; responsiveness to state and federal requirements; responsiveness to local economic conditions, and adherence to common data collection and reporting needs. The following outlines the contributions of each partner to the San Francisco workforce system.

Employment Development Department (EDD): EDD offers Employment Services (including but not limited to CalJOBs and labor exchange services, Unemployment Insurance services, California Training Benefits, and Rapid Response), Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Act assistance. The client population of EDD includes UI and disability insurance claimants, job seekers through Wagner Peyser, veterans, people with disabilities, youth, and TAA participants. EDD has staff physically co-located with the Comprehensive Access Point (CAP), and agrees to the cross training of one stop staff.

Department of Rehabilitation (DOR): DOR works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living, and equality for individuals with disabilities in California. DOR provides a comprehensive menu of services to eligible clients, including but not limited to training, self-advocacy training, assessments, career counseling/exploration, on the job training (OJT)/work experience, job placement services, assistive technology and benefits counseling. DOR clients include individuals who may have the following disabilities: blind or visually impaired; cognitive disabilities; learning disabilities; intellectual or developmental disabilities; deaf or hard of hearing; physical disabilities; psychiatric disabilities; traumatic brain injury; and other disabilities. DOR agrees to physical co-location through regular DOR orientations at the CAP, as well as a system for referrals to DOR and the Ticket to Work and SSDI programs.

City College of San Francisco (CCSF): Programs on offer at CCSF include those administered with Carl D. Perkins Act funds, as well as CTE programs, the community college CalWORKs program, and Disabled Student Programs and Services. CCSF also offers adult basic education services which may include adult secondary education, adult basic education, English as a Second Language courses, classes for adults with disabilities, and high school equivalency/GED preparation. The client population of the community college is very diverse, including students who: seek to transfer to four year institutions; lack basic skills; have limited English proficiency; or need short term vocational training. CCSF aspires to provide onsite staffing and coordinated services, potentially through physical colocation, communication technology, or cross training

CAP staff on the CCSF application process and college policies. CCSF and WISF also agree to develop a reciprocal referral process.

San Francisco Human Service Agency (HSA): HSA is the primary provider of safety net programs in San Francisco, and 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. HSA agrees to work jointly with OEWD to identify models of TANF partnership and best practices that improve client outcomes. Both parties agree to provide support and technical assistance to facilitate the development of sector based career pathway programs specifically geared toward TANF recipients. HSA agrees to explore physical co-location of staff, staff cross training, and virtual connectivity. HSA and WISF also agree to develop a reciprocal referral process.

WISF recognizes the critical importance of coordinated service delivery, both for the success of clients as well as for the efficient use of limited resources. WISF and its partners are continuously striving toward a workforce system that is collaborative, well integrated, and seamless to the customer.

## OVERVIEW OF ACCESS POINT SYSTEM

While OEWD contracts out the majority direct service provision through a competitive procurement process, the Office provides oversight, policy direction, and systems/partnership development. OEWD issued a Request for Proposals (RFP) in December 2016 to identify a One Stop Operator as well as Access Point and other service providers. The RFP leverages multiple funding sources in support of San Francisco's workforce development system, including WIOA, federal Community Development Block Grant (CDBG) funds, OEWD general funds, and San Francisco County Transportation Authority funds. Contracts awarded under this RFP may be renewed for up to three years. Preference will be given to organizations or partnerships that help individuals enter sector based career pathways through a range of education and training programs leading to industry-recognized certifications and degrees.

The following is an overview of the Access Point System, the Comprehensive Access Point, and the One Stop Operator. Detail about the role of Access Points which target people with barriers to employment and Sector Access Points can be found in Section C.

Individually, each OEWD Access Point plays a specialized role within San Francisco's workforce system. The system by design allows for integration of services and braiding of resources. The main components of this system are:

- Comprehensive Access Point (CAP): The CAP forms the central hub of San Francisco's workforce system and encompasses all of the WIOA-mandated service elements of an America's Job Center of California (AJCC). Further, it coordinates the services of all of the Access Points within San Francisco's workforce system to ensure that individuals seeking services are connected to the programs and opportunities that help them to achieve their full potential.

- Neighborhood Access Point (NAP): The NAPs are located in geographic areas that are physically isolated from the CAP or that chronically suffer from higher unemployment rates than San Francisco's average. NAPs allow community based access to an array of workforce services.
- Specialized Access Point (SAP): The SAPs serve specific target populations (people with disabilities, veterans, people in reentry) with customized career services that respond to a unique set of needs by job seekers in their specialized population. SAPs may be physically co located with the CAP or NAPs.
- Youth Access Points: The Youth Access Points target young adults ages 17-24 and offer a variety of workforce, education, wrap-around, barrier-removal, and supportive services to support young adults in achieving economic stability and general well-being. In addition, through either direct service provision or referral to partner organizations, the Youth Access Points offer the ten WIOA youth program elements.
- Sector Access Point: The Sector Access Points specialize in a specific demand-industry sector that represents a significant employment area within San Francisco. Sector Access Points are expert in all occupations within that sector and can quickly identify training needs and/or job opportunities appropriate for job seekers interested in entering that sector.
- Job Readiness Services: Job Readiness Services are focused on the removal of barriers that prevent or significantly impede a person's ability to obtain or maintain employment, or make sure of workforce services. Barriers include limited English proficiency.

## COMPREHENSIVE ACCESS POINT (COMPREHENSIVE AJCC)

The CAP serves as the central hub for all WIOA Title I workforce system services and other services delivered by the CAP, NAPs, SAPs, Sector Access Points, Young Adult Access Points, Business Services Coordinators, and Core Partners. In addition to providing direct customer services via a comprehensive menu of onsite workforce preparation activities, the CAP is charged with improving and facilitating coordination of and access to workforce services across the City. The CAP serves as a centralized source of career assessment services, supportive services, On-the-Job Training (OJT) contracts, and Individual Training Accounts (ITAs) for the broader workforce system. Additionally, the CAP offers comprehensive Job Readiness Training (JRT) services, computer and financial literacy services available for referral by other Access points that do not have the capacity to offer the full suite of such services. Job Readiness Training is soft skills training to prepare individuals to be personally effective at work, while Job Readiness Services is focused on the removal of significant barriers to employment.

The CAP serves three primary functions:

1. Collaboration with Core Partners to co-locate all workforce system services
2. Delivery of comprehensive Access Point services at a fully-staffed, "one-stop" career resource center.

3. Coordination of the NAPs, SAPs, Sector Coordinators, and Business Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system

Together, the Access Points form a system of workforce services designed to quickly and effectively facilitate a diverse array of job seekers to enter, re-enter, or advance in the labor market in a manner that maximizes their full economic potential.

OEWD is targeting the majority of its resources to support and prepare job seekers with barriers to employment. Those with barriers to employment will require the most intensive services to realize their employment goals. All Access Points must design their services in a manner that includes strategies to effectively assist eligible individuals with barriers to employment. Barriers range from those that present significant challenges to those able to be addressed with short-term or minimal guidance and support.

Examples of barriers that often require higher levels of support include:

- First time transition into the workforce
- Limited work skills and experience
- Academic skills lower than 8th grade proficiency
- Long term unemployment or under-employment
- Personal safety issues, such as domestic violence, gang affiliation or turf issues
- Lack of child care or transportation
- Lack of a valid driver's license
- Limited English language skills
- Limited digital literacy
- Involvement with the justice system

Target populations who may face one or more of the above barriers include displaced homemakers, low income individuals, Native Americans, people with disabilities, older workers, formerly incarcerated, homeless individuals, foster youth, LEP individuals, migrant/seasonal farm workers, people within 2 years of exhausting TANF benefits, single parents, long term unemployed. All access points will work closely with core partners as well as other community based organizations to ensure successful outreach to target populations, and to ensure that they access the services and supports needed to assist them in moving toward greater economic self-sufficiency and career success. A further discussion of Job Readiness Services for those with significant and/or multiple barriers to employment can be found on page 16.

## ONE STOP OPERATOR

OEWD will fund a One-Stop Operator (OSO) (or America's Job Center of California (AJCC) Operator, as mandated by WIOA) to lead coordination of services among the Comprehensive Access Point (CAP) and WIOA Core Partners.

The OSO will play a leadership role in facilitating partnerships, providing training and technical assistance, and monitoring the successful implementation of services across San Francisco's workforce system.

Highlights of OSO responsibilities include the following:

- Monitor and ensure Implementation of Core Partner services at the CAP as outlined in MOUs negotiated by OEWD.
- Following OEWD guidance, coordinate and facilitate technical assistance and training, including new providers/staff member on-boarding, refresher training, interactive training on OEWD technology systems, etc., in a variety of formats to accommodate a diversity of adult learner needs.
- Coordinate service provider events to share best practices and allow for networking and resource-sharing among providers.

## OVERVIEW OF ACCESS POINT SERVICES

The following is a description of the comprehensive career services available via the CAP.

**Outreach and Referral**

Outreach and referral services will identify eligible participants to be enrolled in workforce programs and services, including WIOA identified target populations, low-income, unemployed, underemployed, and dislocated workers. Outreach and referral efforts will be coordinated with other direct service providers and/or agencies responsible for these programs to ensure a process for making job opportunities available to program participants.

**Orientation and Assessment**

*Orientation:* Orientations provide information on the full array of services available through all Access Points and the larger workforce ecosystem, including those provided by other agencies and organizations. Information is provided on how to access other workforce services available within the community and the larger workforce services ecosystem.

*Assessment:* Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define/redefine career goals, and identify barriers to employment that are relevant to each individual participant. Any needed supportive services are also identified during the assessment process. Initial assessment will help determine the incoming participants' eligibility and appropriateness for workforce programs and supportive services.

An objective assessment must include a participant's: education; basic and occupational skills; prior work experience; interests; employability; aptitudes; supportive service needs; and developmental needs. Approved OEWD assessment tools include ACT's job skills assessment system, WorkKeys, KeyTrain, National Career Readiness Certificate, CASAS and TABE.

**Information and Guided Referral Services**
All Access Points provide information and referrals on how to access services within the Access Point and the larger public workforce system. Information regarding supportive services, including childcare and transportation, are also accessible. Information on employment opportunities include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information on unemployment claims, eligibility for TANF employment activities, and financial aid assistance for training and education programs is also provided. Information may be made available in a self-service resource room, through individualized referrals, case management, and/or in group workshops.

Participants are referred to services and workforce programs for which they are eligible and prepared, and which are most appropriate to their goals, abilities and needs, based on the results of assessment(s). When appropriate, referrals are made from the Access Points to the Sector Coordinators.

OEWD provides an approved list of qualified service providers (the Eligible Training Provider List) for Access Points to refer individuals to approved providers when WIOA-funded technical or occupational training is identified as appropriate for an individual. For example, job seekers assessed to have limited academic skills and/or English proficiency must be referred to an OEWD-approved basic skills provider. OEWD provides technical assistance and staff development to service providers to ensure they are familiar with providers on the ETPL as well as other agencies providing specialized and/or complimentary services in order to facilitate relationships and strong referral networks amongst approved providers.

**Individual Planning and Case Management**
All Access Points provide individual planning and case management services to customers in an integrated manner across programs, utilizing the workforce system partners as appropriate. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant; and that services are provided in a manner that addresses the individual needs of each participant, including services designed to help individuals overcome barriers to post-secondary or employment success.

Service providers work jointly with eligible program participants to develop Individual Employment Plans (IEPs) or Individual Service Strategies (ISSs) (for WIOA Youth eligible participants) that, at a minimum, specify an employment goal, objectives, all barriers to employment, the mix and sequence of services that should help the customer overcome the barriers identified, supportive services to be provided, and expected employment outcome(s) or goals. As appropriate to a participant's goals and needs, individual planning involves case management staff from relevant service providers to ensure that no services are duplicated. Individual planning helps the participant to identify an industry sector of interest to the individual and create an individual career plan for potential career paths within the job seeker's selected industry.

The plan must include the training and skill development needed to succeed in the specific industry and must recommend a path for advancement and/or refer job seekers directly to a Sector Academy, other training (via an Individual Training Account), or direct placement.

Through integrated case management services the Access Point tracks participants' progress, assists participants in overcoming barriers, provides career and motivational counseling, refers participants to other resources that can meet identified needs, follows up on all referrals and placements, and act as an advocate on behalf of participants. As needed, a participant's IEP/ISS is modified to reflect changing needs or circumstances.

**Supportive Services**
As part of a client's assessment, case managers identify what supportive services if any are necessary to help participants enter, participate and succeed in workforce services. Supportive services are provided by NAPs as well as the CAP. The supportive services provider works with participants to address those life issues impacting the participants' ability to obtain or retain employment. Supportive services should be delivered in a culturally competent and sensitive manner.

Supportive services may include (but are not limited to):

- Testing fees
- Child care services
- Transportation assistance
- Driver's license acquisition or driving record remediation
- Drug testing
- Assistance with work-related expenses (uniforms, supplies, tools, etc.)

**Job Readiness Training**
Job Readiness Training (JRT) helps prepare job seekers for success in vocational programs and employment by equipping them with effective workplace and classroom survival skills, attitudes, and behaviors. Ideally, JRT will motivate job seekers to identify and address their identified employment barriers; be relevant and customized to the learning needs of the individual or target population; and be delivered in a culturally competent and culturally sensitive manner.

Training will include topics such as learning and communication skills, employers' expectations, appropriate work attire, life skills, and job search skills. Job Readiness Training is differentiated from Job Readiness Services in that the latter is focused on removing employment barriers.

**Basic Computer Skills Training**
Basic computer skills training is designed to equip participants with the skills and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement. Training may include:

- Basic computer skills & literacy

- Internet use for the job search and job applications
- Email skills for the job search
- Basic skills training in Outlook, Word, Excel, Access, and PowerPoint

**Financial Literacy Services**

Financial literacy services and training prepare participants to manage employment income and a household budget. Financial literacy services include the following topics:

- Ability of participants to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals;
- Ability to manage spending, credit, and debt, including credit card debt, effectively;
- Awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy, and their effect on credit terms
- Ability to understand, evaluate, and compare financial products, services and opportunities;

  Activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial literacy and education materials.

**Direct Job Search, Placement and Retention Services**

When individuals are ready to apply for jobs, job search, placement and retention services assist them to obtain employment, assess their progress, and determine the need for additional services to help them adjust to their new work environment.

*Job Search and Placement:* Job search services prepare job seekers to conduct an effective job search, and make them aware of available employment opportunities as they conduct their searches. Each Access Point provides a variety of job search services, including (not limited to) the following:

- Information and assistance regarding job search strategies, resume development, and interviewing techniques
- Individual and small group counseling and coaching
- Computer access and assistance to support the job search
- Employment leads and access to employer relationships
- In coordination with Business Services staff/providers, career and hiring fairs, and on site one-on-one and/or group job interviews

Each Access Point markets job seekers to local employers and facilitates the application and hiring process to the extent feasible. The Access Point maintains a roster of referral-ready participants who can quickly be contacted when appropriate employment opportunities become available.

*Retention Services:* Retention services include follow-up activities to determine whether program participants are still working and/or in school, and if they are in need of additional support to achieve positive program participation and employment outcomes. Retention

services identify and address barriers that may jeopardize the participants' new employment, offer coaching services to assist both employers and participants to address new or on-going barriers that may interfere with employment, and provide reemployment services if the participant has quit or been terminated. Each OEWD-funded grantee coordinates with other appropriate service providers to help participants address obstacles to continued employment or reasons for job loss, and implement appropriate solutions to secure employment. Follow-up and retention services are available for up to 12 months, and are provided to all participants placed in unsubsidized employment.

**Individual Training Accounts**

WIOA funds may be used for Individual Training Accounts (ITAs) to provide individuals with skills to enter the workplace and retain employment. Training services may include:

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials.
- "Earn and Learn" models such as On-the-Job training.
- Programs that combine workplace training with related instruction.
- Training programs operated by the private sector.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Adult education and literacy activities in combination with services described above.
- Customized training.

The CAP has primary responsibility for ITA administration. In coordination with the CAP and following WIOA program guidance, each Access Point informs eligible job seekers about ITAs and facilitates their access as appropriate. Job seekers—in consultation with an Access Point case manager—must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to career goals as determined through an assessment.

## C. Required detail on specified services and service delivery strategies

This section provides further detail on Neighborhood Access Points (NAPs) and Specialized Access Points (SAPs), services for individuals with barriers to employment, San Francisco's sector workforce programs, business services, and coordination with economic development and EDD. While the CAP serves those with barriers to employment, the NAPs, SAPs, and Job Readiness Services (JRS) allow for even more targeted outreach and support, and does so through the braiding of various funding sources. The CAP, NAPs, SAPs (as appropriate) and Youth Access Point providers coordinate closely with sector workforce programs to ensure that those with barriers to employment are prepared for and connected to the sector opportunities that have the potential for upward mobility.

### NEIGHBORHOOD ACCESS POINTS (Satellite AJCC's)

A network of five to seven NAPs allows the workforce system to leverage neighborhood assets to enhance core programs and services. These neighborhood-based employment services offer

a combination of workforce, education, barrier-removal, referral, and supportive services to support residents in achieving economic stability and general well-being. In addition to delivering an extensive menu of WIOA workforce services on-site, the NAPs serve as geographically accessible entry-points into San Francisco's larger public workforce and education systems.

The NAPs allow for specialized outreach to communities of Limited English Proficient (LEP) individuals. All NAPs are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

NAP services include the following:

- An accessible, community-based facility delivering comprehensive workforce services, including referral to adult basic education.
- In-person and online services relevant and customized to neighborhood-specific needs and assets.
- Staff who are culturally competent (and as needed, bilingual) personnel who serve as workforce experts, reach neighborhood residents through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of neighborhood residents and connect them to the Access Point; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Relationships with local businesses and with businesses whose hiring needs match the skills of neighborhood job seekers; close coordination with OEWD's Business Services provider to facilitate connections to larger, regional businesses allow job seekers to understand, prepare for, and connect to job opportunities within the San Francisco labor market.

## SPECIALIZED ACCESS POINTS (SAPs)

Specialized Access Points target specific at-risk populations, as detailed below. SAPs identify clients through the CAP and NAPs and cross referrals are encouraged. All SAP service providers are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

SAPs must identify the industries and occupations that are most appropriate for the targeted groups they serve, with an emphasis on in-demand certificate attainment. Providers are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference is given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources.

**Re-Entry SAP**

San Francisco has a large re-entry population in need of workforce services. According to the San Francisco Probation Department, their supervision caseload is over 6,000 clients. The number of people in re-entry is even larger when considering those on state parole and those who have criminal records but are no longer on formal supervision. Employment is a key criminogenic factor in recidivism. To that end, OEWD funds a Re-Entry Specialized Access Point (SAP) to provide job readiness and employment services for job seekers with criminal convictions/involvement in the criminal justice system. The Re-Entry SAP works with existing programs, policies, tools, and services, including but not be limited to counseling services, workshops, and job placement assistance targeting the employment needs of job seekers with criminal records, especially those newly re-entering the workforce from the criminal justice system.

Re-Entry SAP providers deliver the following:

- Liaise with the Adult Probation Department to provide outreach pre-release and to align re-entry employment services across the probation and workforce systems.
- Provide or facilitate access to a wide range of services to address inadequate/outdated vocational skills, low literacy and numeracy skills, limited digital literacy, mental or behavioral health issues, and substance abuse issues, as appropriate.
- Provide or facilitate access to cognitive behavior interventions, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.
- Provide or facilitate access to legal and practical assistance to obtain a Certificate of Relief and Good Conduct, rap sheet reclassification, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring the re-entry population.
- Place job seekers in transitional employment for up to 6 months, with an ultimate goal of unsubsidized employment.
- Provide follow-up retention services up to 24 months following placement in unsubsidized employment.

**Disability SAP**

According to the American Community Survey's 2010-2014 5-Year Estimates, 86,242 individuals with disabilities (including 41,050 between the ages of 18 and 64) reside in San Francisco. The San Francisco job market is very focused on highly skilled individuals. This can be particularly challenging for people with disabilities (PWD) with limited skills and work experience, making it difficult to decide between returning to work in a low wage job and/or staying out of the workforce. The overarching challenge with job placement involves job matching and ensuring that PWD are not underemployed. Disability Specialized Access Points (SAPs) and a Disability Coordinator deliver and coordinate workforce and employment services targeting people with disabilities (PWD). The Disability SAPs and Disability Coordinator work closely with the Department of Rehabilitation, CBO's, and other service providers to ensure coordination of efforts.

The Disability Coordinator is responsible for the administration of San Francisco's Ticket to Work program. Ticket to Work is a federal program that supports career development for Social Security disability beneficiaries age 18 through 64 who want to work. The program helps people with disabilities progress toward financial independence and is free and voluntary.

Disability SAPs deliver the following:

- Conduct targeted outreach to PWD, including adults on SSI and SSDI.
- Act as a resource for job seekers, businesses, government agencies, and community based organizations regarding the unique assets and barriers of the disabled job seeker population.
- Collaborate with disability-serving partner organizations to better serve PWD.
- Collaborate with the Dept. of Rehabilitation to align employment services and resources.
- Collaborate with educational and training institutions to support individuals' access to education and attainment of in-demand credentials.
- Ensure accessibility of facilities, services, and materials provided at and through referral via the CAP and NAPs.
- Provide Ticket to Work services to participants enrolled in San Francisco's Disability Employment Initiative, including career planning, job accommodations, job coaching/training, job placement/job assistance services, ongoing employment support/job retention, special language capacity, and other employment-related services.
- Provide on-going disability awareness training for staff at the CAP, NAPs, other SAPs, and Sector Access Points.
- Engage employers with interest in hiring and advancing individuals with disabilities; train employers on supporting employees with disabilities; and facilitate job placement and retention, including any necessary accommodations.

**Veterans SAP**

According to the American Community Survey's 2010-2014 5-Year Estimates, there are 28,505 veterans residing in San Francisco. Veterans Specialized Access Points (SAPs) deliver job readiness and employment services targeting veterans, especially those newly re-entering the civilian workforce. The Veterans SAPs work closely with the CAP, NAPs, the Veterans Administration, EDD's veterans' programs, community-based organizations serving veterans, other veteran services locally, and education providers.

Veterans SAPs:

- Liaise with the Veterans Administration to provide outreach to veterans, especially those newly re-entering the civilian workforce, and to align employment services across the veterans and workforce systems.
- Provide or facilitate access to a wide range of services to address the needs of veterans, including vocational skills training, housing, health, mental health, transportation, substance abuse, child care, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.

- Provide legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring and advancing veterans.

**Job Readiness Services (JRS)**

OEWD is seeking to identify through its December, 2016 RFP organizations who can provide holistic and culturally-competent Job Readiness Services (JRS) for the City's residents with multiple barriers to successful job search and employment. While the Access Points described previously all serve individuals with barriers to employment, JRS providers play a special role in serving those job seekers whose barriers are so acute or so multiplicative that successful participation in workforce services necessitates their prior removal. Among the barriers that would make an individual appropriate for JRS services are: limited English ability; referral by the Housing Authority in addition to two or more OR any individual with three or more of the following barriers:

- Limited academic skills, and/or lack of a high school diploma or GED
- Criminal history
- Lack of basic computer skills
- Lack of child care
- Lack of or limited transportation
- Lack of a valid driver's license

OEWD envisions JRS providers delivering intensive services to help these job seekers to identify and create a plan for removing barriers preventing employment, and supporting the individual in accessing and navigating a citywide service system to resolve these barriers. JRS providers will play an important cross-referral role within San Francisco's workforce system: receiving referrals from Access Points and other partners of job seekers with multiple barriers to employment, AND referring job seekers who have successfully addressed barriers through JRS to an appropriate Sector Workforce Program or other appropriate Access Point for services focused on vocational training and employment.

**Young Adult Workforce Services**

According to Census data, 31.9% of San Franciscan males age 18-24 live below the federal poverty level (compared to 22% statewide); this figure is 36.7% for females (compared to 26.8% statewide). Furthermore, 46.5% of San Francisco public high school students do not complete high school, based on the four-year adjusted cohort dropout rate, which measures the percentage of students who exit grades 9-12 without a high school diploma, GED, or special education certificate of completion and do not remain enrolled after the end of the fourth year. Total public school enrollment in 2015 was approximately 59,105 students. Although the total number of young people has been on the decline, those that still call San Francisco home need significant supports to achieve economic self-sufficiency.

Young Adult Workforce Services are designed to provide services to job seekers ages 17-24. Further, services provided in these programs prioritize the target populations identified by the WISF, which include:

- Formerly incarcerated and justice system involved youth
- Homeless individuals
- Public housing residents
- Residents receiving public assistance
- Youth with disabilities
- Individuals with limited English proficiency
- Out-of-school youth
- In-school youth not on track to graduate
- Youth in the foster care system
- Pregnant and parenting teens

Numerous efforts across the City provide services to help young adults along the path to economic security. Through Young Adult Workforce Services, OEWD seeks to complement and build upon existing service models that strengthen communities and support young adults in achieving economic stability and general well-being. Youth who do not meet WIOA eligibility criteria can be served via other programs and funding streams, such as the Department of Children, Youth, and their Families.

OEWD funds three program areas addressing the needs of young adults in San Francisco's workforce system:

1. Young Adult Access Point
2. Reconnecting All through Multiple Pathways (RAMP)
3. Young Adult Subsidized Employment

According to a UC Davis evaluation funded by the California Workforce Investment Board to evaluate the state's youth workforce development system (9/2006), the most successful programs commonly utilize strategies which include a holistic approach which combines employment preparation with personal support; learning experiences which combine work with the chance to build self-confidence and to learn what it takes to be a good employee; and caring adult supervision. San Francisco's Young Adult Workforce Services incorporate all of these best practices.

**Young Adult Access Point**

Through a network of three to six Young Adult Access Points, employment services offer a variety of workforce, education, wrap-around, barrier-removal, and supportive services to support young adults in achieving economic stability and general well-being. In addition to delivering a comprehensive menu of WIOA workforce services on-site, the Young Adult Access Points serve as entry points into San Francisco's larger public workforce and education systems.

Each Young Adult Access Point offers to young adults the same menu of services that is available through adult Access Points. However, Young Adult Access Point Coordinators ensure that these services are tailored to the needs of young adults, and that young adults are engaged in the Access Point through targeted outreach and recruitment. Young adults may be served by other Access Points, although the Young Adult Access Points are exclusive to young people. For example, young people with disabilities may be served either via a Young Adult Access Point, the Disability Coordinator, or both – whatever best meets the needs of the young person. Close coordination across these resources will ensure seamless service delivery for the participants.

Young Adult Access Points:

- Manage and coordinate an accessible, community-based facility delivering comprehensive workforce services that target young adults ages 17-24.
- Coordinate partnerships among multiple stakeholders and service providers, including youth-serving community-based organizations.
- Provide culturally competent personnel who serve as workforce experts, reach young adults through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Conduct outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of young adults and connect them to the Access Point; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Conduct youth-friendly intake processes that determine if WIOA services are appropriate for the individual participant, including plans for referral of youth who are ineligible or are not selected to participate in OEWD-funded activities.
- Develop relationships with local businesses and with businesses whose hiring needs match the skills of young adult job seekers; while coordinating closely with OEWD's Business Services provider to facilitate connections to larger, regional businesses.
- Additionally, offer - through direct service or guided referral - the following WIOA Youth program elements:
    1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies
    2. Alternative secondary school services
    3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience which may include: summer employment, pre-apprenticeship programs, internships, job shadowing, on-the-job training
    4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials
    5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster
    6. Leadership development opportunities, community services and peer-centered activities
    7. Supportive services

8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation
9. Follow up services for not less than 12 months after the completion of participation
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area
14. Activities that help youth prepare for and transition to post-secondary education and training.

**RAMP-SF (Reconnecting All through Multiple Pathways)**
RAMP-SF is a workforce and educational development program that provides youth who are not making positive connections to the labor with an opportunity to address barriers to employment within the context of a work environment. Targeting young people who are involved with the justice system, reside in public housing, are exiting foster care, and/or have dropped out of school, the program model combines job readiness training, paid work experience, educational services, and intensive support. RAMP-SF equips participants with the skills and opportunities they need to get on a path towards self-sufficiency and productive participation in society.

All young adult participants receive a core set of program components that comprise the RAMP-SF model. These include a comprehensive assessment, job readiness training (JRT), work experience, and unsubsidized job search and placement assistance. With regards to work experience, following completion of JRT, each participating young adult is placed in a transitional job, internship or skill-focused training program which includes a stipend to allow for earning income while continuing the process of becoming fully work-ready. During the Work Experience component, an assigned coach works individually with participants to monitor their performance, assist them with any challenges they are facing, connect them with outside support services as needed (e.g. childcare, transportation, substance abuse services, etc.), and prepare them to seamlessly transition to the workforce.

**Young Adult Subsidized Employment Program**
The Subsidized Employment program, which will be newly funded under OEWD's December 2016 RFP, will provide a continuum of services for young adults who have previously participated in internships, on-the-job trainings, and subsidized employment programs and are "aging-out" of those programs. The purpose is to engage young adults in various experiences including work readiness training, technical skills training, educational support, youth leadership development activities, and meaningful work-based learning opportunities, with a heavy emphasis on San Francisco's targeted sectors. The program aims to provide young people exposure to the workplace, work readiness training, and a valuable work experience that

enhances their employability skills and career awareness while supporting their overall personal development.

Young Adult Subsidized Employment providers must connect each participating young adult with subsidized employment in a specific industry sector and occupation targeted by the program. Targeted sectors must have accessible career pathways, and the entry-level, subsidized positions provided to participants must connect to opportunities for advancement. Targeted industries may include the WISF priority sectors (information technology, healthcare, construction, and retail/hospitality), as well as other promising sectors.

**Additional Requirements for Counties with High Percentage of LEP Individuals**
San Francisco's foreign born population is almost 295,000 individuals, with 61.7% of them identifying as Asian, and 18.6% identifying as Hispanic or Latino. For individuals over five years of age, 22.3% speak English less than "very well," and of those, 59.3% speak an Asian language, 43.1% speak Spanish, 27.2% speak other Indo-European languages and 28.7% speak other languages. Because of the wide diversity in San Francisco's populations, services are offered in a range of languages including but not limited to Spanish, Mandarin, and Cantonese, by staff who are able to communicate and assist in a culturally appropriate manner.

As mentioned previously, a primary strategy to reach LEP populations are the Neighborhood Access Points, which are imbedded within San Francisco ethnic communities. Through the NAPs, OEWD has been able to identify and form collaborative relationships with the stakeholders who are providing services to LEP individuals. Over the past several years, through the Chinatown and Mission Neighborhood and Specialized Access Points, agencies provide workforce services that are targeted toward the LEP population. Services include job readiness preparation (interview preparation, resume development), computer skills, case management and job placement assistance. Sector programming under the Hospitality and HealthCare Initiatives offer training that are targeted toward monolingual adults, including Chinese Cooking, Personal Care Giver and Home Health Aide.

In addition, LEP individuals are eligible for Job Readiness Services, to assist them in addressing the barriers they face in finding and keeping employment. The services that are specifically tailored to the needs of LEP individuals include the following characteristics:

- Vocationally oriented and directly relevant to the vocational goals of the individual as much as possible
- Include an assessment of both written and verbal language skills
- Include an assessment of the individual's literacy in their native language
- Emphasize contextually-based learning with substantial time allocated to the practice and utilization of English language skills in a safe learning environment
- Relevant to the learning needs of the individual/target population
- Delivered in a culturally competent and culturally sensitive manner

## BUSINESS SERVICES

OEWD's Business Services Unit is part of the Workforce Division. Business Services offer customized solutions to meet specific business and industry employment requirements, supporting employer competitiveness and involvement in the workforce development system and strengthening the local economy. Business Services develop and leverage workforce, employer and industry partnerships to enhance an employer's ability to capitalize on the diverse skills and experience of local job seekers. Using the targeted sector strategy, services are provided to businesses and industry by OEWD Business Services staff and OEWD partner agencies. Each Access Point also engages businesses in ways that enhance the quality of workforce service delivery for its targeted job seeker population. Business services are designed as a continuum of opportunities for businesses to engage with the workforce system so that an employer may initially engage at a level that is appropriate and aligns with their business needs and progressively move towards deeper commitment and action along the spectrum of innovative programming and services available from networking events to Registered Apprenticeship.

The OEWD Business Services Unit offers the following services:

1. **Staffing services**
   - Candidate screening and referral: Business Services staff connect businesses to a large pool of qualified candidates that have been recruited, trained, and prescreened for the skills and job duties that are required.
   - Use of OEWD's employer and job seeker web-based Jobs Portal. After its development is completed, employers and job seekers will be able to gain access to organizations that provide customized recruitment services and solutions, helping to match candidates with jobs based on skill set, interests and location.

2. **Tax Credit & Bonding programs**

Consultation on numerous federal, state, and local hiring tax credits, including managing staffing risks through the use of free employee bonding programs. This is done in partnership with EDD.

3. **Downsizing, Layoff Aversion and Outplacement Services (Rapid Response)**

In the event of a layoff, outplacement services are provided through Rapid Response and Job Transition Assistance Services, helping affected workers quickly connect with resources and information on topics including Unemployment Insurance, COBRA, job counseling, training opportunities, and rapid reemployment. Quickly utilizing Rapid Response services helps ensure companies are compliant with state and Federal WARN Act requirements and also aids affected workers in quickly transitioning to new employment, minimizing the length of their unemployment insurance claims.

OEWD promotes Rapid Response workshops and other Business Services through the WISF, sector subcommittees, and ongoing relationships with business partners, city agencies, grantees,

employers and including employees. OEWD's Business Services staff participates in employer events, industry association meetings, community-based events, job fairs, employer-based spotlights and open house employer focused activities to promote Rapid Response and other Business Services.

OEWD will continue to partner with the Employment Development Department to meet with companies projecting or planning layoffs to ensure they are aware of Rapid Response, Business Services, WIOA services, and the Trade Adjustment Assistance program application process. OEWD is also an active member of the Greater Bay Area Rapid Response Roundtable (GBARRR), a group of Rapid Response coordinators, planners, and practitioners who work locally and regionally on behalf of the many Workforce Investment Boards, to deliver timely rapid response services to employers, and dislocated workers. The Roundtable meets quarterly and engages in discussions and activities by sharing best practices and establishing a network of professionals that facilitate service delivery across county boundaries.

In addition to the services offered directly by the Business Services Unit, the CAP coordinates On-the-Job training and incumbent worker trainings for employers.

**On the Job Training (OJT)**
Administered by the CAP, OJT reimburses the employer for up to half of the wages of a new hire, for the time it takes the employer to provide the training required for the individual to be fully productive in the position. OJT opportunities meet the following three criteria:

- Provide knowledge or skills essential to the full and adequate performance of the job;
- Provide reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the 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 customer, and the service strategy of the customer.

**Incumbent Worker Training**
OEWD has set incumbent worker training as a priority area. In addition to benefiting existing employees by moving them to jobs with higher sustainable wages, a robust career ladder strategy for incumbent workers can open entry-level positions to be filled with un- and underemployed residents participating in the City's workforce system. As a result, OEWD's current Request for Proposals embeds incumbent worker training in each of the sector programs. Additionally, OEWD intends to pilot innovative incumbent worker strategies and is encouraging proposals that present interesting and effective models to address employer and incumbent worker needs.

Business Services Specialists and Sector Coordinators assist employers with designing training for incumbent workers, facilitating search services for third party training providers, and connecting employers with funds to offset costs. For example, through a partnership with employer Homebridge, the HealthCare Academy offers an incumbent worker training for

Personal Care Givers interesting in advancing their skills and provides an opportunity to earn higher wages. The two paths offered are the Critical Care Track (for working with more at-risk clients) and the Leadership Track (prepares workers for managerial positions).

San Francisco has also received an American Apprenticeship Grant to provide Registered Apprenticeship in technology occupations for over 150 incumbent workers. Also noteworthy, the technology sector strategy coordinator assists employers in accessing Employment Training Panel (ETP) funds in order to train incumbent workers.

Summary of Business Services:

| Staffing Services | Growth Assistance | Rapid Response & Outplacement Services |
|---|---|---|
| • Job posting<br>• Jobs Portal<br>• Candidate referral<br>• Applicant screening<br>• Hiring Events | • Training/ On-the-Job Training/ Updated Skills Training<br>• Tax Credit Information/ Referrals<br>• Bonding programs<br>• Employment Training Panel and Customized Training | • Layoff Aversion<br>o Early warning<br>o Assessment<br>o Rapid Response<br>• Job Transition Assistance Services |

Economic development is another key partner in the delivery of business services. Dedicated to continuing San Francisco's tradition of business excellence, OEWD's Economic Development arm, specifically the Business Development Team, provides specialized support to address the unique needs of businesses in key sectors. For emerging and established companies alike, the aim is to serve as a centralized clearinghouse of information and services to support these industries' ongoing success. The Business Services Unit and the City's Economic Development Team have partnered on sector work and special initiatives, such as recruitment services for restaurants in commercial corridors. Workforce and Economic Development staff communicate regularly to ensure business development and support efforts are coordinated.

The OEWD Business Services Unit collaborates with the City's Office of Small Business to help foster, promote, and retain businesses of fewer than 100 employees in San Francisco. The two organizations are partnering on business engagement and outreach, including job and resource fairs and diverse community-based events. In the future, additional collaborative efforts may include staffing and recruitment services, referrals to customized training resources and outsourcing services during layoffs.

Looking toward the future, OEWD will maintain its efforts to work closely with employers and workforce system partners to determine employer needs in the local and regional area. OEWD will continue to collect real-time labor market intelligence from employer customers, the WISF,

and sector subcommittees through surveys, interviews, and focus groups. This information will be used to identify in demand occupational targets for education and training investments.

OEWD and partner agencies will also continue to provide integrated business services to employers through the One-Stop delivery system. EDD and OEWD staff members collaborate on an ongoing basis regarding Rapid Response services and assistance to employers who are recruiting. The manager of the local EDD office serves on the WISF and works with OEWD and its funded Access Points to provide assistance to employers who are hiring. By working closely with EDD, OEWD staff will avoid duplication of services.

Finally, OEWD will also continue to leverage and braid resources in the delivery of business services. OEWD currently leverages and braids other resources including Community Development Block Grant, San Francisco General Funds, funding from other city agencies including the San Francisco International Airport, the Municipal Transportation Agency, and the Public Utilities Commission to support OJT and customized training. The WISF also leverages educational resources from its partnerships with City College of San Francisco and San Francisco State University to support customized occupational skills training in the priority industries: Construction, Healthcare, Hospitality, and Information & Communications Technology (ICT). OEWD will continue to identify and pursue other resources to address sector specific training and employment needs.

## SECTOR WORKFORCE PROGRAMS

In alignment with the state policy strategies of targeted sectors and career pathways, OEWD funds coordinated workforce employment and training services in several priority industry sectors that have been identified through OEWD's strategic planning process and validated by labor market data. OEWD's Sector Workforce Programs are designed to improve the responsiveness of the workforce system to the demands of sustainable and growing sectors employing a significantly large number of employees, projecting high growth and/or facing staffing shortages while providing career pathways leading to self-sufficiency and economic mobility.

Sector Academies or Initiatives—as these programs are marketed to job seekers and employers—deliver a full spectrum of services necessary to develop job seekers' industry-relevant skills, experience and knowledge, and to help them secure and maintain unsubsidized employment within that sector. Sector Workforce Programs provide sector-specific job preparation services, occupational skills training, job readiness training, incumbent worker training, customized training, contextualized work-based learning strategies, employment retention and other workforce services in order to develop a pipeline of skilled workers for in-demand occupations.

OEWD has built and invested in four industry specific sector programs: Construction, Healthcare, Information and Communication Technology, and Hospitality/Retail. San Francisco residents that are able to access and participate in a Sector Program receive the supports and

training necessary to secure a job with a career path for self-sufficiency. By preparing residents to enter a growth sector, these services will assist residents to gain the skills and certifications necessary for employment and career advancement.

Brief summaries of the Construction, Healthcare, Technology and Hospitality sector initiatives appear below. Please refer to appendix A for projected job numbers and information on targeted occupations within these sectors, and refer to the RPU Regional Plan for further labor market analysis.

**Construction**

Established in 2005, CityBuild is OEWD's most established sector initiative. CityBuild offers two distinct construction training programs, which are operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back office functions on construction sites or home base offices. CBA and CAPSA have established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry. The construction industry in San Francisco employs over 26,000 people at 1,645 establishments. This industry offers many middle skill jobs that provide above median wages as well as benefits, as well as career pathways to advancement.

**Healthcare**

The healthcare industry and healthcare occupations have been identified on the national, state and local levels as priorities for workforce investment due to increasing demand for new workers, replacement of retirees, and skills development in response to new technologies, treatment options, and service delivery options. OEWD's HealthCare Academy prepares San Francisco job seekers for both clinical and non-clinical positions, in a wide variety of settings and requiring various levels of education and skill. The healthcare industry in San Francisco includes 2,259 establishments, and employs 36,879 individuals. Healthcare is known for its many access points, career ladders and lattices, and high wages. It is accessible to a variety of individuals – from those who want to provide direct patient care to those who want to work in an office. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential.

**Hospitality/Retail**

The San Francisco hospitality sector includes approximately 7,000 organizations of all sizes, employing 85,242 individuals in Accommodation and Food Services and 51,611 in Retail Trade. It is one of the biggest sectors in the area, and the third fastest growing sector for the both the City and the region, with 9% job growth projected through 2022. A vibrant and thriving industry, hospitality plays a critical role in the economy and culture of San Francisco. A diverse and qualified hospitality workforce is therefore vital to the City's overall economic stability. By

partnering with local hospitality industry employers, industry associations, unions and workforce education, training and service providers, OEWD has coordinated workforce efforts in this industry though the Hospitality/Retail initiative to address the growing workforce needs of industry employers. The Hospitality/Retail initiative delivers Sector Workforce Programs in three priority sub-sectors: Food Services (front-of-house and back-of-house), Facilities Maintenance & Safety (janitorial, maintenance, housekeeping and security) and Guest Services (hotel front-desk and retail sales associates). For many job seekers, this sector provides entry level opportunities for them to gain work experience and the opportunity to advance along career pathways.

**Information and Communications Technology (ICT)**

ICT is a major economic driver for both San Francisco and the region overall, with 12% projected job growth over the next five years. San Francisco is home to 1,216 ICT organizations, employing 35,603 individuals. TechSF is a citywide economic and workforce initiative that provides education, training and job placement assistance to both job seekers and employers, so that all involved benefit from the major job growth in technology occupations and opportunities. TechSF has existing employer, education, training and community-based partners that provide collaborative services to job seekers and employers in tech occupations across sectors in the pursuit of three goals: 1) Address the local technology workforce talent supply and demand through a coordinated labor exchange; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in the industry; and 3) Partner with secondary, postsecondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers. TechSF offers a wide range of tech trainings with an emphasis on serving long-term unemployed and individuals who are currently underrepresented in the IT sector.

OEWD is also exploring the possible pilot project areas of services tailored to the needs of entrepreneurs, business start-ups and gig workers that are currently not being addressed by other City programs or offices. According to an August 2016 Aspen Institute Partnership Brief, California's San Francisco Bay Area is at the forefront of increasing demand for freelance workers. A sizable portion of San Francisco's freelancers are "digital workers" who are self-employed computer and information technology contractors working for the region's high-technology companies. San Francisco has already done some work in this area. Under the umbrella of TechSF, Gig U was launched with a Department of Labor Workforce Innovation Fund (WIF) grant, which provided flexible funding to experiment with offering freelancers training in a workshop format. San Francisco will continue to explore ways to adapt and respond to a new worker-employer dynamic in the economy.

**Sector Access Point Coordinator (Sector Lead)**

In order to ensure the smooth on-ramping of job seekers into the above described sector pathways, the Sector Access Point Coordinator serves as the lead coordinator of a Sector Program. In close consultation with OEWD, the Coordinator manages and coordinates all activities and services provided through the Sector Access Point, a partnership that includes

employers, training providers, community-based training organizations, secondary and post-secondary educational institutions, unions, sector associations, workforce system partners, and other stakeholders. The Sector Access Point Coordinator is also responsible for the placement of both training and direct placement program participants into sector-related, unsubsidized employment.

Each Sector Access Point Coordinator collaborates with Sector Occupational Skills Training Providers and Sector Bridge Programs (if applicable) to create a comprehensive Sector Academy that offers a seamless delivery model for all employer and job seeker customers. The Sector Access Point is the "hub" for job seekers interested in pursuing a career in the relevant sector, with clear referral mechanisms and pathways to available trainings and service options for individuals from a variety of educational and employment backgrounds. Staff serve as sector subject matter experts; with a dual-customer approach, staff provide services to both job seekers and employers in order to effectively support the industry's workforce supply and demand needs. The Occupational Skills Training Providers and Sector Bridge Programs are described below.

**Occupational Skills Training Provider(s)**
To compliment the sector initiatives described above, OEWD funds sector-specific occupational skills training providers that create, vet and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training–related employment.

Occupational Skills Training providers are responsible for achieving participant program completion, job placement and employment outcomes; therefore, providers leverage Sector Access Point Coordinator case management and support services to ensure program retention and overall participant success.

Occupational Skills Training curriculum must be vetted and validated through industry employers and linked to appropriate credential(s), certification(s) or degree upon successful completion of training and testing. Training providers will provide information on career pathways that exhibit opportunities for upward mobility, career growth and self-sufficiency within a given industry.

**Sector Bridge Programs**
To further ensure participant success in sector career pathways, OEWD funds Sector Bridge Programs. Sector Bridge Programs equip participants with basic academic and technical skills contextualized to a targeted industry sector. Sector Bridge Programs provide an articulated path to postsecondary education/degree, further industry-recognized sector training (resulting in stacked certifications), or unsubsidized sector-related employment, and serve as feeders into one of the OEWD Sector Access Points. Successful models incorporate post-secondary education enrollment, financial incentives, and work-based learning opportunities, so that participants can build education credentials while learning skills and earning money.

Sector Bridge Programs have formal partnerships with local community colleges and other post-secondary institutions, including formal articulation of bridge programming to postsecondary degree pathways and lifelong learning, formal connections to industry-recognized sector training (with stackable certification) or direct connections to unsubsidized sector-related employment that, if entry-level, is part of a long-term career pathway in a given industry.

## D. Required Information Pertaining to America's Job Centers of California

As previously described, the Comprehensive Access Point meets all the requirements of an America's Job Centers of California (AJCC). The CAP serves as the central hub for all WIOA Title I workforce system services and serves three primary functions: coordination with core partners to ensure colocation and coordination of services; delivery of comprehensive Access Point services at a fully-staffed, "one-stop" career resource center; and coordination of the NAPs, SAPs, Sector Access Points, and Business Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system.

The following sections address additional required components of the local plan.

**Continuous improvement of eligible providers of services**
All OEWD funded grantees are required to collect, store, review, and report complete and accurate data on programs and services, including: operational, administrative and program performance; services; and participant demographics, progress, and outcomes. Because all grantees are required to enter data into OEWD's data management system Workforce Central (WFC), this allows for easy sharing of case file information across OEWD partners, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD's specific funding requirements. Workforce Central captures participant credential attainment, including for partner organizations that are set up in the system.

In addition to the monthly reports and quarterly narrative reports, OEWD will continue to engage in monitoring activities that may include, but are not limited to, site visits to contractor and partner facilities, interviews or surveys of program participants, review of financial and organizational documents, and learning group meetings among grantees. OEWD aims to support grantees in their efforts to continuously improve their practice, programs and services. OEWD will offer technical assistance and capacity-building activities in a variety of subjects related to quality assurance and program improvement. These will include operational requirements, program practices, and quality standards.

In order to ensure the continuous improvement of service providers and that services meet the employment needs of local employers, workers, and job seekers, OEWD requires all service providers to meet performance goals outlined in their contracts. OEWD performance measures are applicable to all programs and services funded through the RFP, and are consistent with and incorporate WIOA measures. (See section G for more information on performance goals.)

Beginning in January 2017, client satisfaction surveys will be incorporated into every participant contact point within the system, so that direct client feedback can inform the continuous improvement of services and programs. The One Stop Operator will be responsible for job seeker and employer satisfaction surveys and interviews to help provide feedback to service providers to improve overall service delivery strategies, and will also report to OEWD on operations, performance, and continuous improvement recommendations.

**Facilitating access to services in remote areas through technology and other means**
Although San Francisco is geographically small, and the Neighborhood Access Points are designed for geographic coverage, technology is also being used to facilitate access to services. The San Francisco Jobs Portal, an internet-based tool, is designed to give job seekers an overview and an opportunity to take part in San Francisco's workforce development system. The Portal's current capabilities allow OEWD grantees to connect their clients with uploaded job openings in order to facilitate full access to all employment opportunities developed within the system by participants as well as rapidly filling open job opportunities for employers. Possible future capabilities for the Jobs Portal system are being explored. The goal is the more efficient connection of employers to all of the job seekers in the workforce development system through the use of a technology platform that allows service providers to see specific requirements and match their participants to jobs appropriate for them as well as share info about events and trainings with the other providers in the system.

**Accessibility for individuals with disabilities**
As described previously, a Disability Coordinator will be funded to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Furthermore, contracts with service providers and MOU's with AJCC partners will require compliance with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990.*

**MOU's and Description of Roles and Contributions of AJCC Partners**
As described previously, WISF entered into Memorandums of Understanding (MOU) with the WIOA mandated partners to define their respective roles and responsibilities in achieving policy objectives. The attached MOU's outline that all parties agree to support the state plan's objectives of fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating and integrating programs and services; and ensuring that individuals with barriers to employment and those in target populations are able to access the services they need in order to eventually achieve economic mobility. Furthermore, all parties agreed to participate in joint planning and plan development, and to make modifications as needed to ensure continuous partnerships building; responsiveness to state and federal requirements; responsiveness to local economic conditions, and adherence to common data collection and reporting needs. Please refer to pages 3-5 for detailed descriptions of the contributions of each partner to the San Francisco workforce system.

**Coordination of services for Native Americans and migrant seasonal farm workers**
According to 2010 Census data, San Francisco has a very limited Native American population, at only 0.3% of the population, or 2,400 individuals out of a population of 805,000. Staff at the various access points are well versed in the wide array of community organizations and resources available, and will work with Native American clients to ensure they access the services and resources that they need.

San Francisco is an almost entirely urban environment, and as such has very limited commercial agriculture. Given the lack of agriculture, San Francisco's workforce includes very few, if any, migrant/seasonal farm workers (0.2% of the workforce is in agriculture, forestry, fishing, hunting, mining). Should any migrant/seasonal farm workers seek services, access point staff will coordinate with EDD and other community based organizations to ensure that these clients access the services and resources that they need.

**How local AJCC will serve as on ramp to regional sector pathways**
In order to on ramp clients to regional sector pathways, OEWD staff will continue to work closely and share information with regional workforce boards and partners. Any relevant sector pathway or training information will also be shared within the San Francisco system of service providers, so that they can promote relevant activities to their clients. In accordance with the Bay-Peninsula Regional Plan, the RPU plans to make ITA's for job seekers portable to training opportunities throughout the region.

As mentioned previously, San Francisco and its regional partners in the RPU have successfully collaborated on previous projects, including the DOL Human Centered Design Challenge which resulted in improvements throughout the region to the one stop customer experience. San Francisco remains committed to working regionally to support economic development and ensuring job seekers can access regional sector pathways.

## E. Required Information Pertaining to Specific Programs, Populations, and Partners

Much of this information is detailed earlier in the plan. For each component, a summary and/or a reference to earlier page numbers is provided below.

- **Promotion of entrepreneurial skills training and microenterprise services**
  As described in the Business Services section (page 21-23), OEWD includes an Office of Small Business, which provides services to small business owners and entrepreneurs. Furthermore, in the current RFP, OEWD is soliciting projects that provide services to entrepreneurs and gig workers who are not served elsewhere in the system.
- **A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.**

Please see pages 8-12. In addition to ITAs, job seekers are given training through four sector academies designed to meet the workforce needs of San Francisco's most in-demand sectors (please see Sector Workforce Programs, page 24-27).

- **A description of how the Local Board will coordinate rapid response activities**
  Please see page 21-22. The Business Services Team coordinate with both EDD and the Greater Bay Area Rapid Response roundtable.

- **A description and assessment of the type and availability of youth workforce activities in the Local Area including activities for youth who are individuals with disabilities. Include successful evidence-based models of such activities.**
  Please see pages 14-19 for a description of youth workforce activities, the Youth Service Access Point and the Disability Access Point.

- **How the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.**
  OEWD sees education as a critical component of the workforce development system. In particular, City College of San Francisco or CCSF (the local community college and provider of adult education) is a core WIOA partner and a primary referral point for education and training.

  OEWD is actively working with local educational institutions on initiatives including the STEM Talent Pathways and California Career Pathways Trust. CCSF as well as Career Technical Education within the San Francisco Unified School District (SFUSD) convene industry advisory committees to provide input on vocational training programs. WISF sector committee members are helping to drive the conversation at the education industry advisory committees. Common members across the committees share information at different meetings that are addressing the same sector. Furthermore, OEWD participates and helps to influence curriculum development via the curriculum advisory committee for City College. In addition, OEWD staff have participated in the Bay Area Community College Regional Consortium – including Strong Workforce planning meetings.

  OEWD and its San Francisco education partners are committed to working together to ensure the highest possible level of coordination in preparing the local workforce.

- **How the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the Local Area.**
  Please see pages 10 for a description of supportive services.

- **Plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the AJCC delivery system.**

Please see page 21 and 23 (business services) for a description of coordination with regards to Rapid Response and other business services activities. As mentioned on pages 3-4, EDD is co-located with the CAP, allowing for greater coordination. As outlined in the MOU between WISF and EDD, EDD and one stop staff will collaborate on services and cross train staff, to ensure maximum coordination, improved service delivery, and to avoid duplication of services.

- **Coordination with adult education and literacy; how the Local Board will review local applications under Title II to ensure alignment with the Local Plan**
  The California Department of Education has released its WIOA Title II Request for Applications for Program Year 2017-18 funding. The local Adult Education Block Grant (AEBG) consortium will be submitting their application which includes their workforce related education goals for San Francisco. The application is due by February 10, 2017.

  WIOA Regional and Local plans are expected to be approved by May 1, 2017. Following this approval, the WISF will need to review AEBG's application to insure workforce goals are aligned. This review will occur June 2017. The expectation is that the AEBG plan and the WISF local plan will both strive to provide the most relevant and necessary workforce training, in line with the sectors and targeted occupations of San Francisco and its region.

- **Services for individuals with Limited English Proficiency**
  Please see the description on page 20.

## F. Relevant Information Pertaining To Grants and Grant Administration

OEWD is responsible for the disbursement of all funds, including Workforce Innovation and Opportunity Act funds, under this plan. OEWD procures services from community based organizations and other eligible parties utilizing competitive Request for Proposal (RFP) and Request for Qualification (RFQ) documents. Each solicitation document issued by OEWD clearly describes the services being procured; required criteria that bidders must meet; expected outcomes per program or service category as appropriate; anticipated investment levels for each program or service category; proposal submission requirements; a summary of the review criteria; conditions under which bidders may protest the funding decisions and the process they must follow to protest a funding determination.

All RFP/RFQs are advertised extensively through local news outlets, through direct outreach mail and email lists, and through the department's website to ensure that the maximum numbers of potential applicants are reached. For large RFP solicitations, it is the department's practice to hold a public technical assistance conference to clarify programming, submission requirements and answer questions concerning the solicitation from potential bidders. Information provided at the conference is also publicly posted to ensure that all interested parties have access to the documents and guidance provided. Regardless of the size or type of the solicitation, OEWD's practice is to allow interested parties to submit questions during a specific time period set forth in the RFP/RFQ document. The department subsequently posts all

questions, answers, and additional guidance as noted above quickly to give bidders a chance to incorporate the guidance into their proposals.

Standard scoring rubrics are created for each solicitation and provided to all proposal readers with extensive directions to ensure that the review process is fair and equitable. Reviewers are asked to disclose all conflicts of interest and proposals are assigned accordingly to avoid all potential conflicts. Proposals are evaluated according to the criteria set forth for the RFP/RFQ and funding recommendations are presented to the WISF for discussion and confirmation where required.

Once grantees are selected and enter into contracts, OEWD's Program Operations team is responsible for monitoring programmatic outcomes; OEWD's Contracts and Performance team ensures compliance with fiscal aspects of contractual agreements.

## G. Relevant information pertaining to performance goals

All organizations that are awarded OEWD grant funds are required to collect, store, review, and report complete and accurate data on programs and services, including: operational, administrative and program performance; services; and participant demographics, progress, and outcomes. Because all grantees are required to enter data into OEWD's data management system Workforce Central, this allows for easy sharing of case file information across OEWD partners, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD's specific funding requirements. Workforce Central captures participant credential attainment, including for clients who are co-enrolled with partner organizations, provided that the organizations are set up within the system.

In order to ensure the continuous improvement of service providers and that services meet the employment needs of local employers, workers, and job seekers, OEWD requires all contractors to meet performance goals outlined in their contracts. OEWD performance measures are applicable to all programs and services funded through the RFP, and are consistent with and incorporate WIOA measures. Please see appendix C for San Francisco's 2016-17 and 2017-18 WIOA performance goals, as negotiated with the state.

## H. Relevant information pertaining to High Performing Board efforts (description of priority of service; and MOU Phase I and Phase II)

Within each service provider's contract, OEWD includes a requirement that services provided must prioritize the target populations identified by the WISF. Compliance with the priority of service is tracked through regular reporting requirements and monitoring visits.

Phase I of the WIOA required Memorandums of Understanding with core partners was completed and submitted in June 2016. Meetings have been set-up with core partners to discuss Phase II, with the goal of completing Phase II by early May and submitting to the state by June

30, 2016. A progress report timeline was submitted as required by January 4, 2017. San Francisco is on track for the timely completion of Phase II.

### I. Training Activities

In addition to the Sector Academies and Initiatives, WIOA funds may be used for Individual Training Accounts (ITAs) to provide individuals with skills to enter the workplace and retain employment. Training services may include:

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials
- "Earn and Learn" models such as On-the-Job training
- Programs that combine workplace training with related instruction
- Training programs operated by the private sector
- Skills upgrading and retraining
- Entrepreneurial training
- Adult education and literacy activities in combination with services described above
- Customized training

Job seekers – in consultation with an Access Point case manager -- must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to career goals as determined through an assessment. This ensures informed customer choice.

During the contracting and budgeting process with service providers, OEWD staff ensure that a minimum of 30% of funding is used for workforce training in accordance with UIC 14211.

## J. Public Transparency, Accessibility, and Inclusivity information

The local plan was agendized and discussed at three WISF meetings, on June 8, 2016, September 14, 2016 and December 14, 2016. The WISF board as well as the interested parties list reaches a wide range of partners and stakeholders, including those representing job seekers with disabilities, EDD, education, economic development, and business leaders (see appendix D). WISF meetings are publicly posted, open to the public and held at accessible locations. Furthermore, in December 2016 over 200 partner organizations and stakeholders were sent an online survey request to solicit further input into the local strategic plan development (see appendix D for the list of recipients and email invitation). Again, this broad distribution lists includes organizations that serve historically disadvantaged and high need populations. The online survey format was selected to make it as easy as possible for partners to provide input, including those who may have accessibility needs. The local plan was posted for a 30-day comment period beginning January 24, 2017 and ending February 24, 2017. No comments were received that disagreed with the local plan. Two organizations provided comments regarding providing additional resources for immigrant communities. OEWD will continue to work with partner organizations to ensure the best possible services for all job seekers.

## K. Relevant information pertaining to common intake and case management efforts

As mentioned previously, all WIOA-funded grantees are required to enter data into OEWD's data management system Workforce Central, which allows for easy sharing of case file information across OEWD partners, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD's specific funding requirements. If partners are set up in the system, it allows for tracking of co-enrolled individuals across programs.

## L. Other miscellaneous information requirements, including the State Plan requirement that Local Boards specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding

Title II program applicants are among those included in the stakeholder input process described in Section J. In addition to the public comment period, the Local Plan will be available on the OEWD website.

Appendix A: Labor Market Analysis
Appendix B: Memoranda of Understanding
Appendix C: Performance Goals
Appendix D: Public Comment
Appendix E: Local Board Assurances
Appendix F: Local Grant Recipients
Appendix G: Bylaws
Appendix H: Administration Designee and Plan Signatures
Appendix I: List of One Stops and AJCCs
Appendix J: Crosswalk Scoring Matrix

# Appendix A: LABOR MARKET ANALYSIS

## Construction

The construction industry in San Francisco employs over 26,000 people at 1,645 establishments, 92.2% of which have ten or few employees. This is consistent with the industry profile, which is comprised mainly of specialty trade contractors, small businesses that provide a specific trade such as plumbing, painting, or flooring. The number of construction jobs is expected to increase by 7% over the next five years, and the average earnings per employee in 2016 were $91,709.

In December of 2010, the San Francisco Board of Supervisors formally adopted the San Francisco Local Hiring Policy for Construction, becoming one of the strongest pieces of legislation in the country to promote the utilization of local residents on locally sponsored projects. In the first year of the Local Hire Policy, the mandatory local hiring requirement was 20% by trade. In the second year, the requirement increased to 25% and in the third year (beginning March 2013), 30%. In addition to implementing the local hire policy in 2011 and its oversight since, OEWD operates the CityBuild Academy to prepare local residents for entry into the construction industry through pre-apprenticeship and construction administration training, to assist contractors in meeting their local hire requirements, and to provide construction employers with skilled workers.

The following table of EMSI data provides the top construction occupations, by percentage of total jobs in the sector.

| Description | Employed in Industry (2017) | Employed in Industry (2022) | Change (2017-2022) | % of Total Jobs in Industry | Median Earnings |
|---|---|---|---|---|---|
| Carpenters | 3,997 | 4,273 | 276 | 15.2% | $26.60 |
| Construction Laborers | 3,821 | 4,238 | 417 | 14.4% | $21.33 |
| Electricians | 1,562 | 1,837 | 275 | 5.9% | $47.94 |
| Construction Managers | 1,394 | 1,426 | 32 | 5.3% | $56.83 |
| First-Line Supervisors of Construction Trades and Extraction Workers | 1,396 | 1,504 | 108 | 5.3% | $42.52 |
| Pipelayers, Plumbers, Pipefitters, and Steamfitters | 1,043 | 1,050 | 7 | 4.0% | $25.53 |

| | | | | | |
|---|---|---|---|---|---|
| Drywall Installers, Ceiling Tile Installers, and Tapers | 714 | 740 | 26 | 2.8% | $28.97 |
| Office Clerks, General | 713 | 764 | 51 | 2.7% | $19.73 |
| Secretaries and Administrative Assistants | 676 | 728 | 52 | 2.6% | $26.24 |
| General and Operations Managers | 620 | 676 | 56 | 2.3% | $64.71 |
| Cost Estimators | 454 | 501 | 47 | 1.7% | $39.42 |
| Cement Masons, Concrete Finishers, and Terrazzo Workers | 413 | 448 | 35 | 1.6% | $24.20 |
| Bookkeeping, Accounting, and Auditing Clerks | 399 | 414 | 15 | 1.5% | $24.71 |
| Miscellaneous Managers | 394 | 422 | 28 | 1.5% | $48.67 |
| Miscellaneous Sales Representatives, Services | 382 | 403 | 21 | 1.5% | $36.11 |

There are many occupations within the construction sector, from unskilled to skilled trades, as well as administrative and supervisorial/managerial roles in professional occupations such as architect and engineer. OEWD has focused its work on the occupations shown below because they provide access to opportunities for priority populations, a sustainable wage at entry, career pathways to advancement, and are growing and/or in demand locally.

- **Construction Trades**
  - All other Construction (47-4790)
  - Carpenters (47-2030)
  - Carpet, Floor, and Tile Installers and Finishers (47-2040)
  - Cement Masons, Concrete Finishers, and Terrazzo Workers (47-2050)
  - Construction Equipment Operators (47-2070)
  - Construction Laborers (47-2060)
  - Drywall Installers, Ceiling Tile Installers, and Tapers (47-2080)
  - Electricians (47-2110)
  - Glazier (47-2120)
  - Helpers, Construction Trades (47-3010)
  - Painters & Paperhangers (47-2140)
  - Plasterers and Stucco Masons (47-2160)
  - Plumbers and Pipelayers (47-2150)
  - Roofers (47-2180)
  - Sheet Metal Workers (47-2210)
- **Construction Administrative**
  - General Office Clerks (43-9060)
  - Secretaries and Administrative Assistants (43-6010)

The lowest paid construction laborers, according to EDD data, earn over $21/hour. Construction provides a clear pathway to earnings, health benefits, and retirement provisions, especially for those with minimal education. The average hourly wage of San Francisco construction workers who had not attended college was $24.50 in 2012 (L. Luster & Associates, 2013). However, workers in the specialty trades can make much more than this wage. San Francisco focuses on providing training and support for entry-level roles and skilled workers, and collaborates with local union halls and training programs in order to ensure that job seekers can enter the construction sector and identify pathways to specialized trades, including apprenticeships.

## Healthcare

The healthcare industry in San Francisco includes 2,259 establishments, and employs 36,879 individuals. Job growth is projected to be 7% by 2022, and the average earnings per employee in 2016 were $93,636. Healthcare is different than the other sectors in that there are a few extremely large employers, including University of California San Francisco (UCSF) Medical Center, which employs over 21,000 in the region. UCSF is the second largest employer in San Francisco after the City and County itself. The other large healthcare employers are the Veterans Affairs Medical Center, the Public Health Department, Moffitt Hospital, St. Luke's Hospital, and St. Francis Memorial Hospital.

The following table of EMSI data provides the top healthcare occupations, by percentage of total jobs in the sector.

| Description | Employed in Industry (2017) | Employed in Industry (2022) | Change (2017-2022) | % of Total Jobs in Industry | Median Earnings |
|---|---|---|---|---|---|
| Registered Nurses | 4,599 | 4,859 | 260 | 12.6% | $65.63 |
| Miscellaneous Healthcare Support Occupations | 3,391 | 3,637 | 246 | 9.1% | $20.42 |
| Secretaries and Administrative Assistants | 2,374 | 2,484 | 110 | 6.4% | $26.24 |
| Physicians and Surgeons | 2,214 | 2,235 | 21 | 6.1% | $89.78 |
| Nursing, Psychiatric, and Home Health Aides | 1,667 | 1,950 | 283 | 4.4% | $15.53 |
| Therapists | 1,168 | 1,272 | 104 | 3.1% | $44.84 |
| Receptionists and Information Clerks | 1,100 | 1,207 | 107 | 2.9% | $17.48 |

| | | | | | |
|---|---|---|---|---|---|
| Office Clerks, General | 826 | 864 | 38 | 2.2% | $19.73 |
| Diagnostic Related Technologists and Technicians | 764 | 801 | 37 | 2.1% | $48.47 |
| Dental Hygienists | 734 | 744 | 10 | 2.0% | $54.80 |
| Licensed Practical and Licensed Vocational Nurses | 751 | 849 | 98 | 2.0% | $28.31 |
| Psychologists | 741 | 787 | 46 | 2.0% | $37.46 |
| Dentists | 649 | 655 | 6 | 1.8% | $86.31 |
| Clinical Laboratory Technologists and Technicians | 603 | 644 | 41 | 1.6% | $31.88 |
| Medical and Health Services Managers | 558 | 599 | 41 | 1.5% | $68.90 |

Through work with the healthcare employer advisory committee, OEWD identified the following four occupational clusters (listed with SOC code). These occupations were selected for analysis based on their high projected growth, accessibility to target populations, and potential for building partnerships and leveraging resources to meet the sector's workforce needs.

- **Healthcare Practitioners**
  - Licensed Vocational Nurses (29-2061)
  - Registered Nurses (29-1111)
  - Respiratory Therapists (29-1126)
  - Speech-Language Pathologists (29-1127)
- **Technicians & Technologists**
  - Dental Hygienists (29-2021)
  - Emergency Medical Technicians and Paramedics (29-2041)
  - Medical and Clinical Laboratory Technicians (29-2012)
  - Medical and Clinical Laboratory Technologists (29-2011)
  - Pharmacy Technicians (29-2052)
  - Radiologic Technologists and Technicians (29-2037)
  - Surgical Technologists (29-2055)
- **Administrative**
  - Medical Records and Health Information Technicians (29-2071)
  - Medical Secretaries (43-6013)
- **Healthcare Support**
  - Dental Assistants (31-9091)
  - Home Health Aides (31-1011)

- Massage Therapists (31-9011)
- Medical Assistants (31-9092)
- Nursing Aides, Orderlies, and Attendants (31-1012)
- Pharmacy Aides (31-9095)

Healthcare is known for its many access points, career ladders and lattices, and high wages. It is accessible to a variety of individuals – from those who want to provide direct patient care to those who want to work in an office. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential. Nursing, for example, offers a clear pathway from entry-level patient care to nurse licensure and self-sufficiency.

**Hospitality/Retail**

The San Francisco hospitality industry includes approximately 7,000 organizations of all sizes, employing 85,242 individuals in Accommodation and Food Services and 51,611 in Retail Trade. It is one of the biggest sectors in the area, and the third fastest growing sector for both the City and the region, with 9% job growth projected through 2022. According to EconoVue data, 81% of hospitality businesses have ten or fewer employees, 17.4% have 11-99 employees, and 1.6% have 100 or more. The size of the hospitality industry reflects San Francisco's desirability as a tourist destination and provides ample opportunity for low-skilled workers to enter the workforce.

A vibrant and thriving industry, hospitality plays a critical role in the economy and culture of San Francisco. A diverse and qualified hospitality workforce is therefore vital to the City's overall economic stability. By partnering with local hospitality industry employers, industry associations, unions and workforce education, training and service providers, OEWD's Hospitality/Retail initiative has coordinated workforce efforts to address the growing workforce needs of industry employers. The Hospitality/Retail initiative delivers sector workforce programs in three priority sub-sectors: Food Services (front-of-house and back-of-house); Facilities Maintenance & Safety (janitorial, maintenance, housekeeping and security); and Guest Services (hotel front-desk and retail sales associates). For many job seekers, this sector provides entry-level opportunities for them to gain work experience and to advance along career pathways.

The following table of EMSI data provides the top hospitality occupations, by percentage of total jobs in the sector.

| Description | Employed in Industry (2017) | Employed in Industry (2022) | Change (2017 - 2022) | % of Total Jobs in Industry | Median Earnings* |
|---|---|---|---|---|---|
| Retail Salespersons | 14,844 | 15,752 | 6% | 11.0% | $14.64 |
| Waiters and Waitresses | 14,927 | 16,483 | 10% | 10.8% | $13.61 |
| Fast Food and Counter Workers | 12,206 | 13,322 | 9% | 8.9% | $11.28 |
| Cooks | 11,801 | 13,015 | 10% | 8.5% | $14.06 |
| Cashiers | 10,670 | 11,306 | 6% | 7.9% | $12.21 |
| Building Cleaning Workers | 5,218 | 5,383 | 3% | 3.9% | $14.43 |
| Supervisors of Food Preparation and Serving Workers | 5,212 | 5,748 | 10% | 3.8% | $20.28 |
| Food Preparation Workers | 5,144 | 5,618 | 9% | 3.7% | $11.49 |
| Dishwashers | 5,022 | 5,211 | 4% | 3.7% | $11.30 |
| Bartenders | 4,900 | 5,614 | 15% | 3.5% | $14.33 |
| Dining Room & Cafeteria Attendants & Bartender Helpers | 4,047 | 4,364 | 8% | 3.0% | $11.51 |
| First-Line Supervisors of Sales Workers | 3,862 | 3,953 | 2% | 2.9% | $26.31 |
| Stock Clerks and Order Fillers | 3,933 | 4,339 | 10% | 2.9% | $15.24 |
| Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop | 2,157 | 2,414 | 12% | 1.6% | $11.54 |
| Driver/Sales Workers and Truck Drivers | 1,999 | 2,145 | 7% | 1.5% | $18.28 |
| Food Service Managers | 1,988 | 2,112 | 6% | 1.5% | $21.99 |

Median hourly earnings may be less than the current San Francisco minimum wage ($13) because EMSI's occupational data is heavily based on the OES, which is a 3-year rolling average survey. The 3-year rolling average period for these data is 2013-2015. In 2013, San Francisco's minimum wage was $10.55; therefore, all of the median hourly earnings in this set will at least be higher than $10.55. For those occupations with median hourly earnings less than the current $13 minimum wage, the current minimum wage is a reasonable estimate for current earnings.

Through work with the hospitality employer advisory committee, staff have identified the following five occupational clusters (listed with SOC codes). These occupations provide entry into the sector, career pathways to advancement and are currently in demand and projected to be so in the foreseeable future.

- **Culinary**
  - Chefs and Head Cooks (35-1011)
  - Cooks (35-2012, 35-2014, 35-2015,35-2019)
  - First-Line Supervisors of Food Preparation and Serving Workers (35-1012)
  - Food Preparation Workers & Fast Food Cooks (35-2011, 35-2021)
- **Food and Beverage Service**
  - Bartenders (35-3011)
  - Dishwashers (35-9021)
  - Other Customer-Facing Service Jobs (35-3022, 3041)
  - Waiters and Waitresses (35-3031)
- **Facilities Maintenance**
  - Janitors (37-2011)
  - Maids and Housekeeping (37-2012)
- **Guest Services**
  - Baggage Porters and Bellhops (39-6011)
  - Concierge (39-6012)
  - Hotel, Motel Desk Clerk (43-4081)
  - Parking Lot Attendants (53-6021)
- **Security Guards** (33-9032)

Hospitality is a sector that has many entry points and many opportunities for advancement. In the culinary cluster, for example, an individual can enter the workforce as a food preparation worker. With experience, the worker can become a cook and then perhaps a supervisor. With more education and training come further opportunities for advancement and earning potential. There are similar trajectories in food and beverage service and guest services. Entry-level employment in hospitality is not as well paid as in other sectors, but it provides the first step on a pathway to self-sufficiency and economic security.

## Information and Communications Technology (ICT)

San Francisco is home to 1,216 ICT organizations, employing 35,603 individuals. ICT is a major economic driver for both San Francisco and the region overall, with 12% projected job growth over the next five years and average earnings per employee in 2016 of $185,669. It has the highest location quotient of San Francisco's targeted industries, at 2.39. According to EconoVue data, 80.9% of ICT businesses employ ten individuals or fewer; 15.5% employ 11-99; and 3.7% have 100 or more.

The following table of EMSI data provides the top ICT occupations, by percentage of total jobs in the sector. Software developers and programmers is the number one fastest growing occupation, across all industries.

| Description | Employed in Industry (2017) | Employed in Industry (2022) | Change (2017-2022) | % of Total Jobs in Industry | Median Earnings |
|---|---|---|---|---|---|
| Software Developers and Programmers | 6,075 | 7,254 | 1,179 | 16.6% | $53.92 |
| Miscellaneous Sales Representatives, Services | 1,871 | 2,105 | 234 | 5.2% | $36.11 |
| Actors, Producers, and Directors | 1,303 | 1,418 | 115 | 3.7% | $32.01 |
| Writers and Editors | 1,137 | 1,161 | 24 | 3.3% | $27.69 |
| Computer Support Specialists | 1,146 | 1,362 | 216 | 3.2% | $33.64 |
| Customer Service Representatives | 1,108 | 1,293 | 185 | 3.1% | $22.00 |
| Market Research Analysts and Marketing Specialists | 1,027 | 1,184 | 157 | 2.9% | $39.64 |
| Computer and Information Analysts | 1,005 | 1,219 | 214 | 2.7% | $52.42 |
| Advertising Sales Agents | 927 | 941 | 14 | 2.7% | $29.60 |
| Database and Systems Administrators and Network Architects | 964 | 1,114 | 150 | 2.7% | $54.37 |
| Marketing and Sales Managers | 940 | 1,040 | 100 | 2.6% | $75.07 |
| Computer and Information Systems Managers | 819 | 943 | 124 | 2.3% | $80.02 |

| | | | | | |
|---|---|---|---|---|---|
| General and Operations Managers | 783 | 881 | 98 | 2.2% | $64.71 |
| Broadcast and Sound Engineering Technicians and Radio Operators | 663 | 691 | 28 | 1.9% | $25.87 |
| Radio and Telecommunications Equipment Installers and Repairers | 636 | 687 | 51 | 1.8% | $34.57 |
| Artists and Related Workers | 638 | 684 | 46 | 1.8% | $34.61 |
| Office Clerks, General | 627 | 678 | 51 | 1.8% | $19.73 |

Mid-Pacific Information and Communications Technology (MPICT) Center and Centers of Excellence have done significant analysis of the ICT occupations in California. Based on their research and advice from the employer advisory committee, OEWD identified four occupational clusters in ICT (listed with SOC codes). These occupations were selected based on the needs of the local labor market. They are in demand currently and are projected to grow both locally and regionally. In addition, they provide entrance into the sector with professional growth possibilities and a corresponding increase in earning potential. These jobs meet the demands of local employers as well as OEWD's target populations.

- **Multimedia & Design**
  - Multimedia Artists and Animators (27-1014)
  - Graphic Designers (27-1024)
  - Film and Video Editors (27-4032)
- **Networking & Security**
  - Network and Computer Systems Administrators (15-1142)
  - Information Security Analysts, Web Developers, and Computer Network Architects (15-1179)
- **IT Support & Database Admin**
  - Computer and Information Systems Managers (11-3021)
  - Computer Support Specialists (15-1150)
  - Database Administrators (15-1141)
- **Programming**
  - Computer Systems Analysts (15-1121)
  - Computer Programmers (15-1131)
  - Software Developers, Applications (15-1132)
  - Software Developers, Systems Software (15-1133)

A brief scan of the median hourly wage for ICT occupations is enough to see that these jobs provide a pathway to economic security. The industry requires workers to be agile and lifelong learners, but in return, workers are among the highest paid in the region.

# APPENDIX B
## Local Workforce Development Board MOUs

The Local Workforce Development Board is required to submit a copy of their MOUs as an attachment to the local plan. The MOUs are included under this cover page.

MEMORANDUM OF UNDERSTANDING
BETWEEN THE SAN FRANCISCO HUMAN SERVICES AGENCY AND
THE WORKFORCE INVESTMENT BOARD OF SAN FRANCISCO

Parties to the MOU

The parties to this Memorandum of Understanding ("Parties") are the Workforce Investment Board of San Francisco (WISF) and the San Francisco Human Services Agency (HSA). WISF is San Francisco's Local Workforce Development Board. As authorized by Chapter 30 of the San Francisco Administrative Code, WISF is supported by the Department of Workforce Development (DEWD), which department assists WISF with the planning and coordination of all Workforce Development Services in the City.

**Purpose of MOU**

A. Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards are responsible for entering into a Memorandum of Understanding (MOU) with each of the America's Job Center of California (AJCC) partners that outlines operations of the overarching one-stop delivery system. HSA is an AJCC partner.
B. As set forth in the WIOA, the purpose of the MOU is to establish a cooperative working relationship between the WIOA Mandated partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

**Local/Regional Vision Statement, Mission Statement, and Goals**

The One-Stop delivery system is designed to establish services for a variety of San Francisco jobseekers that include unskilled, semi-skilled and high skilled individuals. Further, services provided by the One-Stop delivery system must prioritize the target populations identified by the WISF as appropriate:

- TANF Recipients
- Welfare to Work Participants
- County Adult Assistance Program (CAAP) Participants
- SNAP/CalFresh Employment & Training (E&T) Participants
- Dislocated Workers
- Formerly Incarcerated Individuals
- Homeless Individuals
- Public Housing Residents
- People with Disabilities
- Individuals with limited English proficiency
- Veterans
- Out-of-school youth
- In-school youth not on track to graduate

- Youth in juvenile justice and foster care systems
- Pregnant and parenting teens
- Individuals who are economically disadvantaged (low-income)
- Individual with barriers to education and employment

**Responsibilities of the Parties**

HSA and WISF agree to:

1. HSA and Partner to achieve the policy objectives of the state plan, which include:
    - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
    - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
    - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular needs, including achieving mandated TANF Work Participation Rate (WPR) hours and potentially unique needs so as to facilitate skills-attainment.
    - Serving Individuals with Barriers to Employment. This may include remedial education, English language literacy services as well as programming will better position these individuals to participate in training and education to better meet employer's needs. (WIOA section 134 requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals that are basic skills deficient for any expenditure of WIOA Adult program funds spent on individualized career services and training.)
2. Ensure the target population's access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job, i.e. jobs as those that provide, "a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size and the cost of living in the worker's community.
3. Participate in joint planning, plan development, and modification of activities to accomplish the following:
    - Continuous partnership building
    - Continuous planning in response to state and federal requirements
    - Responsiveness to local and economic conditions, including employer needs
    - Adherence to common data collection and reporting needs
4. Accomplish the following objectives by ensuring access to high-quality AJCCs that provide the full range of services for all customers seeking the following:
    - Enrollment in public assistance
    - Employment and Training Services

- Basic education and occupational skills
- Postsecondary degree or certificate
- Guidance with career choices
- Hiring skilled workers
- Other activities that allow the customer to meet his/her mandated work participant hours

**One-Stop System, Services**

1. HSA agrees to work jointly with the Department of Economic and Workforce Development (DEWD) to identify models of TANF one stop partnership that go beyond baseline federal expectations, as well as the purpose of the these partnerships, and the manner in which these partnerships elevate service delivery to improve client outcomes.

2. HSA and WISF will work together, as appropriate, to implement WIOA program strategies through a value-added partnership in which program partners contribute on the basis of their programmatic expertise. The WIOA strategies are as follows: subsidized employment, sector strategies, career pathways, organizing regionally, providing supportive services, "earn and learn" training models, including apprenticeships, integrating service delivery and braiding resources, and creating cross-system data capacity.

3. HSA and DEWD will each provide access to their respective programs at the AJCCs and at HSA service locations by means to be determined, which may include physical co-location of staff, cross training of staff, virtual access through phones or websites, distribution of printed materials, etc. HSA and DEWD will work together to establish a process for reciprocal referrals to appropriate services offered through the AJCC and HSA programs.

4. HSA and DEWD will work together to identify and implement best practices and model partnerships that encourage program coordination and alignment beyond minimum federally required standards pertaining to one stops and HSA programs.

5. HSA will be included and participate in local and regional planning, led by WISF and DEWD.

6. HSA agrees to provide co-location of physical staff and/or cross-training of One-Stop staff and/or virtual access to HSA to job seekers in coordination with WISF including:
    - Providing One-Stop clients with information and referrals including but not limited to the following:
        i. Public Benefits, including CalWORKS and CAAP eligibility and enrollment
        ii. Employment, Job Training and Job Placement Services, including JOBS NOW Program
        iii. Food Assistance
        iv. Food Assistance
        v. Health Care Coverage
        vi. Barrier removal services

- Support in the development of training Comprehensive Access Point (CAP) staff to assist with providing preliminary information regarding HSA programs.

7. HSA and DEWD will collectively provide support and technical assistance to facilitate the development of sector based career pathway programs specifically geared towards TANF recipients by providing information on best practices and model partnerships using both policy research and information from the field.

**Funding of Services and Operating Costs**

WISF and HSA agree to share operating costs of the AJCC system with all of the AJCC partners, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. The method of cost sharing will be mutually determined and effectuated by December 31, 2017.

**Methods for Referring Customers**

**The Parties agree** to develop a reciprocal referral procedure that will do the following:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding HSA and AJCC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators.
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through means to be determined, which may include co-location, cross training of HSA and AJCC staff, or real-time technology (two way communication and interaction with partners that results in services needed by the customer).

**Shared Technology and System Security**

The Parties agree to:

- Comply with the applicable system security provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Abide by the principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such

services.

- Develop technological enhancements that allow interfaces of common information needs, as appropriate and to the extent permitted by law
- Collaborate with all WIOA partners in the development of system security provisions of shared data systems.

**Confidentiality**

The Parties agree to comply with the client data confidentiality provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual client records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such service.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Parties agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the WIOA program as allowed under law and regulation.

**Non-Discrimination and Equal Opportunity**

The Parties shall not unlawfully discriminate against, harass or allow harassment against any employee, applicant for employment or AJCC customer on the basis of any federal, state or local protected categories.

**Grievance and Complaints Procedure**

The Parties agree to utilize DEWD's procedure for grievances and complaints for WIOA-funded programs and services provided at the AJCC, attached hereto as Exhibit A. Partners may have additional procedures for the programs they directly administer.

**American's with Disabilities Act and Amendments Compliance**

The Parties agree to operate in compliance with the Americans with Disabilities Act and its amendments. Additionally, the Parties agree to fully comply with the provisions of WIOA, Title VII of the Ccivil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

**Execution, Effective Dates, and Term of MOU**

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first review to be performed prior to July 1, 2017.

This MOU is not in force or effect until signed by authorized representatives of the Parties, and until approved by the Director of DEWD on behalf of WISF.

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the Parties.

**Termination**

The Parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

**Dispute Resolution**

All WIOA mandated partners agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Signatures

In WITNESS THEREOF, the parties to this Memorandum of Understanding execute this agreement.

Dated: 7/20/16 BY: _____

Signature of Authorization Administrator

**San Francisco Human Services Agency**

170 Otis Street

(Address)

San Francisco, CA 94103

(City, State, Zip)

Dated: 7/28/16 BY: _____

Director of DEWD on behalf of Workforce Investment Board of San Francisco

City Hall, Room 448

(Address)

San Francisco, CA 94102

(City, State, Zip)

MEMORANDUM OF UNDERSTANDING
BETWEEN CITY COLLEGE OF SAN FRANCISCO, TITLE II PARTNERS AND
THE WORKFORCE INVESTMENT BOARD OF SAN FRANCISCO

Parties to the MOU

The parties to this Memorandum of Understanding ("Parties") are the Workforce Investment Board of San Francisco (WISF) and City College of San Francisco (CCSF). WISF is San Francisco's Local Workforce Development Board. As authorized by Chapter 30 of the San Francisco Administrative Code, WISF is supported by the Department of Workforce Development (DEWD), which department assists WISF with the planning and coordination of all Workforce Development Services in the City.

**Purpose of MOU**

A. Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards (Local Boards) are responsible for entering into a Memorandum of Understanding (MOU) with each of the America's Job Center of California (AJCC) required partners, which outlines operations of the overarching one-stop delivery system. CCSF is an AJCC partner.
B. As set forth in the WIOA, the purpose of the MOU is to establish a cooperative working relationship between the WIOA Mandated partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

**Local/Regional Vision Statement, Mission Statement, and Goals**

The One-Stop delivery system is designed to establish services for a variety of San Francisco jobseekers that include unskilled, semi-skilled and high skilled individuals. Further, services provided by the One-Stop delivery system must prioritize the target populations identified by the WISF as appropriate:

- TANF Recipients
- Welfare to Work Participants
- County Adult Assistance Program (CAAP) Participants
- SNAP/CalFresh Employment & Training (E&T) Participants
- Dislocated Workers
- Formerly Incarcerated Individuals
- Homeless Individuals
- Public Housing Residents
- People with Disabilities
- Individuals with limited English proficiency
- Veterans
- Out-of-school youth
- In-school youth not on track to graduate

- Youth in juvenile justice and foster care systems
- Pregnant and parenting teens
- Individuals who are economically disadvantaged (low-income)
- Individual with barriers to education and employment

**Responsibilities of the Parties**

CCSF and WISF agree to:

1. CCSF and Partner to achieve the policy objectives of the state plan, which include:
    - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
    - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
    - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular needs, including achieving mandated TANF Work Participation Rate (WPR) hours and potentially unique needs so as to facilitate skills-attainment.
    - Serving Individuals with Barriers to Employment. This may include remedial education, English language literacy services as well as programming will better position these individuals to participate in training and education to better meet employer's needs. (WIOA section 134 requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals that are basic skills deficient for any expenditure of WIOA Adult program funds spent on individualized career services and training.)
2. Ensure the target population's access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job, i.e. jobs as those that provide, "a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size and the cost of living in the worker's community.
3. Participate in joint planning, plan development, and modification of activities to accomplish the following:
    - Continuous partnership building
    - Continuous planning in response to state and federal requirements
    - Responsiveness to local and economic conditions, including employer needs
    - Adherence to common data collection and reporting needs
4. Accomplish the following objectives by ensuring access to high-quality AJCCs that provide the full range of services for all customers seeking the following:
    - Enrollment in public assistance
    - Employment and Training Services

- Basic education and occupational skills
- Postsecondary degree or certificate
- Guidance with career choices
- Hiring skilled workers
- Other activities that allow the customer to meet his/her mandated work participant hours

**One-Stop System, Services**

1. CCSF and WISF will work together, as appropriate, to implement WIOA program strategies through a value-added partnership in which program partners contribute on the basis of their programmatic expertise. The WIOA strategies are as follows: sector strategies, career pathways, organizing regionally, providing supportive services, "earn and learn", integrating service delivery and braiding resources, and creating cross-system data capacity.

2. CCSF will assist in providing access to Title II programs through the AJCCs by means to be determined, which may include co-location, cross-training, or direct access through real-time technology. CCSF will provide information about all programs, services, and activities that may be available to customers through other Workforce partners. Staff can be designated at the Comprehensive AJCC to provide direct access to Title II programs for customers who are interested in enrolling in CCSF. Examples may include:
    - CCSF program staff physically present at the Comprehensive Access Point or other AJCC locations
    - Technology abled communication with customers to conduct services virtually, e.g email, Skype, video and web conferencing;
    - Identification of a single point of contact for service delivery;
    - Establishment of an Internet portal linking all partners.

3. CCSF and DEWD will work together to identify and implement best practices and model partnerships that deepen program coordination and alignment beyond minimum federally required standards pertaining to one stops.

4. CCSF will be included and participate in local and regional planning, led by WISF and DEWD.

5. The San Francisco Adult Education Consortium will be asked to participate in WIOA regional planning efforts and help those with basic skills deficiencies achieve sufficient skills to participate in the regional career pathway programs.

6. CCSF will aspire to provide onsite staffing and coordinate services to job seekers at AJCCs. Examples include:

a. Provide CCSF orientation sessions and career pathways information available through programming;
b. Designate staff at the Comprehensive Access Point to identify potential CCSF students;
c. Support in the development of training Comprehensive Access Point staff to assist clients with the CCSF application process and navigating college policies.

7. CCSF will continue to collaborate with DEWD on developing a work based learning system to enhance career opportunities for local residents.

**Methods for Referring Customers**

**The Parties agree** to develop a reciprocal referral procedure that will do the following:

- Ensure intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJCC programs, services, activities, and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and AJCC operators.
- Provide a direct link or access to other AJCC partner staff that provides meaningful information or service, through the use of co-location, cross training of staff, or real-time technology (two way communication and interaction across AJCC partners that results in services needed by the customer).

**Shared Technology and System Security**

The Parties agree to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Comply with the principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Collaborate with all WIOA partners in the development of system security provisions of shared data systems.

**Confidentiality**

The Parties agree to comply with the client data confidentiality provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individuals records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such service.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Parties agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the WIOA program as allowed under law and regulation.

**Non-Discrimination and Equal Opportunity**

The Parties shall not unlawfully discriminate against, harass or allow harassment against any employee, applicant for employment or AJCC customer on the basis of any federal, state or local protected categories.

**Grievance and Complaints Procedure**

The Parties agree to utilize DEWD's procedure for grievances and complaints for WIOA-funded programs and services provided at the AJCC, attached hereto as Exhibit A. Partners may have additional procedures for the programs they directly administer.

**American's with Disabilities Act and Amendments Compliance**

The Parties agree to operate in compliance with the Americans with Disabilities Act and its amendments. Additionally, the Parties agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

**Execution, Effective Dates, and Term of MOU**

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first review to be performed prior to July 1, 2017.

This MOU is not in force or effect until signed by authorized representatives of the Parties, and until approved by the Director of DEWD on behalf of WISF.

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the Parties.

**Effective Dates and Term of MOU**

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first revision to be performed prior to July 1, 2017.

This MOU is not of force or effect until signed by authorized representatives of the WIOA mandated partners, and until approved by the Chief Elected Official or designee.

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

**Termination**

The Parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

**Dispute Resolution**

All Parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Signatures

In WITNESS THEREOF, the parties to this MOU execute this agreement.

Dated: 7/12/16 BY: _____
Signature of Authorization Administrator

**City College of San Francisco**

50 Phelan Avenue
(Address)

San Francisco, CA 94112
(City, State, Zip)

Dated: 7/28/16 BY: _____

Director of DEWD on behalf of the Workforce Investment Board of San Francisco

**Workforce Investment Board of San Francisco**

City Hall, Room 448
(Address)

San Francisco, CA 94102
(City, State, Zip)

MEMORANDUM OF UNDERSTANDING
BETWEEN THE CALIFORNIA EMPLOYMENT DEVELOPMENT DEPARTMENT AND
THE WORKFORCE INVESTMENT BOARD OF SAN FRANCISCO

Parties to the MOU

The Parties to this Memorandum of Understanding ("Parties") are the Workforce Investment Board of San Francisco (WISF) and the California Employment Development Department (EDD). WISF is San Francisco's Local Workforce Development Board. As authorized by Chapter 30 of the San Francisco Administrative Code, WISF is supported by the Department of Workforce Development (DEWD), which department assists WISF with the planning and coordination of all Workforce Development Services in the City.

**Purpose of MOU**

A. Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards are responsible for entering into a Memorandum of Understanding (MOU) with each of the America's Job Center of California (AJCC) partners that outlines operations of the overarching one-stop delivery system. EDD is an AJCC partner.
B. As set forth in the WIOA, the purpose of the MOU is to establish a cooperative working relationship between the WIOA Mandated partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

**Local/Regional Vision Statement, Mission Statement, and Goals**

The One-Stop delivery system is designed to establish services for a variety of San Francisco jobseekers that include unskilled, semi-skilled and high skilled individuals. Further, services provided by the One-Stop delivery system must prioritize the target populations identified by the WISF as appropriate:

- TANF Recipients
- Welfare to Work Participants
- County Adult Assistance Program (CAAP) Participants
- SNAP/CalFresh Employment & Training (E&T) Participants
- Dislocated Workers
- Formerly Incarcerated Individuals
- Homeless Individuals
- Public Housing Residents
- People with Disabilities
- Individuals with limited English proficiency
- Veterans
- Out-of-school youth

- In-school youth not on track to graduate
- Youth in juvenile justice and foster care systems
- Pregnant and parenting teens
- Individuals who are economically disadvantaged (low-income)
- Individual with barriers to education and employment

**Responsibilities of the Parties**

EDD and WISF agree to:

1. EDD and Partner to achieve the policy objectives of the state plan, which include:
    - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
    - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
    - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular needs, including achieving mandated TANF Work Participation Rate (WPR) hours and potentially unique needs so as to facilitate skills-attainment.
    - Serving Individuals with Barriers to Employment. This may include remedial education, English language literacy services, as well as programming will better position these individuals to participate in training and education to better meet employer's needs. (WIOA section 134 requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals that are basic skills deficient for any expenditure of WIOA Adult program funds spent on individualized career services and training.)
2. Ensure the target population's access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job, i.e. jobs as those that provide, "a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size and the cost of living in the worker's community.
3. Participate in joint planning, plan development, and modification of activities to accomplish the following:
    - Continuous partnership building
    - Continuous planning in response to state and federal requirements
    - Responsiveness to local and economic conditions, including employer needs
    - Adherence to common data collection and reporting needs
4. Accomplish the following objectives by ensuring access to high-quality AJCCs that provide the full range of services for all customers seeking the following:

- Enrollment in public assistance
- Employment and Training Services
- Basic education and occupational skills
- Postsecondary degree or certificate
- Guidance with career choices
- Hiring skilled workers
- Other activities that allow the customer to meet his/her mandated work participant hours

**One-Stop System, Services**

**Services by WIOA TITLE III STATE WORKFORCE SERVICES (Wagner-Peyser, Unemployment Insurance, Labor Market Information, Veterans and Trade Adjustment Assistance programs): CA Employment Development Department (EDD) for the One-Stop System**

Description of Services:

- Core services that may include, but are not limited to Employment Services, Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Assistance. A description of services within each of these categories of core services is provided below:
    - Employment Services:
      Universal access to the registration process and, based on required identification, may receive one or more of the following services:
        - Access to basic labor exchange, CalJOBSSM and various printed and electronic materials for preparing resumes and improving interviewing skills;
        - Public access to computer stations; Labor Exchange (job seekers & employers) using the State CalJOBSSM system
        - Workshops (employment and job search preparation)
        - Staff assistance as follows:
            - Assistance and guidance in using CalJOBSSM.
            - Determination of employment related skills, abilities, and knowledge;
            - Assignment of specific occupational codes and titles;
            - Determination of employment barriers;
            - Matching of applicant profile with existing opportunities;
            - Referrals to employers where qualifications and requirements match;
            - Documentation of referrals and results through employer follow-up;
            - Referral to other partners when barriers indicate a need for intensive services;
            - Initiation of job development activities
            - Provision of Fidelity Bonding information

        - Youth Employment Opportunity Program (YEOP) access; Case management for eligible youth participants
        - Experience Unlimited program
        - Assistance to employers in recruiting, hiring, and retaining the best qualified persons for positions at all skill and education levels as follows:
            - Active outreach to employers to inform and educate on services and resources available through EDD.
            - Assistance in posting job orders into CalJOBSSM

- Availability of facilities for employers to conduct interviews and other recruiting activities when accommodation is feasible.
- Provision of information on services and resources available through other units of EDD and governmental entities;

- Unemployment Insurance (UI) Services:
  - Program Eligibility
    The EDD provides UI claim information online to customers on UI OnlineSM and by mailing the following documents that can be utilized when determining eligibility for the local Title I programs.
  - Notice of Unemployment Insurance Award (DE 429Z)
  - Notice of Unemployment Insurance Claim Filed (DE 1101CLMT)

    If the customer is unable to provide sufficient information, the Data Consent Authorization Form (DCAF) is available for AJCC staff to complete and fax/mail to the EDD. The form is signed by the claimant authorizing the partner to have access to confidential UI claim information (such as, basic claim info and wages reported in previous quarters) for one year.

    The EDD UI Program responds within three business days upon receipt.

  - UI Claim Filing Assistance and Information
    The WIOA outlines the 10th Basic Career Service as providing meaningful assistance in filing a UI claim in the one-stop delivery system.
    The UI program is committed to providing AJCC staff with training on resources available on the EDD website for filing a UI claim, accessing UI Online, viewing tutorials, and FAQs.

    The AJCC staff should be guiding customers through the online methods for filing a UI claim available on the EDD website. If the individual is considered irate/disruptive or all other means to provide meaningful assistance have been exhausted, the AJCC staff can direct the customer to the PSP line.

    The UI program is committed to making the PSP line available in the offices to provide the real-time technology for providing meaningful access after all in-person attempts by cross-trained AJCC staff have been exhausted.

  - California Training Benefits (CTB)
    Participate in consistent and meaningful collaboration and communication pathways within the California Training Benefits (CTB) programs, including a streamlined and expedited response time to determination requests sent to UI for CTB eligibility received from the local areas.

  - Trade Adjustment Assistance (TAA)/ Trade Readjustment Allowance (TRA) (UIB) Contribute to consistent and meaningful collaboration and communication pathways within the Trade Adjustment Assistance (TAA) program, specific to the Trade Readjustment Allowance (TRA).

(WSB) Commit to writing Petitions, Case Management, Rapid Response Presentations, Lay Off eversion (e.g. workshare)

- Rapid Response
  Participate in the planning of a rapid response event.
  Participate as a member of the rapid response team.
  Participate as a member of the Rapid Response Roundtable.

  Provide information on EDD programs and services at orientation:
  Work Share Program,
  Partial Program,
  TAA/TRA,
  UI services and CTB.
  NOTE: UI resources determined by event.
- Reemployment Services and Eligibility Assessment (RESEA), Personalized Job Search Assistance (PJSA), and Initial Assistance Workshop (IAW) Workshops
  Committed to profiling and scheduling job seekers to IAW, PJSA, and RESEA workshops.

  Committed to collaborating with the local areas to establish one reemployment workshop that includes all core components for IAW, PJSA, and RESEA while retaining individual tracking and reporting for each respective workshop.

  Committed to collaborating on feedback loops for reporting UI eligibility issues that may arise during interaction with the customer during the reemployment workshops.

- Work Share
  Committed to providing lay off aversion information to Employers.

- Veteran's Services:
  Veterans will receive priority of service as mandated by law. The following services may be offered, per the Jobs for Veterans State Grant:
  - Registration for conducting employment services;
  - Public access to computer stations; labor exchange using the State CalJOBS system.
  - Veteran services navigator intake/assessment; initial employability assessment.
  - Referral to intensive services and/or appropriate training opportunities, if eligible under program criteria.
    - Case management/counseling regarding employment and potential barriers to employment.
  - Staff assistance may include:
    - Assessment of veterans' needs and making referrals to agencies and programs which may meet those needs;
    - Veterans still on active duty status may receive information and guidance to assist in their re-entry to civilian employment;
    - Job referrals and job development

- Staff will strive to meet all mandated veterans standards per updated Veteran Program Letters and EDD Directives.

- Labor Market Information:
  Labor market information may be provided to jobseekers under the universal access principal adopted by the EDD. Services may be delivered through self-help or facilitated self-help. Self-help may include but not be limited to:
  - Labor Market Information for regional economies, local areas, and California
  - Self- service website: accessible to all customers with our LMI products & data
  - Occupational Guides/Profiles
  - Wage data
  - Skills info & skills transference
  - In-demand occupations
  - Education and licensing requirements
  - Crosswalk occupation and education program offerings
  - ETPL certified training organizations
  - Commute pattern data
  - Evaluating in-demand industries/occupations
  - Using LMI in your policy/decision making
  - How to use LMI
  - How to navigate through our LMI info website
  - LMI training for WIOA partners
  - Training through various mediums

- Employer Information Services may include the following:
  - Assistance with CalJOBSSM CalJOBS registration and navigation.
  - Assistance and information on how to post job orders into CalJOBSSM
  - CalJOBSSM assistance, training, and education.
  - Help-Desk employer assistance through assigned central site.
  - Assistance to employers by providing information on hiring incentives and programs such as Work Opportunity Tax Credit, which provides tax incentives for hiring certain classifications of workers.
  - Employer Advisory council (EAC coordination & activities) seminars and employer resource information.
  - Targeted Recruitment, job fairs, and hiring events.
  - Employer outreach.
  - Rapid Response presentations and lay-off aversion information.

- Trade Adjustment Assistance (TAA):
  Approval of a petition for benefits by the U.S. Department of Labor for individuals displaced under the laws governing TAA may result in those eligible individuals receiving the following services:

  - TAA benefits equal to most recent weekly benefit amount of unemployment insurance;
  - Trade Readjustment Allowance (TRA) benefits while enrolled in approved training if enrollment meets timing criteria;
  - Financial assistance with transportation, living expenses, job search, travel expense, and/or relocation expenses may be available.

- Rapid Response presentations.
- Training or re-training assistance and allowance.
- Co-enrollment with Title I partners for individual assessment.
- Writing of training contracts and doing invoicing.
- Case management for eligible participants throughout training period.
- Employment services

1. EDD and WISF will work together, as appropriate, to implement WIOA program strategies through a value-added partnership in which each partner contributes on the basis of its programmatic expertise. The WIOA strategies are as follows: subsidized employment, sector strategies, career pathways, organizing regionally, providing supportive services, "earn and learn" training models, including apprenticeships, integrating service delivery and braiding resources, and creating cross-system data capacity.

2. EDD agrees to achieve program coordination and, to the extent possible, integration, of the following programs in the America's Job Center System of California: Wagner-Peyser Act, Trade Adjustment Assistance Act, Jobs for Veterans State Grant (JVSG), Unemployment Insurance, Re-employment Services and Eligibility Assessment Activities (RESEA) and Labor Market Information as negotiated and articulated in local MOUs.

3. EDD agrees to provide co-location of physical staff and/or cross-training of One Stop staff and/or virtual access to EDD to job seekers in coordination with WISF including:
    - Orientation to help claimants/job seekers access self-service basic career services offered by the AJCC through the resource room or virtually, with particular emphasis on accessing available labor market and career information.
    - Registration in the state CalJOBS system
    - Assessment of skill levels, abilities, and aptitudes
    - Referrals to appropriate services offered through the AJCC, such as self-assessments, career exploration, and online job and occupations resources.
    - Support in the development of the individual employment plan that must include: work search activities, workshops providing appropriate staff-assisted career services, job search strategies, and/or training.
    - Career guidance, job search workshops, and referral to jobs or training in accordance with the approved and adopted MOUs.
    - Conduct workshops as needed on specialized services

4. EDD agrees to work together with partners to identify methods to share data and develop a common outcomes reporting system.

5. EDD will administer the State's labor exchange system and work with local and regional LWDAs to list job openings, provide a statewide network that links employers with qualified job seekers throughout California.

6. EDD will assist in the planning and implementation of professional development and career advancement opportunities for staff to strengthen career guidance services and enhance employer services.

7. EDD will be included and participate in local and regional planning, led by WISF and DEWD.

8. EDD will provide labor market information and workforce data to support the policy objectives of the state plan and to support regional and local planning efforts.

**Funding of Services and Operating Costs**

WISF and EDD agree to share operating costs of the AJCC system, with all of the AJCC partners, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. The method of cost sharing will be mutually determined and effectuated by 12/31/17.

**Methods for Referring Customers:**

The Parties agree to develop a reciprocal referral procedure that will do the following:

- Ensure that intake and referral process are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding EDD and AJCC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators.
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through means to be determined, which may include co-location, cross training of EDD and AJCC staff, or real-time technology.
- If EDD services are not available at an AJCC job centers, the following procedures will be used to refer persons needing assistance:
    - Referral to appropriate person or unit who can provide information or service; and
    - Provision of printed materials containing the necessary contact information.
- EDD agrees to refer customers to other AJCC partners for services as appropriate.
- Ensure intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJCC programs, services, activities, and resources shall be made available to all customers as appropriate.

**Shared Technology and System Security**

The Parties agree to:

- Comply with the applicable system security provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Abide by the principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate and to the extent permitted by law
- Collaborate with all WIOA partners in the development of system security provisions of shared data systems.

**Confidentiality**

The Parties agree to comply with the client data confidentiality provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual client records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such service.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Parties agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the WIOA program as allowed under law and regulation.

**Non-Discrimination and Equal Opportunity**

The Parties shall not unlawfully discriminate against, harass or allow harassment against any employee, applicant for employment or AJCC customer on the basis of any federal, state or local protected categories.

**Grievance and Complaints Procedure**

The Parties agree to utilize DEWD's procedure for grievances and complaints for WIOA-funded programs and services provided at the AJCC, attached hereto as Exhibit A. Partners may have additional procedures for the programs they directly administer.

**American's with Disabilities Act and Amendments Compliance**

The Parties agree to operate in compliance with the Americans with Disabilities Act and its amendments. Additionally, the Parties agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

**Execution, Effective Dates, and Term of MOU**

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first review to be performed prior to July 1, 2017.

This MOU is not in force or effect until signed by authorized representatives of the Parties, and until approved by the Director of DEWD on behalf of WISF.

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the Parties.

**Termination**

The Parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

**Dispute Resolution**

All Parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

**Hold Harmless/Indemnification/Liability**

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

Signatures

In WITNESS THEREOF, the parties to this Memorandum of Understanding execute this agreement.

Dated: 6-30-16

BY: Emilia Bartolomeu

Signature of Authorization Administrator
**Emilia Bartolomeu, Deputy Division Chief**
**Employment Development Department**
**Workforce Service Branch**

409 K St
(Address)

Eureka, CA 95501
(City, State, Zip)

Dated: 7-1-16

BY: Maria Rutherford

Signature of Authorization Administrator
**Maria Rutherford, Northern Operation Division Chief**
**Employment Development Department**
**Unemployment Insurance Branch**

800 Capitol Mall
(Address)

Sacramento, CA 95814
(City, State, Zip)

Dated: 7/28/16

BY:

Director of DEWD on behalf of the Workforce Investment Board of San Francisco

**Workforce Investment Board of San Francisco**
City Hall, Room 448
(Address)
San Francisco, CA 94102
(City, State, Zip)

MEMORANDUM OF UNDERSTANDING
BETWEEN THE DEPARTMENT OF REHABILITATION, SAN FRANCISCO AND
THE WORKFORCE INVESTMENT BOARD OF SAN FRANCISCO

Parties to the MOU

The parties to this Memorandum of Understanding ("Parties") are the Workforce Investment Board of San Francisco (WISF) and the Department of Rehabilitation, San Francisco (DOR). WISF is San Francisco's Local Workforce Development Board. As authorized by Chapter 30 of the San Francisco Administrative Code, WISF is supported by the Department of Workforce Development (DEWD), which department assists WISF with the planning and coordination of all Workforce Development Services in the City.

**Purpose of MOU**

A. Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards are responsible for entering into a Memorandum of Understanding (MOU) with each of the America's Job Center of California (AJCC) partners that outlines operations of the overarching one-stop delivery system. DOR is an AJCC partner.
B. As set forth in the WIOA, the purpose of the MOU is to establish a cooperative working relationship between the WIOA Mandated partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.
C. Required partners include local/regional representatives of the following programs:

| Required Mandated Partner | Program Area |
|---|---|
| San Francisco Workforce Investment Board | WIOA Title I Adult, Dislocated Worker, and Youth |
| City College of San Francisco | WIOA Title II Adult Education |
| California Employment Development Department | WIOA Title III Wagner-Peyser |
| San Francisco Department of Rehabilitation | WIOA Title IV Vocational Rehabilitation |
| San Francisco Human Services Agency | Temporary Assistance for Families (TANF) |

**Local/Regional Vision Statement, Mission Statement, and Goals**

The One-Stop delivery system is designed to establish services for a variety of San Francisco jobseekers that include unskilled, semi-skilled and high skilled individuals. Further, services provided by the One-Stop delivery system must prioritize the target populations identified by the WISF as appropriate:

- TANF Recipients
- Welfare to Work Participants
- County Adult Assistance Program (CAAP) Participants
- SNAP/CalFresh Employment & Training (E&T) Participants
- Dislocated Workers

- Formerly Incarcerated Individuals
- Homeless Individuals
- Public Housing Residents
- People with Disabilities
- Individuals with limited English proficiency
- Veterans
- Out-of-school youth
- In-school youth not on track to graduate
- Youth in juvenile justice and foster care systems
- Pregnant and parenting teens
- Individuals who are economically disadvantaged (low-income)
- Individual with barriers to education and employment

**Responsibilities of the Parties**

DOR and WISF agree to:

1. DOR and Partner to achieve the policy objectives of the state plan, which include:
   - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
   - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
   - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular needs, including achieving mandated TANF Work Participation Rate (WPR) hours and potentially unique needs so as to facilitate skills-attainment.
   - Serving Individuals with Barriers to Employment. This may include remedial education, English language literacy services as well as programming will better position these individuals to participate in training and education to better meet employer's needs. (WIOA section 134 requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals that are basic skills deficient for any expenditure of WIOA Adult program funds spent on individualized career services and training.)
2. Ensure the target population's access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job, i.e. jobs as those that provide, "a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size and the cost of living in the worker's community.

3. Participate in joint planning, plan development, and modification of activities to accomplish the following:
    - Continuous partnership building
    - Continuous planning in response to state and federal requirements
    - Responsiveness to local and economic conditions, including employer needs
    - Adherence to common data collection and reporting needs
4. Accomplish the following objectives by ensuring access to high-quality AJCCs that provide the full range of services for all customers seeking the following:
    - Enrollment in public assistance
    - Employment and Training Services
    - Basic education and occupational skills
    - Postsecondary degree or certificate
    - Guidance with career choices
    - Hiring skilled workers
    - Other activities that allow the customer to meet his/her mandated work participant hours

**Access for Individuals with Barriers to Employment**

San Francisco's One-Stop system will serve a variety of jobseekers including individuals with barriers to employment and education and target populations identified by the Workforce Investment Board. The AJCCs will offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA funds.

A system map is available and included in this MOU that identifies the location of every comprehensive and affiliate AJCC within the Local Area.

**One-Stop System, Services**

1. DOR and the San Francisco Workforce Investment Board will work together, as appropriate to implement WIOA program strategies through a value-added partnership in which program partners contribute on the basis of their programmatic expertise. The WIOA strategies are as follows: sector strategies, career pathways, organizing regionally, providing supportive services, "earn and learn" model, integrating service delivery and braiding resources, and creating cross-system data capacity.

2. DOR will provide access to programs through the AJCCs by means of co-location, cross-training, or direct access through real-time technology. Co-location includes program staff are physically present at the AJCC for monthly orientations to provide information about all programs, services, and activities.

3. DOR and DEWD will coordinate monthly DOR orientations at the AJCC.

4. DOR services will be individualized and geared to the needs of the consumer.

5. DOR will provide access to the Talent Acquisition Portal (DOR consumers only), Schedule A, and the LEAP program to qualified job seekers with disabilities. DEWD will provide access to CalJOBs labor exchange website and other services.

6. DOR will provide access to Vocational Rehabilitation services including training, self-advocacy training, assessments, career counseling/exploration; OJT/work experience; benefits planning; job placement services and assistive technology for eligible individuals with disabilities.

7. DOR and DEWD will develop a soft referral by contacting DOR staff directly for referrals. DOR will provide point of contacts for soft referrals.

8. DOR and DEWD agree to the partnership plus agreement for referral of eligible Ticket to Work Supplemental Security Income (SSI) and/or Social Security Disability Insurance (SSDI) beneficiaries to obtain sequential services from the DOR and an EN.

**Funding of Services and Operating Costs**

WISF and DOR agree to share operating costs of the AJCC system with all of the AJCC partners, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. The method of cost sharing will be mutually determined and effectuated by December 31, 2017.

**Methods for Referring Customers**

**The Parties agree** to develop a reciprocal referral procedure that will do the following:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding DOR and AJCC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators.
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through means to be determined, which may include co-location, cross training of DOR and AJCC staff, or real-time technology (two way communication and interaction with partners that results in services needed by the customer).

**Shared Technology and System Security**

The Parties agree to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.

**Confidentiality**

The Parties agree to comply with the client data confidentiality provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual client records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such service.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Parties agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the WIOA program as allowed under law and regulation.

**Non-Discrimination and Equal Opportunity**

The Parties shall not unlawfully discriminate against, harass or allow harassment against any employee, applicant for employment or AJCC customer on the basis of any federal, state or local protected categories.

**Grievance and Complaints Procedure**

The Parties agree to utilize DEWD's procedure for grievances and complaints for WIOA-funded programs and services provided at the AJCC, attached hereto as Exhibit A. Partners may have additional procedures for the programs they directly administer.

**American's with Disabilities Act and Amendments Compliance**

The Parties agree to operate in compliance with the Americans with Disabilities Act and its amendments. Additionally, the Parties agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

**Execution, Effective Dates, and Term of MOU**

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first review to be performed prior to July 1, 2017.

This MOU is not in force or effect until signed by authorized representatives of the Parties, and until approved by the Director of DEWD on behalf of WISF.

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the Parties.

**Termination**

The Parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

**Dispute Resolution**

All Parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Signatures

In WITNESS THEREOF, the parties to this MOU execute this agreement.

Dated: 6/30/16 BY: _____

Signature of District Administrator

**Department of Rehabilitation, (San Francisco District)**

301 Howard, 9th Floor

(Address)

San Francisco, CA 94105

(City, State, Zip)

Dated: 7/28/16 BY: _____

Director of DEWD on behalf of the Workforce Investment Board of San Francisco

City Hall, Room 448

(Address)

San Francisco, CA 94102

(City, State, Zip)

## America's Job Centers of California and Affiliate Sites

**Comprehensive Access Point**

1500 Mission Street

San Francisco, CA 94103

(415) 575-4570

**Chinatown Neighborhood Access Point**

601 Jackson Street

San Francisco, CA 94133

(415) 677-7500

**Visitacion Valley Neighborhood Access Point**

1099 Sunnydale Ave

San Francisco, CA 94134

(415) 239-8705

**Affiliate Site:**

**Civic Center – EDD Career Center**

801 Turk Street

San Francisco, CA 94102

(415) 749-7503

**APPENDIX C**

**PERFORMANCE GOALS**

# BAY/PENINSULA REGION

# 2016-17 GOALS

## ADULT

| Local Area 2016-17 | Employment Rate 2nd Quarter after Exit | Employment Rate 4th Quarter after Exit | Median Earnings 2nd Quarter After Exit | Credential Attainment with-in 4 quarter after Exit |
|---|---|---|---|---|
| NOVA | 59.5% | 58.33 % | $6,787 | 52.9% |
| San Benito | 65% | 62.50% | $4,957 | 52.9% |
| San Francisco | 65.0% | 62.50% | $4,957 | 52.9% |
| San Jose | 57.5% | 55.0% | $5,340 | 48% |

## DISLOCATED WORKER

| Local Area 2016-17 | Employment Rate 2nd Quarter after Exit | Employment Rate 4th Quarter after Exit | Median Earnings 2nd Quarter After Exit | Credential Attainment with-in 4 quarter after Exit |
|---|---|---|---|---|
| NOVA | 66.2% | 61.5% | $11,803.84 | 60.0% |
| San Benito | 68% | 66.50% | $7,308 | 60.0% |
| San Francisco | 68.0% | 66..5% | $7,308 | 60.0% |
| San Jose | 63.4% | 62.00% | $8,425 | 60.0% |

## YOUTH

| Local Area 2016-17 | Employment or Placement Rate 2nd Quarter after Exit | Employment or Placement Rate 4th Quarter after Exit | Median Earnings | Credential Attainment with-in 4 quarter after Exit |
|---|---|---|---|---|
| NOVA | 62.4% | 64.2% | baseline | 50.0% |
| San Benito | 63.6% | 63.6% | baseline | 54.7% |
| San Francisco | 62.4% | 64.2% | baseline | 35.0% |
| San Jose | 62.4% | 64.2% | baseline | 50.0% |

# APPENDIX D
## Public Comment

The Local Workforce Development Board is required to submit a copy of their invitation and recipients of the invitation for public comment, as an attachment to the local plan. These documents are included under this cover page.

**Acevedo, Lauran (ECN)**

**From:** Office of Economic and Workforce Development <workforce.development@sfgov.org>
**Sent:** Monday, March 06, 2017 5:56 PM
**To:** Development, Workforce (ECN)
**Subject:** **Regional and Local Plans - Invitation for Public Comment**

SAN FRANCISCO
Office of Economic and Workforce Development

Dear Colleagues,

The Bay Area Regional Planning Unit is pleased to release the 2017-2020 Workforce Innovation and Opportunities Act (WIOA) Regional Plan Draft for Public Comment. The Local Workforce Development Boards for San Benito, San Francisco, NOVA (Northern Santa Clara and San Mateo County), and San Jose Silicon Valley Workforce Investment Network (Southern Santa Clara County, which operates as work2future) jointly developed this Regional Plan Draft with input from our partners and stakeholders. The plan focuses on our goals and strategies for building regional sector pathways and regionally coordinated workforce services to better meet the needs of employers and job seekers in the region.

The Regional Plan Draft for Public Comment will be posted for the 30-day period ending **February 25th**. The Bay Area Regional Planning Unit will include all public comments in our final submission of the Regional Plan to the State of California Labor and Workforce Development Agency.

Please note that the final Regional Plan will be submitted to the State along with separate *Local Plans* for each of the above Local Workforce Development Boards. If you have comments on *local service delivery* and *coordination among local partners*, please refer to your Local Workforce Development Board's website for more information about the Local Plan.

**The Plans and Forms for Public Comment are available at OEWD's website at http://oewd.org/node/2009.**

Hard copies of the Local and Regional Plans are also available at the following locations:

- Office of Economic and Workforce Development, 1 South Van Ness Avenue, 5th floor, San Francisco, CA 94103

- Comprehensive Access Point – Goodwill located at 1500 Mission Street, San Francisco, CA 94103

For questions about the Local Plan, please contact OEWD at 415-701-4848.
**Comments will be accepted until 5pm PST February 25th, 2017.**

We look forward to receiving your comments, feedback, and suggestions.

Thank you!

Sincerely,

Workforce Development Division,
Office of Economic & Workforce Development

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*If you require an accommodation due to disability, please contact Lauran Acevedo at (415) 701-4848 or TDD 800-735-2929 (CRS), or via email at lauran.acevedo@sfgov.org. Assistance in other languages will be honored whenever possible.*

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| Judy | Jacobs | Jails to Jobs | | |
| Lam | Jai | | | |
| Kiran | Jain | Civic Design Lab | Founder | |
| Abraham | Jankans | LaunchPad | | |
| Jonathan | Jay | | | |
| Carolyn Jayin | Jayin | Department of Building Inspection | | |
| Maynard | Jenkins | | | |
| Jackie | Jenks | Hospitality House | Executive Director | |
| Xiaoyi | Jin | UC Berkeley | | |
| Marie | Jobling | Community Living Campaign | | |
| Alice | Johnson | Bethel AME Church | Executive Director | |

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---|---|---|---|---|
| | Johnson | | | |
| Gregory A. | Johnson | City College of San Francisco | | |
| Richard | Johnson | Employment Development Department | | |
| Jennifer Johnston | Johnson | Civil Service Commission | | |
| Floyd D. | Johnson | San Francisco Sheriff's Department | | |
| Gary Allen | Johnson | | | |
| Gerald | Johnson | Small Business Exchange | | |
| Melanie | Johnson | | | |
| Kesha | Johnson-Clark | Brown Sugar Promotions | Owner & Social Media Mgr | |
| Caleb | Jonas | Samaschool | | |
| Lorna D. | Jones | Community Vocational Enterprises | | |
| | Jones | Women's Audio Mission | | |
| | Jones | SFOP | | |
| Dwayne | Jones | RDJ Enterprises | | |
| Frederick | Jordan | SF African American Chamber of | | |
| Schenelle | Jordan Andrews | Community Housing Partnership | | |
| Alka | Joshi | | | |
| Andrea | Juarez | CHALK | Associate Director | |
| Yong | K. | Wonolo | | |
| Edie | Kaeuper | CCSF | Assoc. Dean for CCPT | |
| Marilyn | Kan | Alameda Co (WIB) | | |
| James | Kass | Youth Speaks | | |
| Rebecca Katz | Katz | Animal Care & Control | | |
| Ruth | Kavanagh | Employment Development Department | | |
| Stephen A. | Kech | City College of San Francisco | | |
| Naomi | Kelly | GSA | City Administrator | |
| Mindy | Kener | Anders & Anders Foundation | Program Manager | |
| Darragh | Kennedy | Hearing and Speech Center of | Executive Director | |
| Megan | Kenny | Goodwill Industries of San Francisco, | Director of Operations, People | |
| Charlie | Kim | ARIA | | |
| Susan | Kimball | First Place for Youth | | |
| Michael | King | Office of Economic and Workforce | Senior Workforce Analyst | |
| Franzo | King | St John Coltrane African Orthodox | | |
| Franzo | King | St John Coltrane African Orthodox | | |
| Vas | Kiniris | Zinc Details | Own Business | |
| Daisy | Kinyauo | | | |
| Laura | Kirkwood | Adaptive Path | | |
| Lisa | Kirvin | Renaissance Entrepreneurship Center | Director of Finance, Operations and | |
| Anne | Kirwan | Upwardly Global | Managing Director | |
| | Klee | Childrens Council | | |
| John | Knox | San Francisco Juvenile Probation | STEPS Coordinator | |

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---|---|---|---|---|
| Tom | Kolbeck | Greater Rincon Hill Association | | |
| Donna | Kotake | Department of Human Resources | Workforce Development Director | |
| | Kreiss | CBS Television | | |
| Vendetta | Krista | | | |
| Ina | Kupriyanova | CSI Security North | | |
| Richard | Kurylo | Office of Small Business | | |
| Sylvia Kwan | Kwan | Kwan Henmi Architecture/Planning | Founder | |
| Todd | Kyger | San Francisco Public Utilities | | |
| Christiaan | L. Canter | New Door Ventures | Chief Development Officer | |
| Marina | LaBarbe | CA Department of Rehabilitation | | |
| Josh | Lachs | | | |
| Deena | Lahn | | | |
| Craig | Lahti | | | |
| Byron | Lam | OEWD Workforce Development | CityBuild Employment Liaison | |
| Jenny | Lam | Chinese for Affirmative Action (CAA) | Director of Community Initiatives | |
| Gladys | Lam | Chinatown Community Development | | |
| Paul | Lamb | SF Goodwill | | |
| Maura Lane | Lane | Controller's Office | | |
| Harriett | Larkin | Renaissance Parents of Success | Employment/Retention Specialist | |
| Kamilah | Latimore | Neighborhoods | Project Manager, Jobs Squad | |
| Grace | Lau | | | |
| Karen | Lau | Wu Yee Children's Services | | |
| Jon | Lau | Joint Development | Project Manager | |
| Lan | Le | Vietnamese Community Center of SF | | |
| Heather | Leach | ManpowerGroup | Program Director | |
| Deborah | LeDet | Excelsior Action Group Steering | Steering Committee Member | |
| Andrea | Lee | Mujeres Unidas y Activas (MUA) | Co-Director for Development and | |
| Brenda | Lee | | | |
| Helen | Lee | Enterprise for Youth | Program Director | |
| John | Lee | Bread Project | | |
| Kenneth | Lee | | | |
| Kari | Lee | The YMCA | | |
| Edwin M. Lee | Lee | City and County of San Francisco | | |
| Kordnie | Lee | Green Streets | | |
| Selina | Lee | Asian Pacific Community Center | Executive Director | |
| Alyson | Lee-Suzuki | Wu Yee Children's Services | Chief Programs Officer | |
| Teresa | Lei | | | |
| Lex | Leifheit | Business Development | Project Manager | |
| Max | Lelu | Department for International Trade | | |
| - | Lenio | CBRE | | |
| Bianca | Leon | | | |

| First name | Last name | Company | Job title |
|---|---|---|---|
| Emily | Lesk | Joint Development | Project Manager |
| | Lesner | | |
| Jane | Leu | Upwardly Global | |
| Janny | Leung | | |
| Nicole | Levine | Women's Initiative for Self Employment | Executive Director |
| Leslie | Levitas | San Francisco Sheriff's Department | |
| Leslie | Levitas | San Francisco Sheriff's Department | |
| Alpha | Lewis | Goodwill Industries | |
| Claudia | Lewis | Urban University | |
| Shamar | Lewis | Youth Employment Partnership | |
| Ferdinand | Lewis | Jireh Technologies, Inc. | |
| Thomas | Li | Communications | Business Outreach Specialisty |
| Cecilia | Liang | Charity Cultural Services Center | Program Director |
| May | Liang | Film Commission | |
| Michael | Liao | NICOS Chinese Health Coalition | |
| Fred | Liedl | Economic Development | Director of Financial Operations |
| Nancy | Limyee | Department of Public Health | |
| Ku-Tsang | Lin | | |
| Po Yee | Lindahl | Department of Public Health | |
| | Ling | Goodwill Industries | |
| Geoffrey | Link | San Francisco Study Center | |
| Maylee | Liu | | |
| Linda | Liu | Chinese for Affirmative Action | |
| Lily | Lo | Northern Community Federal Credit | |
| Leisha | Loggins | | |
| Larry | Lom | '- | |
| Matthew | Lombard | '- | |
| Lawland | Long | FacesSF | Executive Director |
| Robert | Lopez | Mission Hiring Hall (MHH) | Program Counselor |
| Andrew | Lopez | Native American AIDS Project | Assistant to the Director |
| Vinico | Lopez | | |
| Alisa | Loveman | East Bay Refugee Forum TA Project | |
| Joanne | Low | City College of San Francisco | |
| Marty | Low | Institute for the Future | |
| Allen | Lu | '- | Coordinator of Community Outreach |
| Celina | Lucero | | |
| Tony | Lugo | Human Services Agency | |
| Holly | Lung | Neighborhoods | Program Manager |
| Alexander | Luong | | |
| Laura | Luster | Laura Luster & Associates | |
| Leigh | Lutenski | Joint Development | Project Manager |

**Email Addresses have been removed due to privacy**

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---|---|---|---|---|
| Paula | Luu | Coming Home Goods | Founder | |
| Bernie | Lynch | Strategic Development Solutions LLC | | |
| Tonja | Lynn | | | |
| Diana | Lyons | Lao Family Community Development, | | |
| Susan | Ma | Economic Development | Community Development Specialist | |
| Karrie | Ma | APA Family Support Services | | |
| Sandra | Machado | A friend | Case Manager | |
| Alex | Macmillan | Swords to Plowshares | | |
| Tyler | Macmillan | Eviction Defense Collaborative | Executive Director | |
| Cheryl | Magid | | | |
| Menaka | Mahajan | CCSF, Office of Small Business | | |
| Rosalyn | Mahashin | Samasource | | |
| Lise | Maisano | S.H. Cowell Foundation | | |
| Marc | Majors | OEWD | CityBuild Academy Manager | |
| Linda | Manion | | | |
| Martha | Mar | Larkin Street Youth Services | Manager of Education and Training | |
| Rosalyn | Marcellais | Friendship House Association of | Contract Analyst | |
| | Marco | | | |
| Don | Marcos | Mission Hiring Hall (MHH) | Executive Director | |
| Stephanie | Margossian | TRAIL | | |
| Joe | Marino | CTC - California Technical Contracting, | Principal | |
| Gray | Marquez | Chalk | | |
| Corey | Marshall | Splunk | Director, Splunk 4 Good | |
| | Martin | Japanese Community Youth Center | | |
| John Martin | Martin | San Francisco International Airport | | |
| Michael | Martin | OEWD | Project Director | |
| Mike | Martin | Joint Development | | |
| Veronica | Martinez | Adult Probation Department | | |
| Richard | Martinez | Juma Ventures | Director of Enterprise | |
| Pauline | Marx | TTX | | |
| Dennis | Marzan | Mission Hiring Hall | | |
| Delia | Mayberry | Volunteers of America, Bay Area | | |
| D | Mayeda | '- | | |
| Carla | Mays | Mays Social Capital Solutions | | |
| Margaret | McArthur | Department of Recreation and Parks | | |
| Michael | McCarthy | Department of Technology | Community Broadband Manager | |
| Jordan | McDonald | Symplicity | | |
| '- | McDonnell | '- | | |
| James | McGhee | SF African American Chamber of | | |
| Sacha | McGowan | Buckelew Employment Services | | |
| Phyllis | McGuire | City College of San Francisco | Dean, Evans Campus | |

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---|---|---|---|---|
| Chester | Meadows | | | |
| Gabriel | Medina | | | |
| - | Medina | MEDA | Policy Manager | |
| Patricia | Medina | OEWD Invest in Neighborhoods | Contracts Administrator | |
| Patty | Medina | Neighborhoods | | |
| Harlon | Meeks | | | |
| Josette | Melchor | GAFFTA | Founder | |
| Patricia | Melgar | Arriba Juntos | Training Programs Coordinator | |
| Santiago | Mendez | Independent | | |
| Salvador | Menjivar | Hamilton Family Center | | |
| Betsy | Merzenich | San Francisco YouthWorks | | |
| Daniel | Michael | Thrive-Ability, LLC. | | |
| Ken | Miller | Northern California -Joint | | |
| Sharon | Miller | Renaissance Entrepreneurship Center | CEO | |
| Wendy | Miller | City College of San Francisco | | |
| Sarah | Miller | CAEL | | |
| Rebecca | Miller | | | |
| Julie | Millman | Hamilton Family Center | | |
| David | Miree | Human Rights Commission | | |
| Janice | Mirikitani | Glide | | |
| Ross | Mirkarimi | Sheriff Department | | |
| Sidharth | Mishra | America Works of California, Inc | Director | |
| Patrick | Mitchell | OEWD | TechSF Program Manager | |
| | Mizuhara | EarthLink | | |
| Holly | Moala | OEWD | CityBuild Workforce Analyst | |
| ROCIO | MOLINA | The Reset Foundation | Public Engagement Manager | |
| Jennie | Mollica | | | |
| Britt D | Moore | San Mateo County Human Services | | |
| Lilli | Morales | OEWD | CityBuild Employment Liaison | |
| Laura | Moran | San Francisco Unified School District | Chief of Staff | |
| Jeff | Mori | Office of Economic and Workforce | Special Assistant | |
| Sherryl | Morris | Treasure Island Homeless | | |
| Stanley | Moy | Excelsior Works! | Program Assistant | |
| Candra | Muhammad | Employment & Training Dept. (City of | | |
| Gee | Mulah | | | |
| Jamie | Munter | Third Baptist Church of San Francisco | | |
| Araceli | Murcia | | | |
| Elizabeth | Murray | War Memorial and Performing Arts | | |
| Roxanne | Murray | Family Service Agency of San | Seniors Community Service | |
| Uma | Murugan | Urban Strategies Inc. | | |
| Lievin | Mwamba | Upwardly Global | Finance | |

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---|---|---|---|---|
| Maysa | Namakian | | | |
| Sandra | Nathan | National Council on Aging | | |
| Sandra | Naughton | DCYF | | |
| John R. | Navarra | Goodwill Industries | | |
| | Navarro | Lighthouse San Francisco | | |
| Steve | Nelson | SF Independent Living Skills Program | | |
| Jennifer | Nette | | | |
| Sarah Jo | Neubauer | Foundation Center | | |
| May | Ng | OEWD Workforce Development | Business Services Specialist | |
| Kristina | Ng | '- | | |
| Paul | Nguyen | Tekmeca | Executive Director | |
| Norm | Nickens | San Francisco Employees' Retirement | | |
| Ken | Nim | OEWD | Workforce Compliance Manager | |
| Rashaida | Nirobe | Equality and Inclusion in Hospitality, | President/CEO | |
| Harriet | Nixon | Center Point Day Reporting Center | | |
| | Nogot | | | |
| John T. Noguchi | Noguchi | City & County of San Francisco: | Director, Convention Facilities | |
| Melanie | Novenario | San Francisco Conservation Corps | Case Manager | |
| Jessica | Nowlan | Young Women's Freedom Center | Executive Director | |
| '- | Nwalieji | '- | | |
| Miguel | Oaks | | | |
| Andrea | Ogarrio | Lighthouse Center for the Blind | Development Coordinator | |
| rey | okamoto | city & county of sf | Fiscal Compliance Officer | |
| Carmen | O'Keefe | RAMS Hire-Ability | Director, Vocational Services | |
| Donald | Oliveira | Department of Enviroment | | |
| Olugbemiga | Oluwole | Oakland Private Industry Council | | |
| Bonnie | Ora Sherk | Aliving Library | Founder & Director, Chief Designer, | |
| Dean | Oshida | Indochinese Housing Development | | |
| Mark | Ostapiak | Community Housing Partnership | | |
| Tyrone | Owens | Department of Child Support Services | | |
| Elvira | Owyang | City College of San Francisco | | |
| Kenton Owyang | Owyang | Administrative Services | | |
| Jeff | Oxendine | | | |
| Lisa | Pagan | Joint Development | Senior Project Manager | |
| June | Palladino | Marin Housing | | |
| Vincent | Pan | Chinese for Affirmative Action (CAA) | Executive Director | |
| | Pandeli | Enterprise for High School Students | | |
| Melvin | Parham | Volunteers of America, Bay Area | | |
| Helen | Park | OEWD - Workforce Development | Grants Administrator | |
| Tacing | Parker | | | |
| Douglas | Parrish | Red Dipper LLC | Chief Executive Officer | |

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---|---|---|---|---|
| Merrick | Pascual | Economic Development | Chief Financial Officer | |
| Rosa | Pascual | Young Community Developers | | |
| Ethan | Patchell | | | |
| Neal | Patel | SFMTA | | |
| Rick | Pearman | Department of Public Works | | |
| Evelyn | Pena | LFCD | | |
| Greg | Pensinger | Downtown Streets Team | | |
| Tom | Perdue | Goodwill Industries | | |
| Caz | Pereira | Growth Sector | | |
| Ceasar | Perez | Native TANF Program | | |
| Maryann Danyele | Perrine | California Department of Rehabilitation | | |
| | Peterson | New American Media | | |
| Leigh | Phillips | Office of the Assessor- Recorder | | |
| Jacqueline | Piccini | Noyola Piccini Group | | |
| Raquel | Pinderhughes | Roots | | |
| Kymberlee | Pittman | | | |
| Matt | Poland | United Way of the Bay Area | Director of MatchBridge | |
| Adrienne Pon | Pon | Office of Civic Engagement & | Executive Director | |
| Diana | PonceDeLeon | Neighborhoods | Project Manager | |
| | Ponciano | The YMCA | | |
| Bobby T. | Pope | Hunters Point Family | | |
| Jason | Porth | San Francisco State University | | |
| Tess | Posner | SamaUSA | | |
| '- | Post | '- | | |
| John | Powell | GLIDE | | |
| John | Power | The Volunteer Center | | |
| Liza | Pratt | Livable City/Sunday Streets | | |
| IVAN | PRATT | XERISCAPE/BUDDHA INC. | San Francisco Citizen | |
| Tempi | Priestly | Renaissance Parents of Success | Chief Executive Officer | |
| Stephen A. | Privett | University of San Francisco | | |
| Susan | Propst | San Francisco State University | Executive Director of College of | |
| Christopher | Punongbayan | Asian Law Caucus | | |
| Mai | Quach | Lao Family Community Development, | | |
| Bryan | Quevedo | Policy Programing | Policy Program Analyst | |
| Yohana | Quiroz | Family Services Agency | | |
| Daniel | Quon | New Door Ventures | | |
| Allison | Rae | | | |
| Nick | Rael | LaunchPad | | |
| John Rahaim | Rahaim | Planning Department | | |
| Mayra | Ramirez | Oakland Private Industry Council | | |
| Willie | Ramirez | | | |

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---|---|---|---|---|
| Joe | Ramirez-Forcier | Positive Resource Center (PRC) | Managing Director, Employment | |
| Freda | Randolph-Glenn | Department of Child Support Services | | |
| Michael | Red | Golden Gate for Seniors | | |
| Randy | Reed | Hamilton Family Center | | |
| Tenley | Reftrans | | | |
| Patrick | Regan | Community Vocational Enterprises | | |
| Kenneth | Reggio | Episcopal Community Services (ECS) | Executive Director | |
| Lois O | Reid | College of Alameda One Stop Career | | |
| Patricia | Reilly | Positive Resource Center (PRC) | Deputy Director | |
| Erin | Renshaw | | | |
| Chris | Reyes | | | |
| Tess | Reynolds | New Door Venture | | |
| Leha | Rhone | Chalk | | |
| Trent | Rhorer | City & County of San Francisco | Executive Director, Human Services | |
| Lowell | Rice | Office of Economic and Workforce | Business Services Specialist | |
| Chip | Rich | Urban Services YMCA | Executive Director | |
| Ken | Rich | Joint Development | Director of Development | |
| | Richard | The GEO Group Inc. | | |
| Camile | Richard | San Francisco YouthWorks | | |
| pat | Richards | NOVA Job Center | Business Liaison | |
| Chris | Richardson | Downtown Streets Team | | |
| Trisha | Ridlon | Not employed | | |
| Alexis | Ringwald | LearnUp | Co-founder & CEO | |
| Patricia | Ris | Memory Care CafZ | | |
| Jorge | Rivas | Neighborhoods | Project Manager | |
| Mary | Rivers | Allen CDC/ Western Addition | | |
| Larry | Robbin | Robbin and Associates | Executive Director | |
| Larry | Robbin | Larry & Associates | | |
| Susannah | Robbins | Film Commission | Executive Director | |
| Mark | Robbins | | | |
| Carla | Roberts | Homeless Prenatal | Child Welfare Services | |
| h | roche | n/a | unemployed | |
| Mary Alice | Rodrigues | SF Conservation Corps | | |
| Aide | Rodriguez | Mujeres Unidas y Activas (MUA) | Finance | |
| Lecy | Rodriguez | | | |
| Kemi | Role | Women's Community Clinic | Director of Community Programs and | |
| Rebecca | Rolfe | San Francisco LGBT Community | Executive Director | |
| Linda | Rosa | San Francisco YouthWorks | | |
| Jorge | Rosales | Bernal Heights Neigborhood Center | | |
| Shauna Rose | Rose | San Francisco International Airport | | |
| Wade | Rose | | | |

| First name | Last name | Company | Job title |
|---|---|---|---|
| Ben | Rosenfeld | Office of the Controller | City Controller |
| Patricia | Ross | Office of the Democratic Leader | |
| Abby | Rovner | Abby Rovner | |
| Jennifer | Rowe | Contra Costa Employment & Human | |
| Theresa | Rowland | | |
| Karen Roye | Roye | Child Support Services | |
| Laurie | Rubin | Five Keys Schools and Programs | Grants Development Manager |
| Toni | Rucker | | |
| Todd | Rufo | Economic Development | Executive Director |
| Andrew | Russo | San Francisco Family Support Network | |
| Maria | Rutherford | | |
| Julia | Sabory | Juvenile Probation Department | |
| Jennifer | Sachs | LightHouse for the Blind and Visually | Director of Development |
| Mirian Saez | Saenz | Treasure Island | |
| Cindy | Saenz | OEWD | Administrative Assistant |
| Cindy | Saenz | Economic Development | |
| Ahsha | Safai | | |
| Natosha | Safo | Business Development | Business Development Manager |
| Rosabella | Safont | Mission Economic Development | Finance |
| Mitchell | Salazar | | |
| Nicole | Salvador | Office of Economic and Workforce | CityBuild Compliance Officer |
| Sam | Samuelson | City Clinic | |
| Marlen | Sanchez | Workforce Development Division | |
| Ethelvina | Sanchez | | |
| Don | Sanders | San Francisco Conservation Corps | Associate Director of RAMP |
| Scotty | Sanderson | Workforce Investment Board of Solano | |
| Amanda | Sanguinet | '- | |
| Carmelo | San-Mames | OEWD Workforce Development | Senior Community Development |
| Amor | Santiago | APA Family Support Services | Executive Director |
| Ria | Santos | Marriott Hotel | |
| Johnny | Santos | Elefint Design | |
| Ruth | Sappelt | Office of Economic and Workforce | Principal Workforce Analyst |
| Annabel | Sarabia | Dept of Rehabilitation | |
| Samanta | Sassi | San Francisco Conservation Corps | Associate Director of Academics |
| Jennifer | Scaife | San Francisco Adult Probation | |
| Dorick | Scarpelli | Five Keys Schools and Programs | |
| Dee | Schexnayder | Office of the Mayor Edwin M. Lee | |
| J | Schirmer | | |
| Alison | Schlageter | Human Services Agency | Program Manager |
| Shadia | Schoen | Ohlone College | |
| Kary Shulman | Schulman | Grants fro the Arts | |

**Email Addresses have been removed due to privacy**

| First name | Last name | Company | Job title |
|---|---|---|---|
| Scott | Schwaitzberg | Google.org | Civic Innovation |
| Jodi | Schwartz | LYRiC | |
| Charlie | Sciammas | PODER | |
| Laini Scott | Scott | Health Service System | |
| Mattie | Scott | Healing Circle for the Soul Support | |
| Nichelle | Scott | Goodwill Industries | |
| Taula | Seals | Young Community Developers (YCD) | Lead Education & Employment |
| Robbie | Seamster | GCDF - Employment Development | |
| Valentina | Sedeno | | |
| Maureen | Sedonaen | Goodwill Industries of San Francisco, | Interim Chief Executive Officer & |
| David | Serrano Sewell | | |
| Nadia Sesay | Sesay | Public Finance | |
| Rolf | Sester | | |
| | Shauf | Enterprise for High School Students | |
| '- | Sheehan | '- | |
| Rita | Shimmin | Glide Memorial Church | |
| Peg | Simmons | | |
| Noel | Simmons | | |
| Joel | Simon | CAEL | |
| Zina | Simonaitis | ZinaGraphicDesign (self-employed) | Art Director |
| Anabel | Simonelli | Economic Development | Chief People Office |
| Hasian T. | Sinaga | Hire Ability | |
| Beth | Sirull | Pacific Community Ventures | |
| Jorge | Sisoy | | |
| Dolly | Sithounnolat | Neighborhoods | Project Manager |
| Jack | Siu | APA Family Support Services | |
| Katie | Skjerping | OEWD Economic Development | Program Manager, Business |
| Clean | Slate | Public Defender's Office | |
| Darlene | Sloan | Alameda County SSA / East Bay | |
| | Smith | | |
| George J | Smith | City & County of San Francisco | |
| Bill | Smith | East Bay Professional Experience | |
| George | Smith | Department of Child Support Services | |
| John | Smith | Friendship House Association of | |
| Geoff | Smith | FutureWork Systems | VP Marketing |
| | Smith | Childrens Council | |
| Kwanasia | Smith | DSP janitorial | |
| Kwanasia | Smith | DSP janitorial | |
| Joseph | Smooke | Bernal Heights Neighborhood Center | |
| Abby | Snay | Jewish Vocational Service (JVS) | Executive Director |
| Julia | Solomons | Hamilton Family Center | |

**Email Addresses have been removed due to privacy**

| First name | Last name | Company | Job title |
|---|---|---|---|
| Judy | Sorro | OEWD | CityBuild Employment Liaison |
| Dalila | Sotelo | The Integral Group | Vice President |
| Theresa | Sparks | Human Rights Commission | |
| Marc | Spencer | JUMA Ventures | Chief Executive Officer |
| Reginal | Spencer | | |
| Derrick | Spiva | Allen Community Development | |
| Linda | Squires-Grohe | City College of San Francisco | Dean Emeritus |
| Emily | Stefiuk | Office of Economic and Workforce | Senior Community Development |
| Vivian | Stern Turner | Enterprise for High School Students | |
| Barbara F. | Stevenson | | |
| Mike | Stevenson | | |
| Barbara | Stevenson | Lumenos LLC | Principal |
| Wendy | Still | Adult Probation | Chief |
| Mariane | Stimbra-Mora | Mujeres Unidas y Activas (MUA) | Caring Hands Job Placement |
| Stephanie | Stone | Academy of Sciences | |
| Mark | Stoner | LegalShield | |
| Erica | Stowers | First Place for Youth | |
| Lisa | Stringer | San Francisco Sheriff's Dept - 5 Keys | Director of Education |
| Dawn Steuckle / Vicky | Stueckle | Sunset Youth Services | Co-founder, Executive Director |
| Maria | Su | DCYF | Director |
| Gayle | Suits | Marin Housing | |
| Betty | Szudy | Oakland Housing Authority | Resident and Community Services |
| Elsy | Tadeo | Mission Language & Vocational School | |
| Jen | Taloa | San Francisco Ethics Commission | |
| Alex | Tam | txt2wrk | Founder |
| Vicky | Tan | OEWD | Accountant III |
| Crezia | Tano | Joint Development | Project Manager |
| Jorge | Tapia | EDD | Cluster Manager |
| Tabitha | Tapia | City/County of San Francisco | Project Manager |
| Jeannie Tulealo | Taulealo | Administrative Services | |
| Anne | Taupier | Joint Development | Project Manager |
| David | Taylor | OEWD Workforce Development | Program Operations |
| Art | Taylor | RDJ Enterprises | |
| Ryan | Teller | Friends of the Urban Forest | |
| Juliana | Terheyden | In-Home Supportive Services | Director of Business Development |
| Egon | Terplan | SPUR | |
| Matthew | Terry | | |
| AJ | Thomas | Office of Economic and Workforce | CityBuild Compliance Officer |
| Meredith | Thomas | San Francisco Neighborhood Parks | |
| Elycia | Thomas | | |
| | Thomas | Episcopal Community Services | |

**Email Addresses have been removed due to privacy**

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---|---|---|---|---|
| Pamela Thompson | Thompson | Office of the County Clerk | | |
| Rosario | Thompson | Human Services Agency (SF) | | |
| Steven | Thompson | Salesforce | | |
| Marianne | Thompson | Economic Development | Project Manager | |
| Chelsea | Tirone | Office of Economic and Workforce | CityBuild Employment Liaison | |
| Adrian | Tirtanadi | Bayview/Hunters Point Community | | |
| Roland | Tolosa | Applied Video Solutions | Solutions Consultant | |
| Alex | Tom | Chinese Progressive Association | Executive Director | |
| | Tom | City College of San Francisco | | |
| Erica | Tom | Department of Rehabilitation | | |
| Lance | Toma | Asian & Pacific Islander Wellness | | |
| Chase | Torres | San Francisco Conservation Corp | | |
| Joaquín | Torres | Economic Development | Depiuty Director | |
| Aziza | Toussaint | Alameda County Social Services | | |
| Lynne C | Towle | City College of San Francisco | | |
| Floyd | Trammell | West Bay Local Development | Executive Director | |
| Julie | Trell | Workday Foundation | Executive Director | |
| Cuauhcihuatl | Trinidad | Native TANF Program | | |
| Angela | Tsang | | | |
| Francis Tsang | Tsang | Mayor's Office | | |
| Lonnie | Tuck | Goodwill Industries | | |
| | Tumbocon | Episcopal Community Services | | |
| Albert | Turner | Department of Child Support Services | | |
| Sharon | Turner | Jewish Vocational Service | | |
| Molly | Turner | SPUR / Airbnb | Board of Directors, SPUR / Director | |
| Rumi | Ueno | San Francisco Municipal | | |
| Scott | Ullman | Foundation Center | | |
| Beth | Urfer | Jewish Vocational Service (JVS) | Director of Programs | |
| Terry | Valen | Filipino Community Center | | |
| Vicky | Valentine | Huckleberry Youth Program | | |
| Toi | Valentine | Adaptive Path | Experience Designer | |
| Ben | Van Houten | Neighborhoods | Project Manager, Nightlife and | |
| Jessica | Van Tuyl | Oasis for Girls | | |
| Adam | VandeWater | Joint Development | Project Manager | |
| Xavier | Vanvlasselaer | blue fifteen | | |
| Carol | Varney | BAVC | | |
| Cynthia Vasques | Vasquez | Department on the Status of Women | Commission Secretary | |
| Salina | Vavia-Johnson | SFMTA | | |
| Chris | Vergara | Office of Economic and Workforce | CityBuild Compliance Officer | |
| | Vernick | Baker Places | | |
| Aida | Villagracia | | | |

| First name | Last name | Company | Job title |
|---|---|---|---|
| Jorge | Villalobos | Labor Market Information Division, | Labor Market Consultant |
| David | Viotti | Smallify | Founder, CEO |
| Mary | Voelbel | Upwardly Global | |
| Mary | Voelbel | Upwardly Global | Program Manager |
| Anne | Vorhauer | Solano County Office of Education | |
| Ciara | Wade | New Door Ventures | Program Director |
| David | Walker | Office of Economic and Workforce | Senior Workforce Development |
| David | Walker | Goodwill Industries of San Francisco, | Director of Participant Services |
| Rev. Arelious | Walker | True Hope Church | |
| Shamann | Walton | Young Community Developers (YCD) | Executive Director |
| Jimmy | Walton | | |
| Jessica | Wan | Chinese for Affirmative Action (CAA) | Employment Advocate |
| Sarah | Wan | Community Youth Center (CYC) | Executive Director |
| Meiling | Wang | Employment Development Department | |
| Villy | Wang | BAYCAT | Executive Director |
| Bettina | Warburg | Institute for the Future | Program Assistant to the Executive |
| Ace | Washington | Community Reform Committee | |
| Al | Waters | SFUD | |
| Tracey | Weaver | Urban University | |
| Katherine | Webster | Vets in Tech | |
| Marc | Weisman | Department of Rehabilitation (Novato) | |
| Linda | Welch | Volunteers of America, Bay Area | |
| Cordell | Wesselink | Community Boards | |
| Wesley | West | Larkin Street Youth Services | Assistant Manager, Larkin Street |
| Wendolyn | Westbrook | | |
| Norell | Wheeler | Hamilton Family Center | |
| James | Whelly | San Francisco Human Services | Manager |
| Staci White | White | Department of Recreation and Parks | |
| Kevin | White | | |
| Brian | Whitford | Positive Resource Center | |
| Angela Whittaker | Whittaker | Controller's Office | |
| Jenny | Wiley | Central City Hospitality House | |
| Toby | Wiley | Recreation & Park Department | |
| Kate | Williams | LightHouse for the Blind and Visually | Employment Immersion Program |
| Al | Williams | Alfred williams Consultancy, LLC | |
| Michael | Williams | Childrens Council | |
| Orrian | Willis | OEWD` | Sr. Workforce Development |
| Anne | Wilson | United Way of the Bay Area | Chief Executive Officer |
| Alex | Wilson | LightHouse for the Blind and Visually | Grant Manager |
| Jennifer | Wilson-Fischer | | |
| Stephanie | Wilson-Wagner | Adaptive Path | |

**Email Addresses have been removed due to privacy**

| First name | Last name | Company | Job title |
|---|---|---|---|
| Melanie | Winfield | Workforce Investment Network | Deputy Director of Operations |
| Terri | Winston | Women's Audio Mission | |
| Jill | Winter | Hamilton Family Center | |
| Aaron | Winters | Upwardly Global | |
| Delene Wolf | Wolf | Rent Board | |
| Thomas | Wolf | Department of Child Support Services | |
| Joyce | Wong | Office of Economic and Workforce | CityBuild Compliance Officer |
| Anna | Wong | Geary Print Shop | |
| Khan | Wong | Administrative Services | |
| Phillip | Wong | OEWD | Project Assistant |
| Annette | Wong | Chinese for Affirmative Action | Director of Programs |
| Kent | Woo | | |
| Wincy | Woo | Mission Hiring Hall (MHH) | Fiscal Manager |
| Theresa | Woo | | |
| | Wood | San Francisco Housing Authority | |
| Monique | Woodard | Consultant | |
| Corinne | Woods | MBCAC | |
| Reynaldo | Woods | Up from Darkness | Executive Director |
| Zoe | Wu | Wu Yee Children's Services | |
| Jay Xu | Xu | Asian Art Museum | |
| Martha | Yanez | Office of Small Business | |
| David | Yang | OEWD | Administrative Analyst |
| Jerry | Yang | Kai Ming Head Start | |
| Louise | Yarnall | SRI International | |
| | Yeagley | Lighthouse San Francisco | |
| David | Yee | City College | Dean, Math & Science |
| Daniel W | Yee | Cornerstone Trinity Baptist Church | |
| Brenda | Yee | | |
| Larry | Yip | San Francisco Child Abuse Prevention | |
| Jenny | Yoo | Young Community Developers (YCD) | Finance |
| Judy | Young | Vietnamese Youth Development | Executive Director |
| Diane | Young | Peninsula Family Service | |
| Sarah | Young | Rock Your Block | CEO |
| Albert | Yu | Department of Public Health | Ambulatory Care |
| Amy | Yu | APA Family Support Services | |
| David | Yu | Charity Cultural Services Center | Program Coordinator |
| May | Yu | Charity Cultural Service Center | |
| Winnie | Yu | Self-Help for the Elderly (SHE) | One Stop Manager |
| Armando | Zapote | Childrens Council | |
| David | Zhang | Charity Cultural Service Center | |

**Email Addresses have been removed due to privacy**

## APPENDIX E

## Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).

B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.

D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.

E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.

F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.

G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIC Section 14230[a][6])

H. The Local Board certifies that its America's Job Center of California[SM] (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).

I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.

J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning tate employees, and state employee misconduct.

K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

## SIGNATURE PAGE

**Instructions**

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

| **Local Workforce Development Board Chair** | **Local Chief Elected Official*** |
|---|---|
| _____ | _____ |
| Signature | Signature |
| Kevin Carroll | |
| Name | Name |
| Chair, Workforce Investment San Francisco | |
| Title | Title |
| | |
| Date | Date |

*Signature will be provided in the final Local Plan

**APPENDIX F**
**STATE of CALIFORNIA**
**LOCAL AREA GRANT RECIPIENT LISTING**
[WIOA Sections 107(d)(12)(B)(i)]

**City and County of San Franicisco**
(Name of Local Workforce DevelopmentArea)

| ENTITY | ORGANIZATION | CONTACT (NAME/TITLE) | MAILING ADDRESS (STREET, CITY, ZIP) | TELEPHONE, FAX, E-MAIL |
|---|---|---|---|---|
| Grant Recipient (or Subrecipient if applicable) | City and County of San Francisco (Subgrantee) | Todd Rufo, Director, Office of Economic and Workforce Development | City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 | (415) 554-6969 |
| Fiscal Agent | Office of Economic and Workforce Development | Todd Rufo, Director, Office of Economic and Workforce Development | City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 | (415) 554-6969 |
| Local Area Administrator | Office of Economic and Workforce Development | Todd Rufo, Director, Office of Economic and Workforce Development | City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 | (415) 554-6969 |
| Local Area Administrator Alternate | N/A | | | |

Signature: _____ * _____
Chief Elected Official Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.
*Signature will be provided in the final Local Plan

# APPENDIX G
# Local Workforce Development Board Bylaws

The Local Workforce Development Board is required to submit a copy of their Bylaws as an attachment to the local plan. Include the Bylaws under this cover page.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

**BYLAWS**
**of**
**Workforce Investment San Francisco Board**

**Last Amended September 14, 2016**

RECITALS:

A. WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law 113-128, authorizes the expenditure of federal funds for workforce development programs in designated Local Areas.
B. WHEREAS, the State of California, has designated the City and County of San Francisco as a Local Area for purposes of WIOA.
C. WHEREAS, the WIOA and state law require Local Areas to establish a Local Workforce Investment Board to provide policy guidance and oversight of the local workforce development activities.
D. WHEREAS, federal, state and local law govern the composition of the Local Workforce Investment Board, and set forth the rules governing the method by which members may be appointed.
E. WHEREAS, In San Francisco, the local Workforce Investment Board is Workforce Investment San Francisco (WISF).
F. WHEREAS, pursuant to Section 30.4 of the San Francisco Administrative Code, the Office of Economic and Workforce Development (OEWD) is charged with supporting the work of the WISF.

## 1.0 Name & Definitions

### 1.1 Name

The name of this body shall be Workforce Investment San Francisco ("WISF").

### 1.2 Definitions

The following terms and their definitions shall apply to these Bylaws:

a. The Workforce Investment and Opportunity Act of 2014, 29 USC Sections 3101, et.seq., is referred to herein as "the Act" or "the WIOA."
b. The certified local Workforce Investment Board of San Francisco is referred to herein as "the LWIB."
c. Individuals who serve on the LWIB are referred to herein as "Members."
d. The secretary of the LWIB is referred to herein as "Secretary."
h. The Mayor of the City and County of San Francisco is referred to herein as the "the Chief Local Elected Official (CLEO)."

i. The working partnership, as described in the Master Partnership Agreement, between the LWIB and the CLEO is referred to herein as the "Partnership."

## 2.0 Mission Statement

The purpose of Workforce Investment San Francisco (WISF) is to provide a forum where business, labor, education, government, community-based organizations and other stakeholders work together to increase San Francisco's capacity to address the supply and demand challenges confronting the workforce. The WISF aims to design and implement a workforce development system that prioritizes scarce employment and training resources in conformance with the Workforce Investment and Opportunity Act of 2014, 29 U.S.C. §§ 3101, et seq. and other appropriate legislative and policy authorities.

## 3.0 Membership of the Certified Local Workforce Investment Board

### 3.1 Appointments

The Mayor, in his or her capacity as CLEO, appoints members to the LIWB from among individuals meeting membership criteria. Members serve at the pleasure of the Mayor.

### 3.2 Authorized membership

The WISF shall be composed of no fewer than 19 members and no more than 40 members.

### 3.3 Criteria for member categories

In accordance with WIOA Sec. 107, the LWIB shall be composed of the following categories of voting Members:

a. BUSINESS

A majority of Members of the LWIB shall be representative of businesses in the local area who:

1) Are owners of businesses, chief executives or operating officers of businesses and other executives or employers with optimum policy-making or hiring authority;
2) Represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that include high-quality work-relevant training and development in in-demand industry sectors or occupations in the local area; and
3) Are appointed from among individuals nominated by local business organizations and business trade associations

b. WORKFORCE

At least 20 percent of the Members of the LWIB shall be representatives of the workforce within the local area, who:

1) Shall include representatives of labor organizations who have been nominated by local labor federations;

2) Shall include a representative, who shall be a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
3) May include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
4) May include representative of organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

c. EDUCATION

The LWIB shall include representatives of entities administering education and training activities in the local area, who:

1) Shall include a representative of eligible providers administering adult education and literacy activities under Title II of the WIOA;
2) Shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
3) May include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

d. GOVERNMENT AND COMMUNITY DEVELOPMENT

The LWIB shall include representatives of governmental and economic and community development entities serving the local area, who:

1) Shall include a representative of economic and community development entities;
2) Shall include an appropriate representative from the State employment services office under the Wagner-Peyser Act serving the local area;
3) Shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 serving the local area;
4) May include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
5) May include representatives of philanthropic organizations serving the local area.

3.4 Other Members

The Membership of the LWIB may include other individuals or representatives of entities as determined appropriate by the CLEO.

3.5 One Vote

All Members shall have one vote regardless of the number of membership categories they may meet.

3.6 Term of appointment

Members shall be appointed for two-year terms, expiring on January 31st of their second year of service. Term appointments shall be staggered, to the extent possible, to ensure that only a portion of the board expires in a given year.

3.7 Tenure on Board

Board members shall remain on the Board until:

a. their term expires, subject to the holdover provisions of these Bylaws;
b. they resign in writing;
c. they no longer hold the status for membership on the Board under which they were appointed, as determined by the Chair; or
d. they are removed from the LIWB for cause.

3.8 Holdover Terms

In the event an appointment to fill a vacancy has not occurred by the conclusion of a Board member's term, that member may continue to serve as a Board member during the following term in a holdover capacity, for a period not to exceed one year, to allow for the appointment of a Board member to serve the remainder of said following term.

3.9 Change of member affiliation

Any Member who experiences a change of professional affiliation (e.g. by terminating employment with the entity that the member was affiliated with at the time of appointment) shall inform the Chairperson of such change. At the Chairperson's discretion, the member may continue to serve on the LWIB if the new affiliation is within the same membership category (e.g. business, education) and if the new affiliation allows the member to continue to fulfill his or her LWIB responsibilities with the same level of effectiveness as before.

3.10 Resignation of membership

Any Member may resign from membership by submitting written notice to the Secretary and to the CLEO at least thirty (30) day s prior to the effective date of the resignation.

3.11 Removal from membership

Any Member may be recommended for removal from membership by a vote of two-thirds of the Members present and voting.

Reasons for removal include failure to attend at least half of the regularly scheduled meetings of the LWIB during the twelve-month year (February 1 –

January 31), or a failure to attend two (2) consecutive meetings without prior notification to the WISF secretary ("unexcused absences").

Once the LWIB has voted to recommend removal of a Member, the following procedures shall be followed:

a. A notice shall be sent by prepaid first class or registered mail to the most recent address of the Member, as shown on the LWIB's records, setting forth the action to be taken, the reasons for the action, and the date, time and place of the hearing provided for in this section. Such notice shall be sent at least fifteen (15) days before the proposed effective date of termination.

b. The Member proposed for removal shall be given an opportunity to be heard, either orally or written, at a hearing to be held not fewer than five (5) days before the effective date of the proposed removal. The hearing will be held before the LWIB.

c. Following the hearing, the LWIB shall decide whether or not the Member should be removed. The decision of the LWIB shall be final.

3.12 Vacancies

Any vacancies on the LWIB will be filled in accordance with section 3.1.Where the vacancy is in an unexpired term, the appointment shall be for the remainder of the term.

3.13 Designated Alternates

Where a Board member is unable to attend a LWIB meeting, the member may appoint a Designated Alternate to attend on his or her behalf. Designated Alternates must meet the same Membership criteria as the LWIB member and must be appointed in conformance with Designated Alternate Procedures in affect at that time.

3.14 Annual Statement of Economic Interests

Members and Designated Alternates have the duty of submitting to the Secretary, upon their appointment to the LWIB, and annually during their membership, a completed and signed Statement of Economic Interests and any other documents required by federal, state or local laws governing conflicts of interest.

## 4.0 Officers of the Certified Local Workforce Investment Board and Support Functions

4.1 Officers

The Officers of LWIB shall consist of a Chairperson and Vice Chairperson.

4.2 Chairperson

a. The Chairperson shall be elected by a majority vote of the LWIB, from among the members representing the business category of membership, as described in Section 3.2a. The Chairperson shall preside at all meetings of the Executive Committee and the LWIB.

b. The CLEO and Chairperson shall make all appointments to Executive Committee, the authority for which is not otherwise designated in the Act. The Chairperson shall make appointments to other committees.

c. The Chairperson shall serve as an ex-officio member of all committees, with full voting privileges.

d. The Chairperson shall approve signatories for bank accounts and contracts.

4.3 Vice Chairperson

The Vice Chairperson shall be elected by a majority of the members of the Executive Committee, and shall act in the place and stead of the Chairperson in the event of the Chairperson's absence, in ability or refusal to act, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the Chairperson.

4.4 Support Functions provided by OEWD

A staff person from OEWDs Workforce Division shall be designated WISF Secretary and support the LWIB as described below: ,

a. The Secretary shall attend all meetings of the LWIB and the Executive Committee and shall record all votes and the minutes of such meetings, to be kept at all times in accordance with state and local public meeting laws. The Secretary shall provide for the recording of all votes and proceedings of Standing Committees.

b. The Secretary shall at all times keep the original copy of the agendas and minutes of LWIB and Executive Committee meetings, Bylaws and other business records of LWIB.

c. The Secretary shall give *and document* such notices as required by state and local public meeting access laws *and* these Bylaws.

## 5.0 Committees of the Certified Local Workforce Investment Board

5.1 Guiding principles

a. The Standing Committees shall:

1. Conduct public hearings and take public testimony when needed to ensure that all viewpoints are considered, and in all cases when required by statute or regulation.
2. Provide the LWIB with readily available expertise regarding the policies and direction of the LWIB.
3. Review staff recommendations with appropriate public hearings and advise the LWIB and the Executive Committee regarding action to be taken.
4. Provide for broad community participation in LWIB activities.

b. Members of the Committees who are non Members of the LWIB as set forth in section 3.0, above, shall be voting members of the Committee, but shall no be voting members of the LWIB.

c. It shall be the responsibility of each committee to establish its schedule for meeting and to ensure that all interested parties are provided with adequate notice of such schedules in conformance with public meeting laws. Committee Chairpersons may delegate such responsibilities to Staff.

5.2 Executive Committee

At the direction of the Chairperson, an Executive Committee may be established. Such Executive Committee shall be comprised of not more than eleven (11) Members of LWIB, who are appointed by the Chairperson. The total number of Members appointed, if less than eleven (11), shall be either seven (7) or nine (9). This committee shall review the work plans of other committees, ensure coordination of the work of all committees and hear reports on their progress. This committee is authorized to act on behalf of LWIB provided that all action taken on behalf of LWIB shall be subsequently presented to LWIB for consideration. This committee shall hear, review and refer matters for action from other committees to LWIB as Consent Calendar item, see Section 7.2.

5.3 Program and Service Oversight Committee

At the direction of the Chairperson, a Program and Service Oversight Committee may be established. This committee shall have a chairperson who is a Member of the LWIB who shall be supported by an OEWD staff person. The number and source of additional members shall be determined the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than five (5) and not more than seventeen (17).

This Committee shall be responsible for reviewing, and advising, the Executive Committee and the LWIB on policy and funding recommendations for programs and services for adult job seekers. This Committee shall develop and recommend portions of the San Francisco Local Plan for Workforce Investment and Development as required by various federal, state, and local agencies, relating to adult services, including service delivery methods. This Committee shall develop and recommend program plans, eligibility requirements, priority of services, and design and solicitation criteria for adult job seekers. This committee shall prepare recommendations for local criteria for the Eligible Training Provider List (ETPL). Subcommittees of the Program and Service Oversight Committee shall be appointed by the LWIB Chairperson and this Committee Chairperson and may include special populations, e.g. refugees, homeless persons.

This Committee shall be responsible for the research and evaluation tasks of the LWIB. These tasks shall include responsibilities for the review of and advice regarding the overall quality of programs authorized by the LWIB. These tasks include assistance in developing a robust capacity driven by federal mandates, best practices and employer needs through analysis and assessment of programs for job seekers and employers, capacity of service providers, relative

success and significance of interventions to move people in San Francisco to high skill, high wage employment.

5.4 Youth Committee

At the direction of the Chairperson, a Youth Committee may be established

a. Membership

This committee shall have a chairperson who is a Member of the LWIB and shall be supported by an OEWD staffperson . The Youth Committee shall be appointed by the LWIB Chairperson, and shall include:

1. members of the LWIB with special interest or expertise in youth policy;
2. representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
3. representatives of local housing authorities;
4. parents of youths seeking assistance form LWIB programs;
5. individuals, including former participants, and representatives of organizations, that have experience relating to youth activities;
6. representatives of the Job Corps, as appropriate; and
7. other individuals or representatives of entities as determined appropriate by the LWIB in cooperation with the CLEO.

b. Duties

1. Develop portions of the Local Plan relating to eligible youth;
2. Develop, approve and recommend the design and solicitation criteria for youth services and activities; and
3. Conduct oversight with respect to the eligible providers of youth activities.
4. Coordinate youth activities as authorized in the Act.
5. Other duties determined appropriate by the Chairperson of the LWIB.

5.5 Sector Committees

The Chairperson may establish Sector Committees that include employers and other key industry stakeholders. These Committees shall provide recommendations to the WISF to direct workforce services to meet the needs of the targeted industry. These Committees shall also advise job training academies and other workforce services designed to serve the targeted industries.

5.6 Public Sector Committee

The Chairperson shall establish a Sector Committees for representatives from City and County of San Francisco departments and other public sector entities. The Public Sector Committees shall provide recommendations to the WISF to direct workforce services to meet public sector employment needs. The Public Sector Committees shall also advise WISF on opportunities to align and collaborate among public sector partners. Members of the Public Sector

Committee shall be invited to every full WISF board meeting and are encourage to participate in discussion. However Public Sector Committee members may not vote on WISF business.

5.7 Other Committees

From time to time, the Chairperson may establish Ad Hoc Committees or Task Forces to accomplish specific projects. The need for such committees will be determined by the Chairperson, along with their composition, membership and structure.

5.8 Term of appointment

Unless otherwise specified in the request to serve as a member of any committee, the term of appointment will be one (1) year. Each year, after the election of Officers of the LWIB, the Chairperson shall review all committee assignments and will issue new letters of appointment.

## 6.0 Meetings of the LWIB & Committees

6.1 Agenda

The Agenda shall be set by the Director of Workforce Development in consultation with the Chairperson. Members may request that an item be placed on the agenda through the Chairperson.

6.2 Regular Meetings

a. LWIB: Regular meetings of the LWIB shall occur at least once in each calendar quarter, i.e., February, April, June, September and November of 2001. The future schedule of meeting dates and locations may be determined by the Executive Committee and will be published annually no later than November 30. Notice of any change to scheduled dates and locations will be delivered to Members at least ten (10) days in advance of the meeting.

b. Executive Committee: If established, the Executive Committee shall establish a meeting schedule. Executive Committee meetings may be held in conjunction with meetings of the LWIB.

c. Other Committees: Other Committees shall establish a regular meeting schedule in accordance with its particular function.

6.2 Special meetings

a. LWIB: A special meeting of the LWIB may be called by the Chairperson or by the Executive Committee. In addition, five percent or more of the Members may call a special meeting of the Members for any lawful purpose.

b. Executive Committee: The Chairperson, the Vice-Chairperson or any two Directors may call special meetings of the Executive Committee. The Director of Workforce Development after consultation with at least one Director may also call a special meeting.

6.3 Notice of meetings

Notices of LWIB or Executive Committee meetings shall include the date, time and location of the meeting as well as an agenda containing a brief, concise and non-technical description of items to be considered, in conformance with public meeting laws.

a. Regular meetings
Written notice of all regular meetings of the LWIB or Executive Committee shall be sent to Members not less than seven (7) days before the date of the meeting, provided the notice is mailed with first-class postage, or by facsimile or e-mail. Any such notice shall be deemed to have been given at the time when delivered personally or deposited in the mail or sent by other means of written communication.

b. Special meetings
A written notice of the time and place of special LWIB or Executive Committee meetings shall be delivered personally to each Member by facsimile or e-mail, telegraph or first-class mail, with charges prepaid, addressed to the Member as it is shown on such records of the LWIB, or, if it is not so shown on such records or is not readily ascertainable, at the place at which the meetings of the LWIB are regularly held. In case such notice is mailed, it shall be deposited in the United States mail at least four (4) days prior to the time of the holding of the meeting. In case such notice is delivered personally by facsimile or e-mail, it shall be so delivered at least seventy-two (72) hours prior to the time of the holding of the meeting.

c. Public notice
The Secretary shall mail copies of notices for all regular and special LWIB or Executive Committee meetings to interested parties, and see that the notices are posted in the San Francisco Public Library, on the Office of Economic and Workforce Development, website, at the meeting location, and in a location freely accessible to members of the public at least seventy-two (72) hours before the meeting.

Explanatory documents referred to in the notices will be made available for public inspection at the Workforce Development office during normal business hours, and posted on the Office of Economic and Workforce Development website with the agenda.

6.4 Quorum

No action may be taken at a meeting that lacks a quorum. If a Member cannot attend, the Member may, in accordance with the Designate Alternate

Procedures, designate an alternate to attend who meets the same Membership criteria and who is prepared to participate in the meeting in the same manner as the Member.

a. Constitution of a quorum
   1. LWIB: At all meetings of the LWIB, a quorum shall consist of a majority of the members of the LWIB. For a motion or other transaction to be adopted by the LWIB, it must be supported by 51% of LWIB Members.
   2. All Committees: The presence of a majority of the Members at a meeting of each committee shall constitute a quorum.

b. Failure to achieve a quorum
   When a quorum is not achieved, neither the LWIB nor any of its committees may take action on agenda items. However, Members may remain to discuss matters of their choosing with the public, and those proceedings may be presented at a subsequent meeting so that they form part of the subsequent meeting's records.

6.5 Public testimony on agenda items
Public comment is required before action can be taken on an agenda item. The Chairperson may limit time for the public testimony to three (3) minutes per individual.

6.6 Public testimony on other matters
Time shall be scheduled on the meeting agenda, after conclusion of other business and prior to adjournment, for public testimony on matters appropriate to the responsibilities of the LWIB but not stated on the agenda. The Chairperson may limit time for the public testimony to three (3) minutes per individual.

6.7 Action on items not on the agenda
Action shall not be taken at any meeting on items not on the agenda except in emergencies or unless Members find that failure to act would threaten serious injury to the public interest, in conformance with public meeting laws. The Executive Committee shall adopt a resolution specifying the nature of the emergency or the threat of serious injury to the public interest, and shall offer members of the public in attendance the opportunity to give testimony.

## 7.0 Voting by Members

7.1 Procedures
All Members may make motions and vote except as restricted by these Bylaws. Each Member shall be entitled to one vote on each matter submitted to a vote of the LWIB or to a committee.

Voting at a meeting of the LWIB or Executive Committee may be by voice, show of hands or by ballot.

7.2 Consent Calendar

The Executive Committee may present recommendations for action to the LWIB on a Consent Calendar. Notice of Consent Calendar recommendations shall be provided with notice of meetings pursuant to section 6.3 of these Bylaws. Each member shall be entitled to affirm the action or to oppose the action to adopt the Consent Calendar recommendations.

7.3 Restrictions

a. No Member shall vote on, or participate in the discussion, concerning any portion of a plan, a contract, a subcontract, or any other matter regarding the provision of services by such Member, or an entity represented by such Member, or that would provide financial benefit to the Member or to the immediate family of such Member.

b. No member may engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Workforce Investment Plan.

c. No Member may engage in any other activity that would violate federal, state, of local conflict of interest laws.

7.4 No Abstentions

All Members are required to vote unless excused from voting by a motion adopted by a majority of the Members present, or unless voting on the matter would violate the restrictions of Section 7.3 of these Bylaws.

## 8.0 Amendments to & matters not addressed in the Bylaws

The Bylaws may be amended at any meeting of the Members at which a quorum is present by an affirmative vote of a majority of the Members, provided that notice of any amendment is explicit and is included with the materials for the meeting received at least *thirty (30)* days in advance of the meeting.

Matters not discussed in the Bylaws will be resolved under the provisions of Robert's Rules of Order.

**APPENDIX H**

# PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the San Francisco Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act*.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

| **Local Workforce Development Board Chair** | **Chief Elected Official** |
|---|---|
| _____ | _____ * |
| Signature | Signature |
| Kevin Carroll | _____ |
| Name | Name |
| Chair, Workforce Investment San Francisco | _____ |
| Title | Title |
| _____ | _____ |
| Date | Date |

*Signature will be provided with final Local Plan

**APPENDIX I**

**List of Comprehensive One-Stops and AJCC Partners in San Francisco, CA***

San Francisco has one Comprehensive One Stop Center, which is compliant with the requirements of an American Jobs Center of California:

**Goodwill Industries**
1500 Mission Street
San Francisco, CA 94103-2513
Phone: (415) 575-2101
Fax: (415) 575-2170

Additionally, San Francisco operates the following satellite offices:

**Self Help for the Elderly**
848 Kearny Street, #306, San Francisco, CA 94108
Phone: (415) 398-3250

**FacesSF**
1099 Sunnydale Ave, 2nd Floor
San Francisco, CA 94134
Phone: (415) 239-8705
Fax: (415) 239-8700

Through a variety of funding streams, OEWD contracts with a total of 38 organizations to provide specialized services and access to neighborhood community based organizations serving special populations.

*These providers are subject to change based on pending procurement decisions

**APPENDIX J**
**Local Plan Scoring Matrix**

| A-B. Vision – Strategic Planning and implementation | | Page(s) |
|---|---|---|
| i. | The local plan's vision is strategic and comprehensive and supports regional growth and self-sufficiency. | 1 |
| ii. | The local plan's goals and objectives include goals to prepare an educated and skilled workforce as well as those relating to performance accountability measures based on Workforce Innovation and Opportunity Act (WIOA) performance indicators. | 1-2 |
| iii. | Core programs and other required partners align resources and are actively engaged both in the planning and implementation of the local plan's strategic vision. | 3-5 |
| iv. | The local plan includes a description of the workforce development system, how it supports service alignment, and how it will implement the seven policy strategies identified in California's Unified Strategic Workforce Development Plan (State Plan). Finally, it describes how it plans to provide professional development and capacity building to workforce staff and partners. | 2-3; 5-28 |
| **C. Specific Services and Service Delivery Strategies** | | **Page(s)** |
| i. | The local plan describes the ways the Local Workforce Development Board (Local Board) will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(m). | 3-5; 6-7; 12-20 |
| ii. | The local plan describes how the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs. | 3; 5-7; 24-28 |
| iii. | The local plan describes the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable. | 24-28 |
| iv. | The local plan describes the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers as well as those in in-demand industry sectors and occupations. | 20-28 |
| v. | The local plan describes the way Local Boards and their partners will support a local workforce development system that meets | 20-28 |

**APPENDIX J**
**Local Plan Scoring Matrix**

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|---|---|---|
| | the needs of businesses in the Local Workforce Development Area (Local Area). | |
| vi. | The local plan describes the way Local Boards and their partners will better coordinate workforce development programs and economic development. | 23 |
| vii. | The local plan describes how Local Boards and their partners will strengthen linkages between the America's Job Center of California[SM] (AJCC) delivery system and unemployment insurance programs. | 21; 23 |
| **D. America's Job Centers of California** | | **Page(s)** |
| i. | The local plan describes how the Local Board will ensure the continuous improvement of eligible providers of services through the AJCC system. | 28-29 |
| ii. | The local plan describes how the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means. | 29 |
| iii. | The local plan describes the way entities within the AJCC delivery system will comply with WIOA Section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. | 29 |
| iv. | The local plan will provide a description of the roles and resource contributions of the AJCC partners. | 3-4; 29 |
| v. | The local plan includes executed Memorandums of Understanding (MOU), cost sharing agreements and cooperative agreements. If cost sharing agreements are not yet completed, a description of where they are in the process and the roles and resource contributions of the AJCC partners. | Appendix B |
| vi. | The local plan specifies how Local Boards will work with WIOA Section 166 and WIOA Section 167 grantees to include in their local plans the strategies to provide Indian and Native American and eligible Migrant and Seasonal Farmworkers equal access to AJCC services. | 30 |
| vii. | The local plan specifies how AJCCs will serve as an on-ramp for the regional sector pathways emphasized in the corresponding regional plan. | 30 |

**APPENDIX J**
**Local Plan Scoring Matrix**

| E. Required Information Pertaining to Specific Programs, Populations, and Partners | | Page(s) |
|---|---|---|
| i. | The local plan describes how the Local Board will coordinate local workforce investment activities with regional economic development activities and promote entrepreneurial skills training and microenterprise services. | 23; 30 |
| ii. | The local plan describes and assesses the type and availability of adult and dislocated worker employment and training activities. | 8-12; 24-27; 30-31 |
| iii. | The local plan describes how the Local Board will coordinate rapid response activities. | 21-22; 31 |
| iv. | The local plan includes a description and assessment of the type and availability of youth workforce development activities in the Local Area, including identification of successful models and activities for youth who are individuals with disabilities. | 14-19; 31 |
| v. | The local plan describes how the Local Board will coordinate with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. | 31 |
| vi. | The local plan describes how the Local Board will coordinate WIOA Title I with the provision of transportation and other appropriate supportive services in the Local Area. | 10 |
| vii. | The local plan includes plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the AJCC delivery system. | 3-4; 21-22; 23; 31-32; Appendix E |
| viii. | The local plan describes how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II, including how the Local Board will carry out the review of local applications submitted under Title II to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan. | 32 |
| ix. | The local plans for counties with 15 percent or greater limited English Speaking residents (Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento) describe the services that will be provided to limited English proficient | 20 |

**APPENDIX J**
**Local Plan Scoring Matrix**

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| | individuals, with details in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the Local Area will serve individuals from these communities. | |
| **F. Administration - Managing the Work of the Local Board** | | **Page(s)** |
| i. | The local plan identifies the entity responsible for the disbursal of grant funds described in WIOA Section 107(d)(12)(B)(i)(III). | 32 |
| ii. | The local plan describes the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities, consistent with the Workforce Services Directive on Selection of AJCC Operators and Career Services Providers. | 32-33 |
| **G. Performance Goals** | | **Page(s)** |
| i. | The local plan includes the performance measures negotiated with the Governor and chief elected official. | 33; Appendix C |
| **H. High Performance Board Effort** | | **Page(s)** |
| i. | The local plan includes a status report or description of local policies on priority of service, MOU Phase I and MOU Phase II policy. | 33-34 |
| **I. Training Activities** | | **Page(s)** |
| i. | The local plan describes how training services will be provided through the use of individual training accounts or contracts and how they will be coordinated to ensure informed customer choice in the selection of training programs. | 34 |
| **J. Public Transparency, accessibility and inclusivity** | | **Page(s)** |
| i. | The local plan describes the process to provide a 30-day public comment period. Information specifies how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section describes local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description notes how and which groups (by name) were contacted and invited to participate in both planning | 35 |

**APPENDIX J**
**Local Plan Scoring Matrix**

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| | efforts and the public comment process. | |
| **K. Common Intake and Case management** | | **Page(s)** |
| i. | The local plan describes how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan. | 35 |