

## City & County of San Francisco 2015 Citywide Workforce Development Plan

San Francisco's remarkable rebound from the Great Recession continues apace, as the City boasts its lowest unemployment rate (3.8% in December 2014) in almost a decade. Amidst this boom, the City continues to address challenges affecting San Francisco's workforce, including a citywide affordability crisis and persistent under-employment and unemployment for the city's most vulnerable residents.

While San Francisco's vibrant economy is enviable, it also presents an opportunity for policymakers and workforce practitioners to focus on those who have yet to share in San Francisco's employment gains.

San Francisco presents a strong foundation for this work. The City has a robust workforce development system that successfully assists thousands of residents per year, from youth in their first work environment to seasoned professionals transitioning to new opportunities. San Francisco's system helps clients overcome barriers to employment, improve academic and vocational skills, and connect with employers.

This initial Citywide Workforce Development Plan describes the City's current workforce investments and provides a framework for a comprehensive plan to successfully meet the workforce needs of the City over the next five years, in collaboration with community stakeholders, business leaders, and public and private sector partners. We look forward to partnering with these key stakeholders in this effort.

### I. Background

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

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

The Alignment Committee is responsible for the development of a five-year Citywide Workforce Development Plan and annual updates to the plan. Both the five-year plans and the annual updates are to be submitted to the City's workforce investment board, Workforce Investment San Francisco (WISF), by March 15 of the appropriate year.

## II. Planning Process

The Alignment Committee consists of one member designated by the Mayor, one member of the Board of Supervisors or a City employee designated by the Board (with the department head's approval), the Director of Workforce Development, and the department heads of the following City departments: Human Services Agency; Department of Children, Youth and Their Families; Public Utilities Commission; and Public Works. The Mayor annually appoints a member of the Alignment Committee to serve as Chair.

Mayor Edwin M. Lee chose Kate Howard, Mayor's Budget Director, as his designee, and to serve as the Alignment Committee's Chair. The Board of Supervisors selected Board President London Breed to serve as its designee.

For its inaugural Citywide Workforce Development Plan, the Alignment Committee collected workforce data from these eighteen participating City departments:

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

The Alignment Committee focuses on workforce programs operated or funded by the City and County of San Francisco. However, the Alignment Committee recognizes the critically important role that City College of San Francisco, San Francisco Unified School District, labor unions, employers, community based organizations, and others play in the broader workforce development system in San Francisco. The Alignment Committee will engage these important stakeholders in its planning process through the annual updates and through the implementation of its workforce programs.

#### Role of the Initial Plan

This Workforce Development Plan describes the baseline of workforce investments and outcomes upon which the City will build targeted workforce strategies and initiatives to prepare San Francisco's workforce to share in the growing economy.

The Workforce Development Plan launches a strategic workforce planning process to help the Alignment Committee assess the City's workforce development needs and opportunities, as well as develop a strategy to meet those needs. Workforce development is a collaborative process, in which stakeholders are united by the goal of an efficient, effective system that is easily navigated by users and advances individuals towards competitive skills sets and stable employment.

The first annual update to this plan will be submitted to the WISF and the Board of Supervisors March 2016. The Alignment Committee will incorporate findings from the stakeholder planning process into the March 2016 update. Annual updates will include:

- A summary of the City's implementation of the plan, including data detailing departmental performance metrics
- A summary of anticipated changes to federal and state funding
- A summary of current fiscal year programs and expenditures for workforce development services
- Recommended funding levels for new and existing services for the next fiscal year, and
- A statement of priorities to guide the allocation of unanticipated funding that becomes available for citywide workforce development services during the annual budget process or during the fiscal year.

### III. Workforce Development System Goals

City departments identified goals and priorities for the workforce system, including those designed to target specific population groups, to improve individual and community quality of life, and to assist employers, including the City, to strengthen its workforce. A full listing of these goals is below in Table 1.

Table 1. San Francisco City Departments – Goals and Priorities

Why We Provide Workforce Development Services
To promote economic self-sufficiency and family well-being
To help people attain competitive jobs placements
To help people fulfill requirements of their welfare benefits
To promote positive exits from public welfare programs
To build opportunities for youth and other vulnerable populations
To build San Francisco business/attract business to San Francisco
To reduce violence/violence prevention
To reduce the likelihood of participants committing subsequent offenses
To fulfill the department's hiring needs – right now and in the future
To diversify the workforce
To fulfill different community benefit agreements
To promote civic engagement
To make community impact
To help build educational and skills building opportunities
To fulfill components of treatment
To promote environmental sustainability
To meet state and federal mandates
To help specific populations and neighborhoods

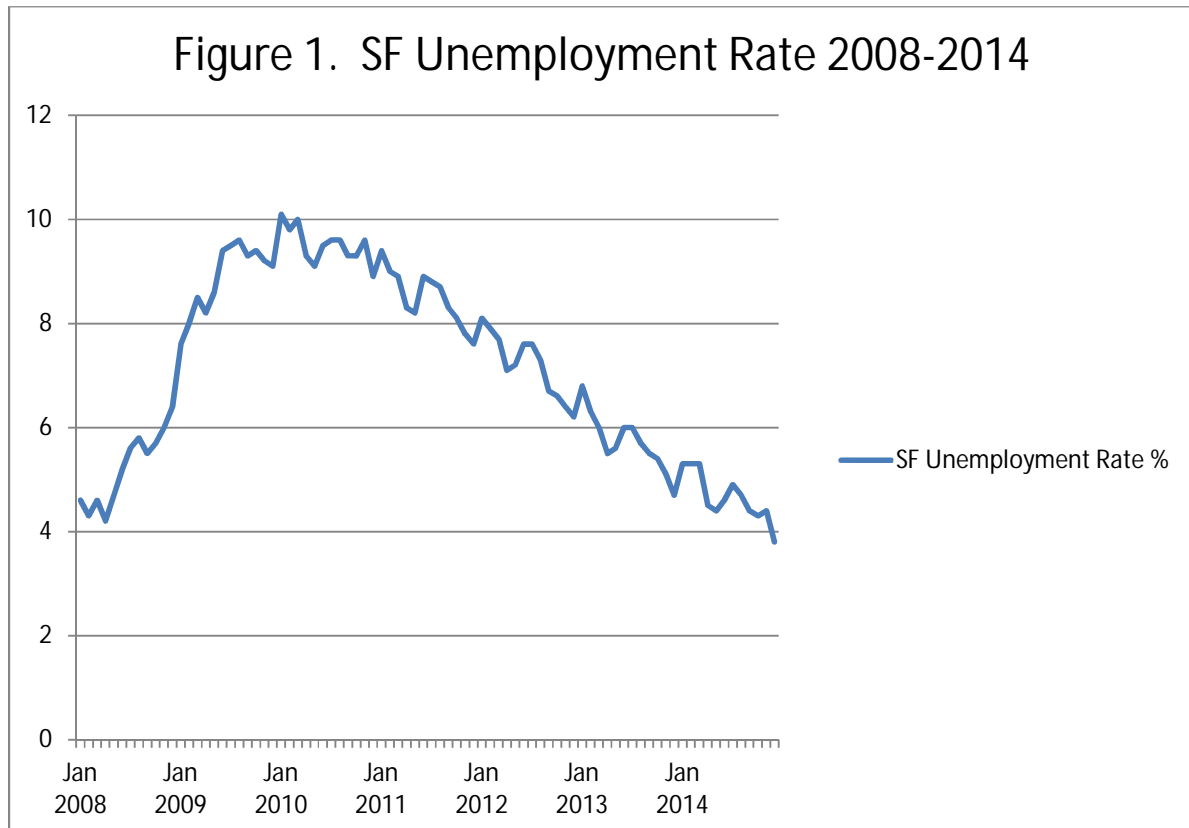
In addition, Supervisor London Breed, Alignment Committee representative appointed by the Board of Supervisors, identified a prioritization of low-income San Franciscans, vocational training above basic skills, and an approach that helps address safety issues as goals for workforce development.

The Alignment Committee intends to build upon these City department goals and priorities through a comprehensive planning process, and looks forward to stakeholder input.

#### IV. San Francisco Context

##### San Francisco Workforce Profile

According to the California Employment Development Department, the December 2014 unemployment rate for San Francisco was 3.8%, third lowest among California's 58 counties. Since peaking at 10.1% in January 2010, the unemployment rate has been trending downward for the last five years. See Figure 1 below.



The dramatic decline in unemployment is testament to the strength and resilience of the local economy, driven largely by growth in the Information/Communications and Technology (ICT) sector (100% growth between 2010 and 2015 with projected growth of 153% between 2010 and 2020).<sup>1</sup>

Within San Francisco, different communities experience much higher rates of unemployment, particularly among persons with minimal education attainment and skills. Groups with these and other traditional barriers to employment are at a considerable disadvantage in the local labor market. On an individual level, workforce system clients present at least one – but

<sup>1</sup> Economic Modeling Specialists International (EMSI) projections

frequently multiple – barriers to employment. Barriers to employment include, but are not limited to:

- Education, including reading/math literacy, and High School Diploma/GED
- Limited English language skills
- Homelessness/Housing
- Mental Health
- Substance Abuse
- Valid Driver's License
- Criminal Histories
- Child Care
- Transportation
- Personal Safety (e.g. domestic violence, gang affiliation, turf restrictions)

U.S. Census data reveals that 22% of San Francisco residents report speaking English less than very well, while 14% of San Francisco residents age 25 and older have less than a high school diploma<sup>2</sup>. Additional data collection as part of the planning process will identify the extent of other barriers to employment for San Francisco residents.

In addition, the Alignment Committee will utilize a strength-based approach to develop a profile of workforce system clients. It will also seek to identify a profile of San Francisco residents in need of services that have not yet accessed the existing workforce development system.

#### San Francisco Economic Profile

Job growth in San Francisco has largely been driven by growth in a few key sectors: ICT, Hospitality, Health Care, Construction, and Professional Services. Indeed the ten fastest growing industries and occupations for 2010-2020 are in these sectors. See Figures 2 and 3 below.

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<sup>2</sup> U.S. Census Bureau's 2013 American Community Survey 5-Year Estimate

Figure 2. Fastest Growing Industries 2010-2020

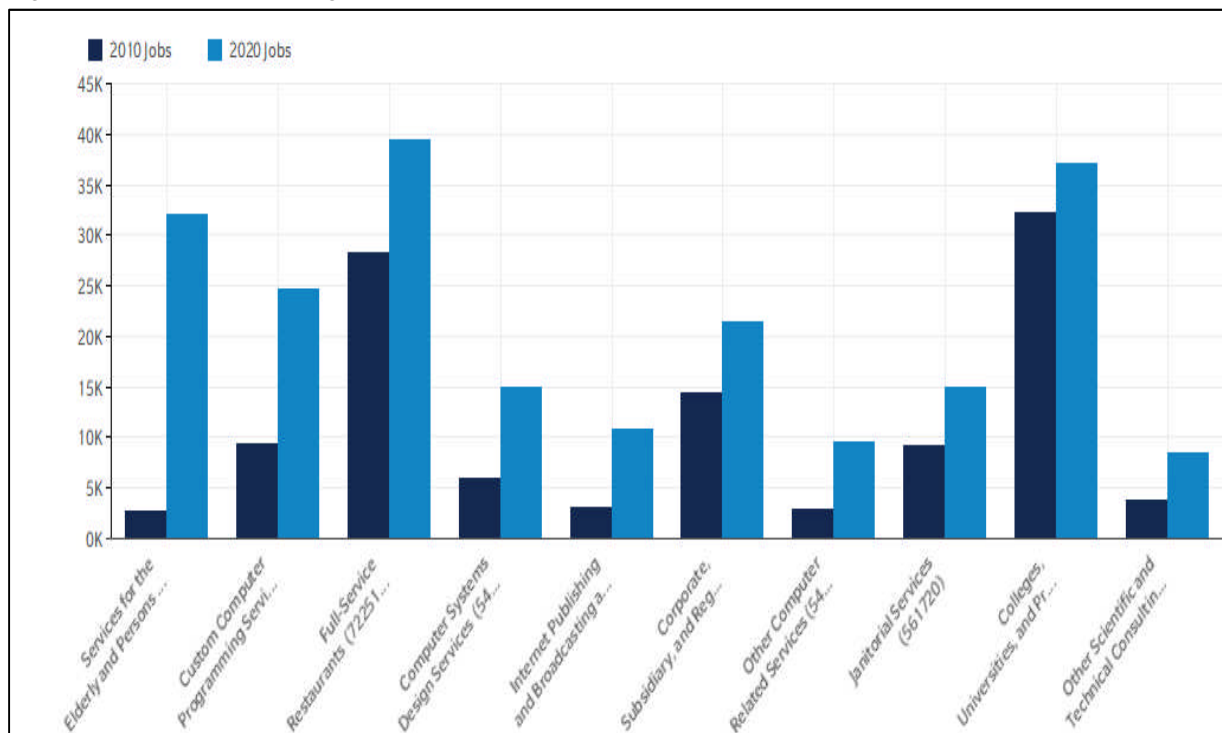
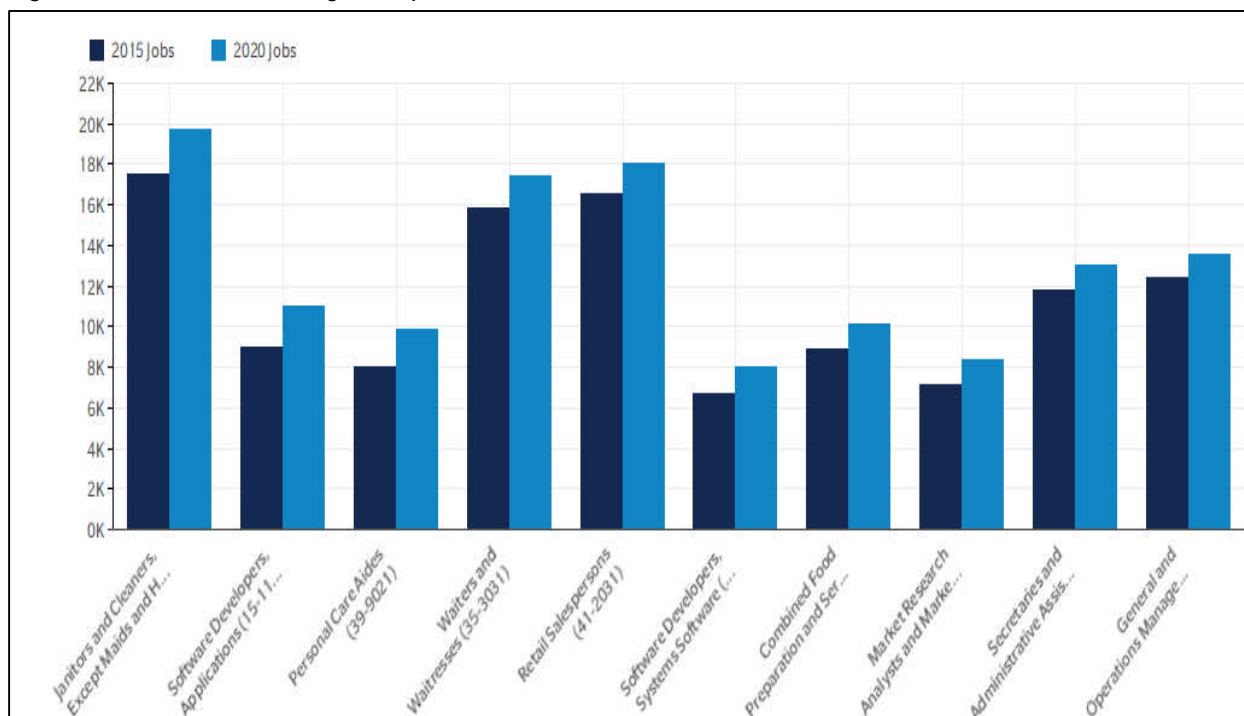


Figure 3. Fastest Growing Occupations 2015-2020



As shown in the Performance Metrics Report (attached), many City training programs are aligned with these growth sectors and occupations. For example, three departments – DPH,

HSA, and OEWD – list health care as one of their top three training industries. In addition, DPH and OEWD also list retail/hospitality as top training industries.

## V. San Francisco Workforce Inventory: FY 2013-14

The City is committed to supporting job seekers and employers through an array of workforce development programs. Through the eighteen departments that participated in this report, the City invested more than \$94 million in FY 2013-14 on workforce programs, including programs with a goal of building skills/removing barriers to employment and programs with a goal of placing participants into employment. These programs range from work experience for youth to subsidized employment for persons on public benefits to higher skilled training programs geared towards placement in private sector employment.

Below is a listing of City workforce development programs by department:

### Adult Probation (APD)

1. CASC Employment Programs – CJCJ
2. AmericaWorks

### Children, Youth & Their Families (DCYF)

1. Mayor's Youth Employment & Education Program (MYEEP)
2. YouthWorks
3. Youth Workforce Development
4. Youth Workforce Development - Justice Involved Youth
5. Creating and Managing Private Sector Opportunities
6. Career Awareness
7. High School Partner Model

### Human Resources (DHR)

1. Pathways to City Employment
2. IT Hiring
3. Clerical Eligibility Testing Program
4. Veterans Hiring

### Public Health (DPH)

1. BHS Peer-to-Peer Programs
2. DOR Collaborative Employment Programs
3. Vocational Rehabilitative Programs



#### Public Works (DPW)

1. Apprenticeship Program for Laborers with Union Local 261
2. Apprenticeship Program for Gardeners with Union Local 261
3. Apprenticeship Program for Cement Masons with Union Local 300
4. Apprenticeship Program for Stationery Engineering with Union Local 39
5. Mission Neighborhood Center Youth and Young Adults Summer Employment Program
6. Mission Neighborhood Center Youth and Young Adults Year-Round Employment Program
7. Corridor Ambassador - Economic Opportunity Council (EOC) Project - Western Addition

#### Environment (ENV)

1. Environment Now
2. Zero Waste Grant Program (workforce-related grantees include San Francisco Conservation Corps and SF Clean City Coalition)

#### Human Services Agency (HSA)

1. Community Jobs Program (CJP)
2. Public Service Trainee Program (includes Clean Streets Clean Parks and IPO programs)
3. Wage Subsidy
4. Individual Referral (IR) Vocational Training
5. Rapid Response
6. Individualized Training Internship program (ITIP)-- Internship with CBO
7. Vocational Immersion ESL (VIP)
8. Youth Employment Services (YES)
9. Student Work Experience (SWEP)
10. District 11 Transitional Employment & Beautification
11. SF Clean City Coalition
12. Work Study at City College
13. Transgender Economic Empowerment Initiative (TEEI)
14. McKinney Homeless Employment Programs
15. HOMEWORC
16. Department of Rehabilitation (DOR)
17. Job Readiness Assessment (JRA) & Employment Plan Development
18. Refugee Employment Services
19. Group Employment Preparation Sessions (GEPS)
20. Job Club (Job Match)/JobsPLUS
21. Workfare
22. CAAP Job Search
23. Foster Youth Employment

Public Library (LIB)

1. Kid Power
2. Classes on Employment Related Topics
3. Basic Computer Skills Classes
4. Job Seekers Lab
5. Board of Advising Youth (BAY)

Mayor's Office of Housing & Community Development (MOHCD)

1. Transitional Age Youth Programs

Office of Civic Engagement & Immigrant Affairs (OCEIA)

1. Community Ambassadors Program (CAP)
2. DreamSF Fellowship Program

Office of Economic & Workforce Development (OEWD)

1. CityBuild
2. Health Care Academy
3. Hospitality Initiative
4. TechSF
5. Sector Bridge
6. RAMP
7. Young Adult WorkLink
8. Neighborhood Access Points
9. Comprehensive Access Point
10. Re-Entry Navigator
11. Disability Employment Initiative
12. TransitionsSF

Port

1. Pile Worker Apprenticeship
2. Youth Employment

Public Utilities Commission (PUC)

1. Watershed Workers (Seasonal 7542 classification)
2. ProjectPull
3. Achievers Pilot Program
4. SFPUC Project Learning
5. SFUSD ACCESS Programs Workability and Project Opportunity Works
6. WasteWater Enterprise 9910 Pre-Apprenticeship Program

7. Stationary Engineer Apprenticeship
8. Utility Plumber Apprenticeship
9. The Garden Project/Earth Stewards
10. Career and Technical Education (CTE) and Tech 21 Summer Internships

#### Recreation & Park Department (RPD)

1. Workreation
2. Gardener Apprentice Program

#### District Attorney (SFDA)

1. Back on Track

#### San Francisco International Airport (SFO)

1. Career Connect Employment Track
2. Career Connect College Track
3. Career Connect Custodial Track
4. Construction Admin Intern Program
5. SFO High School Interns
6. San Francisco (SFO) College Interns

#### Sheriff (SHF)

1. Horticultural Training Program

These workforce programs also range in intensity; some clients need a “low touch” approach, such as access to computers and job postings, while other clients have intensive needs that require years of support.

#### Data Review – Directions to Departments and Qualifiers

The Alignment Committee asked the eighteen participating departments to provide target age categories for its programs as well as performance outcomes and budget information for Fiscal Year 2013-14, the most recently completed fiscal year. In order to reduce duplicative data and narrow the focus of the project, the Alignment Committee provided the following directions to departments:

- Programs performed through departmental work orders were to be reported by the performing department only;
- Program information on citywide programs (e.g. YouthWorks, Project Pull) was to be reported by the lead department only;
- Professional-level internships for college students listed separately (attached), and not included in the data;

- Budget information includes direct staff costs for workforce programs, administrative staff costs, and program contracts. Budget figures do not include broader departmental costs such as rent, supplies, etc.

In addition, it is important to note several qualifiers for the data presented in this report:

- All data is self-reported by departments;
- Client data is not unduplicated;
- Definitions (e.g. "served," "placement," "retention") are not consistent across departments (see attached metrics sheet for definitions by departments)
- The Public Library is excluded from performance metrics figures presented below because the classes and computer usage programs serve the general public.

#### Preliminary Analysis

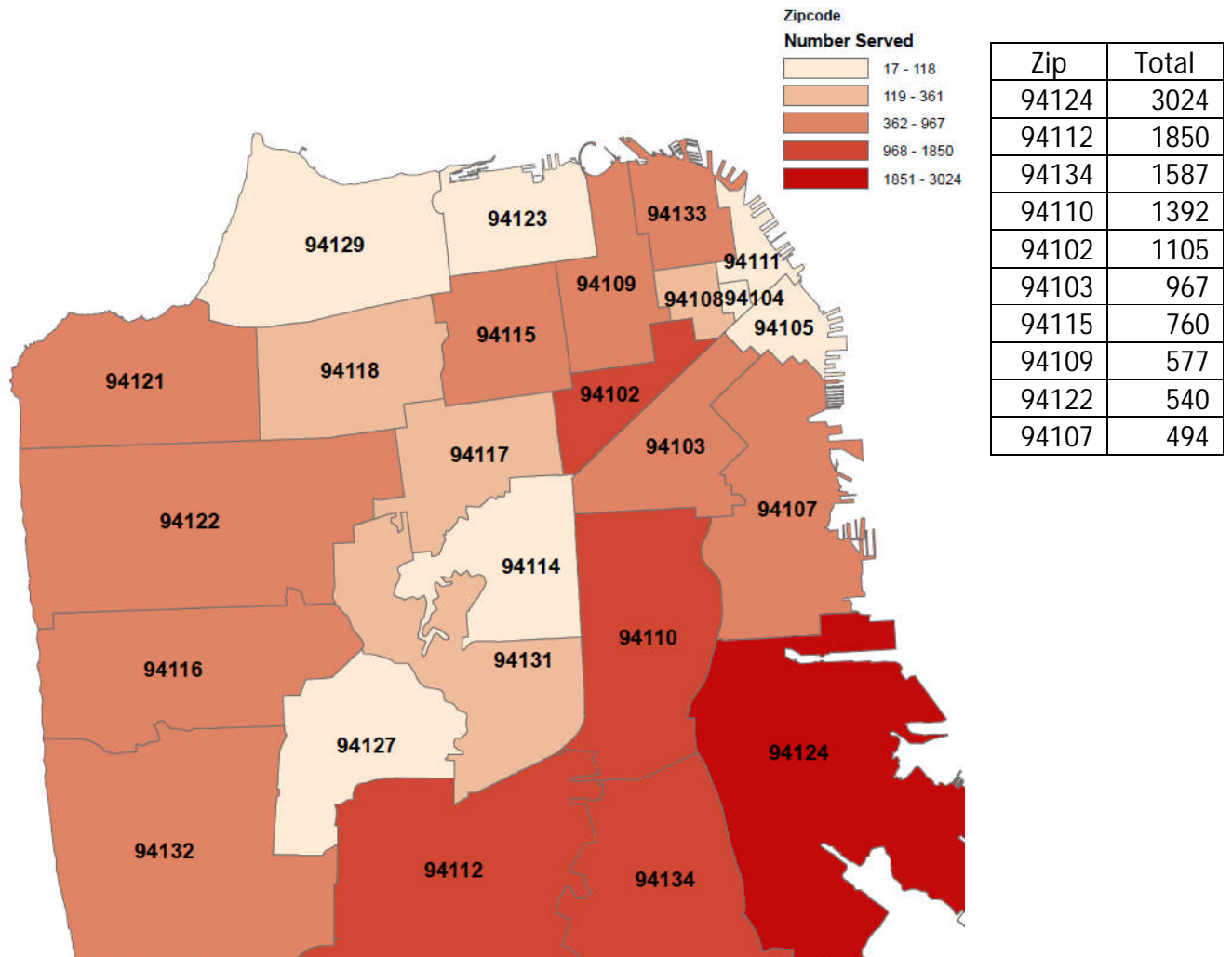
Based on departmental program and budget data (attached), the Alignment Committee performed some initial analysis of the City's workforce programs. The Alignment Committee welcomes further analysis and feedback through the upcoming stakeholder process.

#### *Total Clients Served by Zip Code – Alignment Committee Departments*

As previously stated, the Alignment Committee intends to develop a full profile of workforce system clients. At this point, the Alignment Committee collected zip code data on the clients of its programs – that is, the workforce development programs of Department of Children, Youth & Their Families; Department of Public Works; Human Services Agency; Office of Economic and Workforce Development; and Public Utilities Commission.

As shown in Figure 4 below, the zip codes with the highest number of workforce clients served by these five departments are located along San Francisco's southern border, with the top three zip codes being 94124, 94112, and 94134.

Figure 4. FY 2013-14  
 Clients Served by Zip Code – Alignment Committee Departments  
 (DCYF, DPW, HSA, OEWD, PUC)

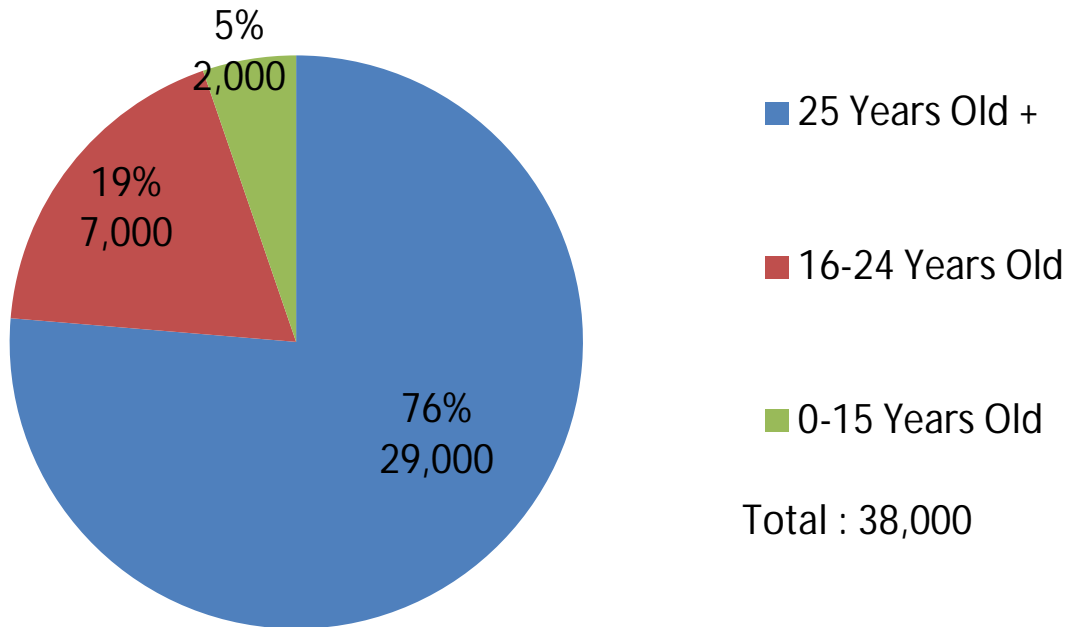


#### *Total Clients Served by Age*

Of the workforce programs reported by the eighteen participating departments, 30 served adult clients, 29 served youth clients, and 17 served both adults and youth. Data from these programs shows that the majority of workforce system clients (approximately 80%) are age 25-years old and above. See Figure 5 below.

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

Figure 5. FY 2013-14  
Total Clients Served by Age

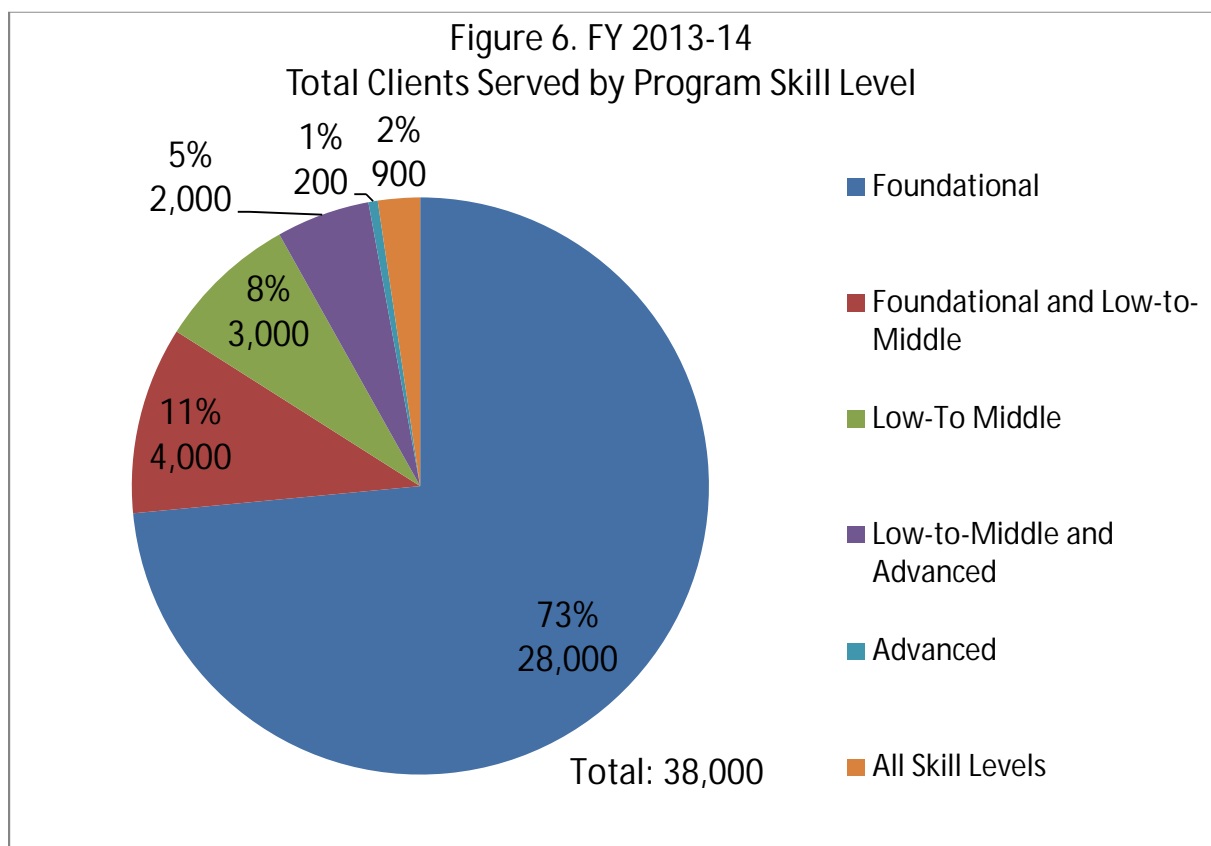


#### *Total Clients Served by Program Skill Level*

The Alignment Committee asked departments to report the approximate skill level of the clients served in each of its workforce programs. Generally, these classifications correspond with the barriers faced by clients, and their academic/vocational skill level:

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

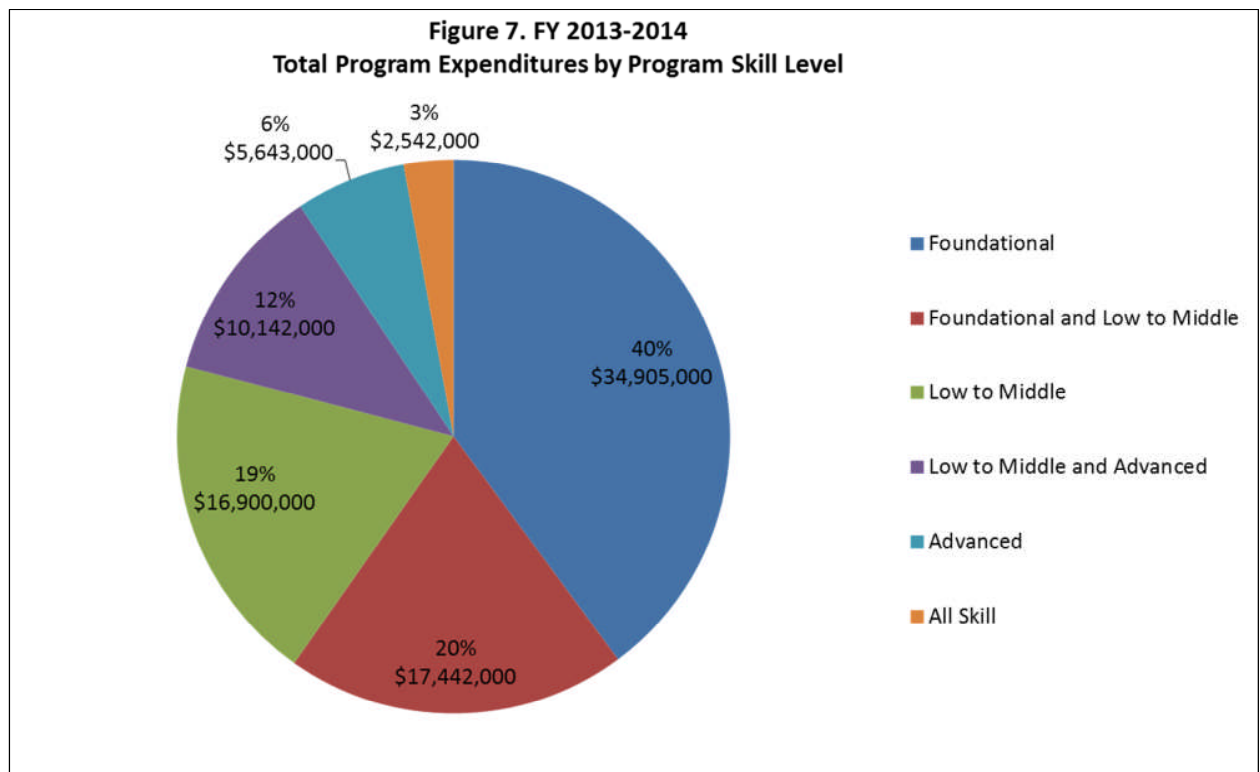
Approximately 85% of workforce system clients served by City workforce programs are in the (1) foundational and (2) foundational and low-to-middle skills categories. See Figure 6 below.



For youth ages 24 and younger, approximately 77% were served by City workforce programs in the (1) foundational and (2) foundational and low-to-middle skills categories, less than the 85% of all workforce system clients served in these programs. Approximately 18% of these youth were served in low-to-middle skill programs, higher than the percentage of all workforce clients (approximately 7%).

#### *Total Program Expenditures by Program Skill Level*

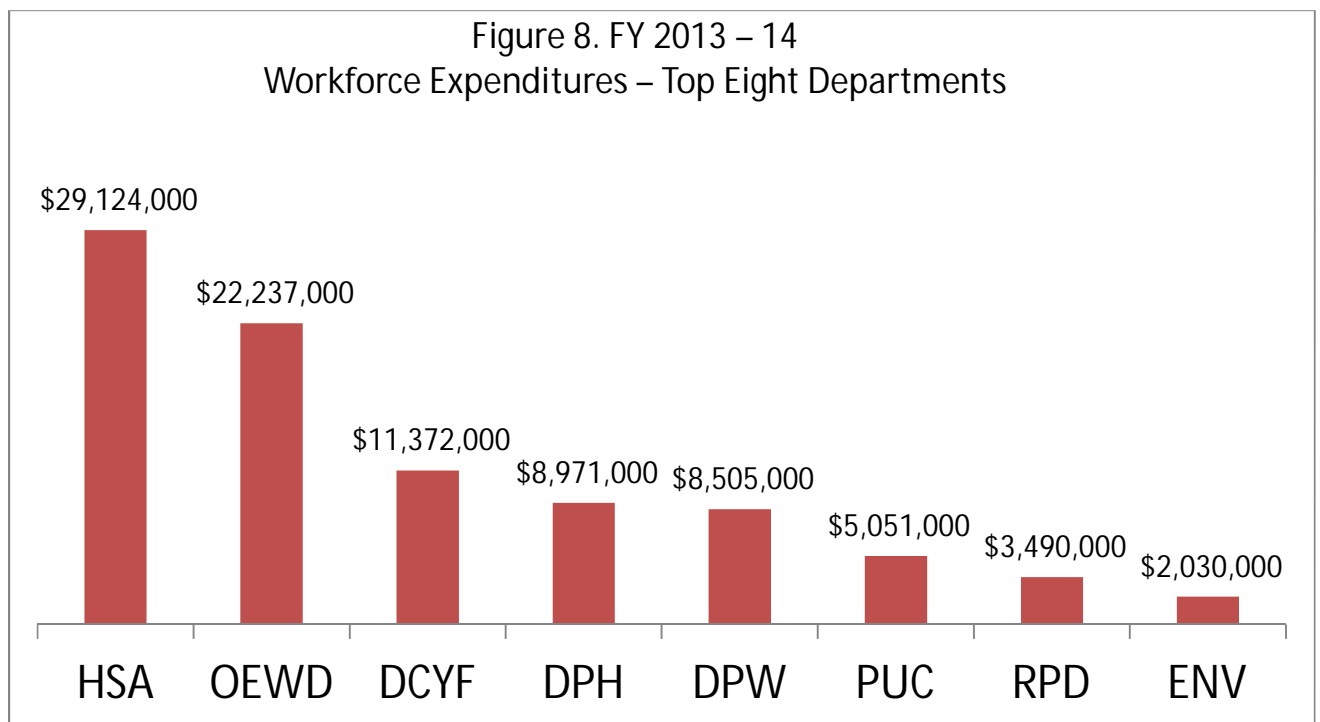
As previously mentioned, the City spent more than \$94 million in FY 2013-14 on workforce development programs across the eighteen participating departments. Approximately two out of every three dollars that the City invests on workforce programs are dedicated to (1) foundational and (2) foundational and low-to-middle skill programs. See figure 7 below. (Note that these figures include program costs only, not administrative costs.)



#### *Workforce Expenditures – Top Eight Departments*

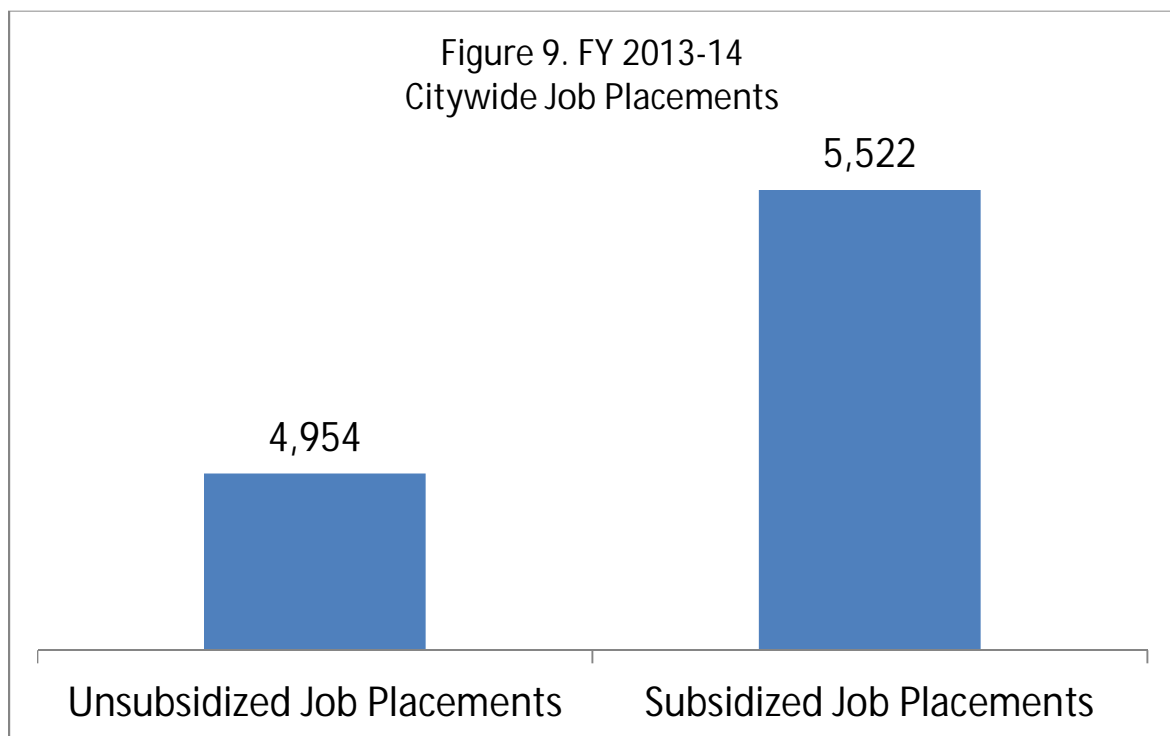
The five departments represented on the Alignment Committee are among the eight departments that spent the most on workforce development programs in FY 2013-14. Taken together, these eight departments spend approximately \$91 million on workforce development programs, or approximately 96% of the total amount spent by the City as a whole. See Figure 8 below.





#### *Citywide Job Placements*

While only \$62 million of the City's workforce program investments are committed to job placement programs, participating departments reported 10,476 job placements in FY 2013-14, including 4,954 in unsubsidized employment. See Figure 9 below.



As indicated in the Performance Metrics Report (attached), the majority of unsubsidized job placements were through OEWD (3,848 placements out of 4,954), while the majority of subsidized job placements were through DCYF and HSA (combined, 4,309 placements out of 5,522).

#### Areas for Further Exploration

The Alignment Committee recognizes that the data reported in this Workforce Development Plan are just the beginning of the City's five-year workforce alignment strategy. The Alignment Committee welcomes input from stakeholders as to what other information and analysis would be useful in developing and refining a coordinated workforce strategy for San Francisco.

Below are a few ideas to begin the Workforce Alignment process:

- Compile client demographic (e.g. age, gender, ethnicity) and profile (e.g. educational attainment, language skills) data
- Create consistent definitions and data across the City workforce development system
- Collect retention data and wage rates
- Compile data on job placements by occupation and employers that hire workforce system participants
- Map how clients enter, navigate, and move through and across the workforce system
- Identify how the City serves special populations (e.g. ex-offender; limited English abilities)
- Chart how clients move from foundational programming into higher-level programming
- Track how clients move from subsidized to unsubsidized employment
- Evaluate how effective local mandates are in getting residents hired in private sector employment.
- Research the City's role from an employer perspective – internships, apprenticeships, and full-time employment

## VI. Workforce Strategies

In his January, 2015 State of the City address, Mayor Lee outlined his goal of shared prosperity through his affordability directives with the City's investments in housing, education, transportation, women's empowerment, and anti-poverty programs. The City's workforce system plays a central role in advancing the Mayor's affordability agenda for those with barriers to employment.

The following strategies related to workforce are included in the Mayor's affordability and shared prosperity directives:

- **Breaking Cycle of Family Poverty.** To fight poverty, Mayor Lee has set a renewed focus on attacking poverty at its roots. He launched Project 500 – a laser-like focus of intensive resources, wrap-around services, and case management across City departments and nonprofit providers for at least 500 of the City’s most at-risk families, to give them meaningful pathways out of poverty and disrupt intergenerational transfer.
- **HOPE SF.** Along with Board President London Breed, Mayor Lee has led an effort to transform federally-owned public housing sites into vibrant, mixed-use communities. In partnership with U.S. Housing and Urban Development Secretary Julián Castro, San Francisco is rehabilitating and rebuilding run-down public housing without displacing the residents who currently live there.
- **Addressing Workforce Barriers** Address the challenges that job seekers often suffer silently, including a criminal record, childcare issues, and driver’s license suspensions. The Mayor wants the long-term unemployed to land stable jobs, and that includes addressing more of their barriers.

Additionally, City departments will work to strengthen ties with critically important partners, including the San Francisco Unified School District and City College of San Francisco.

Moving forward, the Alignment Committee will pursue workforce development strategies that are tailored to the needs of San Francisco residents and relevant to the local and regional economy. The Alignment Committee will also align its efforts with the following key federal and state priorities to ensure the City optimally leverages all available workforce resources to benefit San Franciscans:

1. The Workforce Innovation and Opportunity Act (WIOA), adopted by Congress in 2014, and the Obama Administration’s *Job-Driven Training and American Opportunity* action plan for America’s workforce and training system, also released last year

Key strategies from these initiatives include:

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

2. The United States Department of Agriculture's Supplemental Nutrition Assistance Program Education & Training Program (SNAP E&T)

SNAP E&T allows states to provide employment and training and related supportive services to individuals receiving Supplemental Nutrition Assistance Program benefits. These services are intended to assist recipients in gaining skills, training, work, or experience that will increase the number of SNAP work registrants who obtain unsubsidized employment, increase earned income, and reduce reliance on public assistance.

3. California Assembly Bill 86 (AB 86)

The 2013-2014 State Budget appropriated \$25 million to the California Community College Chancellor's Office (CCCCO) to allocate funding for two-year planning and implementation grants. The funds will be provided to eligible consortia for the purpose of developing regional plans for adult education. AB 86 outlines expectations for consortium development as well as planning and implementation requirements to establish the Adult Education Consortium Program. The intent of AB 86 is to expand and improve the provision of adult education – via these consortia – with incremental investments starting with the 2015-16 fiscal year.

As previously highlighted, the strategies outlined in this inaugural Citywide Workforce Development Plan are the starting point for the development of a more comprehensive document developed in partnership with community, business, and other public and private stakeholders.

## Appendix A

### Alignment Committee City Departments

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

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

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

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

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

#### Department of Public Works

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

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

The Department of Public Works provides services through the following program areas: Building Design and Construction, Building Repair, Infrastructure Design and Construction,

Street and Sewer Repair, Street Environmental Services and Urban Forestry, and Street Use and Mapping.

In partnership with SF Human Services Agency, JOBSNOW and local unions, DPW apprenticeship programs provide training to hundreds of participants through apprenticeship programs in Cement Masonry, Gardening, and Laborer/Environmental Services.

Human Services Agency of San Francisco  
*[www.sfhsa.org](http://www.sfhsa.org)*

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

The Human Services Agency is comprised of three separate departments. The Department of Aging and Adult Services (DAAS) is charged with planning, coordinating, providing, and advocating for community-based services for older adults and individuals with disabilities, and works with nearly 44,000 San Franciscans each year. The Department of Human Services (DHS) works with approximately 164,000 San Franciscans each year to provide critical housing, nutrition assistance, income support, and child welfare services. The Office of Early Care and Education (OECE) aligns investments and coordinates programs to serve young children and their families, including access to child care assistance.

HSA is responsible for providing employment services for San Francisco's public assistance recipients, as well as offering services to the general public through its Career Link Centers. Career Link Centers provide residents with job listings, career counseling and job placement services.

Office of Economic & Workforce Development  
*[www.workforcedevelopmentsf.org](http://www.workforcedevelopmentsf.org)*

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

OEWD's Workforce Development Division coordinates the San Francisco Workforce Development System, which is a network of public, private, and nonprofit service providers that serve San Francisco jobseekers and employers.

OEWD works to connect jobseekers with employment opportunities in growing industries by providing industry-aligned job training and access to job search assistance at community based neighborhood access points throughout the City.

## Public Utilities Commission

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

The Public Utilities Commission (PUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care.

The PUC provides services through the following enterprises and bureaus: Water Enterprise, Waste water enterprise, Hetch Hetchy Water and Power. The Water Enterprise is responsible for collecting, treating, and distributing 222 million gallons of water per day to 2.6 million people in the Bay Area. The Waste Water Enterprise collects, transmits, treats, and discharges sanitary and storm water flows generated within the City for the protection of public health and environmental safety. Hetch Hetchy Water and Power is comprised of the Power Enterprise and the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source.

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

San Francisco Workforce System - Annual Performance Metrics Report PY 2013-2014																			
Metrics	TOTALS	APD	DCYF	DHR	DPH	DPW	ENV	HSA	LIB	MOHCD	MTA	OCEIA	OEWD	PORT	PUC	RPD	SFDA	SFO	SHF
Total # of Clients Served in Workforce Programs, 0-15 Years Old	2,116	0	1602	0	0	N/A	0	0	494	0	N/A	0	0	0	20	N/A	0	0	0
Total # of Clients Served in Workforce Programs, 16-24 Years Old	7,388	66	3248	0	0	334	3	256	13	793	N/A	16	1575	43	720	240	35	46	0
Total # of Clients Served in Workforce Programs, 25 Years Old and Over	37,021	259	35	0	909	52	12	22833	7912	0	N/A	26	4929	0	5	25	16	2	6
Total # of Clients Served in Workforce Programs, All Ages	46,525	325	4885	0	909	386	15	23089	8419	793	0	42	6504	43	745	265	51	48	6
Job Placements																			
Total # of Unsubsidized Job Placements	4,954	168	157	0	221	N/A	N/A	240	0	0	N/A	10	3848	11	2	265	13	19	N/A
Total # of Subsidized Job Placements	5,522	2	2574	0	161	N/A	N/A	1735	0	0	0	0	318	5	725	N/A	2	0	N/A
Total # of Unsubsidized and Subsidized Job Placements	10,476	170	2731	0	382	0	0	1975	0	0	0	10	4166	16	727	265	15	19	0
Top Three Placement Industries - Unsubsidized Jobs																			
Industry #1	N/A	N/A	Private for-profit	N/A	Retail	N/A	Environmental Consulting	Security	N/A	N/A	N/A	Security	Construction	N/A	Water/Wastewater Operations	Park Maintenance	Transportation	Transportation	N/A
Industry #2	N/A	N/A	Nonprofit	N/A	Hospitality	N/A	Customer Service	Retail	N/A	N/A	N/A	Government	Hospitality	N/A	N/A	Recreation	Nonprofit	Retail	N/A
Industry #3	N/A	N/A	Government	N/A	Food Service	N/A	Administration	Government	N/A	N/A	N/A	N/A	Health Care	N/A	N/A	N/A	Retail	Hospitality	N/A
Top Three Placement Industries - Subsidized Jobs																			
Industry #1	N/A	N/A	Nonprofit	N/A	Health Care	N/A	N/A	Government	N/A	N/A	N/A	N/A	Hospitality	N/A	Nonprofit	N/A	Hospitality	N/A	N/A
Industry #2	N/A	N/A	In-house	N/A	Administration	N/A	N/A	Administration	N/A	N/A	N/A	N/A	Government	N/A	Government	N/A	Government	N/A	N/A
Industry #3	N/A	N/A	Government	N/A	Janitorial	N/A	N/A	Transportation/Warehouse	N/A	N/A	N/A	N/A	Nonprofit	N/A	Stationary Engineering	N/A	N/A	N/A	N/A
Training and Skills Development																			
Total # of Clients that Completed Training/Work Readiness	13,436	124	2412	0	N/A	N/A	15	8511	0	0	N/A	42	1885	23	180	240	2	N/A	2
Total # of Clients that Completed Vocational Training	1,583	29	N/A	0	377	N/A	15	128	0	0	N/A	42	976	0	2	9	0	5	0
Total # of Clients that Completed Basic Academic Skills Programs	637	0	N/A	0	15	N/A	0	0	0	462	N/A	0	149	7	2	N/A	0	0	2
Total # of Clients that Completed ESL Programs	88	0	N/A	0	0	N/A	0	73	0	0	N/A	0	15	0	0	N/A	0	0	N/A
Top Three Training Industries																			
Industry #1	N/A	N/A	N/A	N/A	Health Care	N/A	Environmental Consulting	Administration	N/A	N/A	N/A	N/A	Construction	N/A	Nonprofit	Park Maintenance	Education	Nonprofit	Horticulture
Industry #2	N/A	N/A	N/A	N/A	Administration	N/A	Customer Service	Health	N/A	N/A	N/A	N/A	Hospitality	N/A	Government	Recreation	N/A	Government	N/A
Industry #3	N/A	N/A	N/A	N/A	Retail	N/A	Administration	Transportation	N/A	N/A	N/A	N/A	Health Care	N/A	Water/Wastewater Operations	N/A	N/A	Recreation	N/A



San Francisco Workforce System - Annual Performance Metrics Report PY 2013-2014																			
Metrics	APD CASC/Employment Services	APD America Works	DCYF	DHR	DPH	DPW	ENV	HSA	LIB	MOHCD	MTA	OCEIA	OEWD	PORT	PUC	RPD	SFDA	SFO	SHF
Total # of Clients Served in Workforce Programs, 13-15 Years Old	Unduplicated count of individuals who are eligible for contracted services (to be eligible, clients must complete CJ/CJ Awakening New Futures and be homeless per HUD	Unduplicated count of individuals who are enrolled in contracted services.	Unduplicated number of youth receiving YWD services (includes summer placements)	N/A	Unduplicated count of individuals 18 and older who received supportive services and provided entry level work for CBHS civil service or contract organizationS	N/A	Unduplicated count of individuals (by age group) enrolled in the Environment Now Program	N/A	Unduplicated number of youth participating in Kid Power volunteer program.	Unduplicated count of individuals who received services from a contracted service provider	N/A	CAP-Total unduplicated number of Jobs Now 9916 PST Positions (Central Market and Mission Teams); and Total unduplicated number of 9910 CAP Program individuals (Bayview/VisValley residents; District 10)	Unduplicated count of individuals (by age group) who received services from staff or a contracted service provider	N/A	duplicated count of individuals participating in SFPUC programs	Unduplicated number of youth participating in Workreation and individuals hired as apprentice gardeners	Unduplicated count of young adults ages 18-30 admitted by District Attorney's Office into Back on Track ("BOT" - a specialized program for young adults facing a first-time felony conviction for certain nonviolent offenses) and receiving workforce development services from Goodwill Industries	Number of youth participating in one of our 14 unique internship programs, all aimed at fostering soft skill development and teaching job retention skills. For high school aged students we offer- YouthWorks, Tech 21, Project Pull and SFO High School Interns. For collegeage students we offer Summer Interns, SFO College Interns (year around), Project Assist (volunteer), and the citywide Engineering program. For recent Master's graduates we have a Management Intern PProgram and participate in the citywide City Hall Fellows Program. We also have our Career Connect Program offering three distinct training tracks (Custodial, College, Employment). This program targets Transitional Age Youth referred by one of our partnering community based organization.	Unduplicated # of young adults 25+ who are employed in program
Total # of Clients Served in Workforce Programs, 16-24 Years Old								Total unduplicated count of PAES, CalWORKS and foster youth ages 16-24 served in the Summer Work Experience (SWEPE) and YES workforce programs during the reporting period	Unduplicated number of youth participating in Board of Advising Youth (BAY)										
Total # of Clients Served in Workforce Programs, 25 Years Old and Over								Count of individuals who received employment services from HSA staff or a contracted service provider, by program. Summing the columns would result in a DUPLICATED count. Columns C through T are largely unduplicated, but those clients are also counted in columns U through X.	Unduplicated number of participants in the Library's classes on employment related topics, the Job Seekers Lab and basic computer skills classes.										
Job Placements																			
Total # of Unsubsidized Job Placements	Count of individuals placed in unsubsidized jobs, including both temporary and permanent placements	Count of unsubsidized jobs individuals were placed in, including both temporary and permanent placements	All unsubsidized job placements, including temporary and permanent (includes summer placements)	N/A	Count of individuals placed in jobs within the competitive workforce	N/A	N/A	Count of known individuals placed in unsubsidized jobs during the reporting period by HSA or a contracted provider. (Note: This is an undercount since other individuals become employed but never report this to HSA)	N/A	N/A	N/A	All unsubsidized job placements, including temp and permanent placements (includes summer)	Count of individuals placed in unsubsidized jobs, including both temporary and permanent placements	N/A	count of individuals hired into temporary or permanent jobs post- program completion	Assumes both Workreation and the Gardener Apprentice Program are unsubsidized	Count of BOT participants placed in unsubsidized jobs, including both temporary and permanent placements	We assist in placement only of Career Connect interns who finish in good standing.	N/A
Total # of Subsidized Job Placements	Unduplicated count of individuals placed into subsidized (temporary) jobs.	Unduplicated count of individuals placed into subsidized (temporary) jobs.	All subsidized job placements, including temporary and permanent (includes summer placements)		Count of individuals placed in employment within CBHS civil service or contract clinics or programs			Count of individuals placed in Jobs Now subsidized jobs during the reporting period.				DreamSF Nonprofit Placements	Count of individuals placed in subsidized jobs (RAMP, Bridge, TransitionsSF)		count of individuals hired into or working in temporary trainee positions or stipended youth programs	N/A	Count of BOT participants in subsidized job placements, including temporary and permanent	N/A	Unduplicated # of young adults 25+ who are employed in program
Top Three Placement Industries - Unsubsidized Jobs																			
Industry #1	Unsubsidized employment is work with earnings provided by an employer who does not receive a subsidy for the creation and maintenance of the employment position.	Unsubsidized employment is work with earnings provided by an employer who does not receive a subsidy for the creation and maintenance of the employment position.	N/A	N/A	N/A	N/A	Participants gain experience in the Environmental Consulting, Customer Service and Admin fields and as a result, find positions within them. SF Environment does not have the resources to track the # of individuals placed into each of the top three industries.	Top placement industries as recorded in the Jobs Now database	N/A	N/A	N/A	N/A	N/A	N/A	The industry that most program participants are placed into after completing the training program	N/A	Top three industries in which BOT participants are obtaining unsubsidized jobs, either individually or through assistance by Goodwill Industries.	SFO Tenant Businesses, where we refer the majority of successful participants, operate mainly in the fields transportation, retail, and hospitality.	N/A
Industry #2																			
Industry #3															N/A				
Top Three Placement Industries - Subsidized Jobs																			
Industry #1	Subsidized employment program that provides short-term employment and/or on the job training to people who are looking to gain work experience.	Subsidized employment program that provides short-term employment to people who are looking to gain work experience or struggling to find employment in the regular labor market.	N/A	N/A	N/A	N/A	N/A	Top placement industries as recorded in the Jobs Now database	N/A	N/A	N/A	N/A	N/A	N/A	The defined industry or industries of each program	N/A	Top three industries in which BOT participants are being placed in subsidized employment by Goodwill Industries	N/A	N/A
Industry #2																			
Industry #3																			
Job Retention																			

Metrics	APD CASC/Employment Services	APD America Works	DCYF	DHR	DPH	DPW	ENV	HSA	LIB	MOHCD	MTA	OCEIA	OEWD	PORT	PUC	RPD	SFDA	SFO	SHF
Job Retention Rate	N/A	Total number of clients still employed after 90 days from the date of placement/total number of clients placed in employment (40/115)	% of those with placements expected to meet at least 60 days placement duration and/or 80 placement hours -	N/A	Those who are employed past 90 days of initial hire and confirmed by a State Department of Rehabilitation Counselor	individuals who participated in one of our apprenticeship programs and continued working for the Department upon completion of the program. This would include individuals who have secured F/T Permanent positions and those working on an As-Needed basis	N/A	% of FY 11-12 Jobs Now private sector wage subsidy participants who were employed 3 months after subsidy ended <sup>2</sup>	N/A	N/A	N/A	DreamSF- Number of Participants Retained in Program in FY 13-14	Of those who are employed in the first quarter after the exit quarter, the number of adult participants who are employed in both the second and third quarters after the exit quarter divided by the number of participants who exit during the quarter. <sup>3</sup>	N/A	Data is only currently tracked/collected for... 9910-Wastewtaer Pre-apprenticeship: 6-month retention rate: % of program completers placed into unsubsidized employment during the previous fiscal year that are still working 6-months post-placement 1-year retention rate: % of program completers placed into unsubsidized employment during the previous fiscal year that are still working 1-year post-placement	Percentage of eligible apprentices who have become journey-level gardeners	The number BOT participants who remained on the job 90 days after their start dates divided by the total number of BOT participants placed in jobs	Number employed in the quarter after exit quarter for first two quarters.	N/A
Training and Skills Development																			
Total # of Clients that Completed Training/Work Readiness	N/A	N/A	Unduplicated number of youth that met required dosage for strategy. Required dosage for all programs in this document except for YWD-Justice involved is at least 20 hours of group activity. YWD-Justice involved requires at least 34 hours of group activity.	N/A	N/A	N/A	N/A	CalWORKs and PAES participants completing a program component (e.g., JRA, JRT)	N/A	N/A	N/A	N/A	Unduplicated count of individuals that completed occupational skills training and job readiness programs	N/A	The # of participants for each program that participated in job/work readiness training	N/A	N/A	Total number of participants that completed their full internship period at SFO.	Program Completion
Total # of Clients that Completed Vocational Training			CalWORKs and PAES participants completing a vocational traling program component at a contracted provider					# of participants that completed the vocational training program					Total number of Custodial Track Interns that completed the Custodial Services course at City College of San Francisco and their internship in SFO's Custodial Services department.						
Total # of Clients that Completed Basic Academic Skills Programs			N/A					Not currently possible for HSA to report this data; may be available in future.					Unduplicated count of individuals enrolled in education/basic academic skills programs						
Total # of Clients that Completed ESL Programs			The number of students who completed a level of language education in VIP in the fy Students can advance more than one ESL level, so this represents the duplicated count of clients who advanced.					N/A					N/A						N/A
Top Three Training Industries																			
Industry #1	Top industries/agencies CJJ has used to meet the needs of clients.	Top industries America Works has used to meet the needs of clients.	Top industries youth get trained in through DCYF-funded providers.	N/A	N/A	N/A	N/A	Top industries that CalWORKs and PAES clients get training in through HSA-funded contracts.	N/A	N/A	N/A	N/A	N/A	N/A	The defined industry or industries of each program	N/A	Top industries in which BOT participants are receiving training services, operated by or referred by Goodwill Industries	Top employment industries that SFO interns gain experience in through their orientations, trainings, and placements in their host office.	N/A
Industry #2																			
Industry #3																			

San Francisco Workforce System - Annual  
Performance Metrics Report  
PY 2013-2014

Agency	Total Program Cost	General Fund Cost
HSA	\$ 29,123,746	\$ 10,605,820
OEWD	\$ 22,236,926	\$ 8,706,632
DCYF	\$ 11,372,483	\$ 7,100,812
DPH	\$ 8,970,876	\$ 1,839,918
DPW	\$ 8,504,904	\$ 5,832,639
PUC	\$ 5,051,200	\$ -
RPD	\$ 3,489,650	\$ 2,039,650
ENV	\$ 2,030,000	\$ -
MOHCD	\$ 888,877	\$ 138,084
LIB	\$ 569,522	\$ -
OCEIA	\$ 509,120	\$ 509,120
APD	\$ 498,248	\$ -
SHF	\$ 451,939	\$ 451,939
SFDA	\$ 269,517	\$ 160,000
PORT	\$ 265,000	\$ -
SFO	\$ 255,030	\$ -
DHR	\$ -	\$ -
MTA	\$ -	\$ -
TOTAL	\$ 94,487,038	\$ 37,384,614

# 2015 Citywide Workforce Development Plan

## *FY 2013-14 Workforce Professional-Level Internships*

### Human Resources (DHR)

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

### Public Health (DPH)

1. Community Programs College Internships

### Public Works (DPW)

1. City Hall Fellows
2. Project Pull
3. Summer Engineering and IT Internships
4. Youth Works

### Environment (ENV)

1. SF Environment Internships

### Human Services Agency (HSA)

1. HSA Internships

### Public Library (LIB)

1. SFPL Internship Program

### San Francisco Municipal Transportation Agency (MTA)

1. SFMTA Engineering & Planning Student Intern Program

### Port of San Francisco

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

### Public Utilities Commission (PUC)

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

### Recreation & Parks Department (RPD)

1. San Francisco State Internship Program

### San Francisco International Airport (SFO)

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

# 2015 Citywide Workforce Development Plan

## Glossary

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