



FY 2018-19
CITYWIDE
WORKFORCE
SERVICES
INVENTORY
RESULTS



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EXECUTIVE SUMMARY

Beginning in 2015, the Committee on Citywide Workforce Alignment, through the Office of Economic and Workforce Development, solicited City departments for data to complete the annual Citywide Workforce Services Inventory (“Inventory”). The Inventory surveys all City departments that invest in the workforce development system, with the goal of gaining a better understanding of citywide workforce services, including outcomes, gaps, and redundancies.

The Inventory compiles available, agency-reported client demographics and program data. The original Inventory catalogued 18 departments, and provided the Alignment Committee with a baseline for citywide workforce inputs, outputs, and outcomes.

Since then, the Alignment Committee has refined the Inventory process to encompass all workforce programming across City departments, and standardize collection and data elements to harmonize analysis. Though the quality of data collected since FY 2016-17 has significantly improved due to wholesale changes to the methodology, the Alignment Committee recognizes that creating a robust, Citywide data collection and analysis system is an iterative process and welcomes feedback from City agencies and providers on methodology. The Alignment Committee continues to receive data that is impacted by client duplication across different agencies, as well as within individual departments.

The FY 2018-19 report summarizes workforce programming for 18 City agencies, accounting for 294 programs, and approximately \$138 million to workforce development initiatives.

INTRODUCTION

“A workforce program either enables participants to acquire the knowledge, skills and attitudes needed for gainful employment or improved work performance, or provides an employer with an effective means to communicate and meet their demand for skills.”

San Francisco workforce programs, as defined above from the FY 2018-19 Citywide Workforce Services Inventory, are varied and far-reaching, providing over 40,000 touch points to the San Francisco Workforce Development System¹ across 294 programs, 18 City departments, 313 contracts, and 146 community-based service providers.

Some City-funded workforce programs help youth explore career options or support adults to develop soft skills to get their first job. Others provide classroom training or work-based learning in San Francisco’s major sectors of hospitality, health care and social assistance, information and communication technology, construction, advanced manufacturing, administrative and support and waste services, and public administration. Some programs provide placement in employment or connection to community colleges to start the next chapter, while others provide supportive services such as clothing, child care, or tools to San Franciscans re-entering the workforce or transitioning careers. Programs may pay wages directly to participants or provide employers with wage subsidies to create an entry point to a career pathway, and some help incumbent workers develop skills or attain certifications to take their career to the next level.

From intake and assessment, to barrier remediation and supportive services, to job readiness and soft skills training, to sector-specific job skills training and work-based learning, to job search, job placement, retention, and professional development, all of these City-funded programs and more make up the public San Francisco Workforce Development System, a network of public agencies, community-based service providers, and training organizations that offer employment-related services for youth and young adults, workers, job seekers, and employers to support San Francisco’s workforce, create reinforcing economic opportunity, and sustain economic growth.

Investments in the public San Francisco Workforce Development System source from San Francisco General Fund, local Proposition C monies for youth workforce development, enterprise funds from revenue-generating departments, and state and federal funding, such as the Workforce Innovation and Opportunity Act of 2014 (WIOA) funds administered by the San Francisco Office of Economic and Workforce Development, the Mental Health Services Act funds administered by the San Francisco Department of Public Health, and Supplemental Nutrition Assistance Program Employment & Training funds (CalFresh E&T) administered by the San Francisco Human Services Agency.

¹ The San Francisco Workforce Development System, as it is described in this document, is broader than the system articulated in the federally-mandated San Francisco WIOA Plan, which specifically focuses on workforce development services funded by the Workforce Innovation and Opportunity Act of 2014. https://oewd.org/sites/default/files/Workforce/SF%20Local%20Plan%202021_FINAL_for%20BPRPU.pdf

Though the City and County of San Francisco contracts out the majority of workforce development funds (\$77.4m) to community-based organizations to provide place-based, culturally humble, accessible services, some agencies fund in-house staff (\$35.5m) or wages and stipends for participants (\$24.3m). Many of the workforce programs offered within City agencies prepare participants for careers in public administration, health care or social assistance, professional and technical services, or else offer professional development opportunities to move local talent along a career pathway.

In consideration of the breadth and depth of workforce development programming and funding across the local public workforce development system, the City and County of San Francisco established the Committee on City Workforce Alignment (“Alignment Committee”) through approval of Chapter 30 of the San Francisco Administrative Code (“Chapter 30”) in June 2014. Chapter 30 was intended to bring together key stakeholders to coordinate workforce development services across City departments and increase their effectiveness.

Staffed and convened by OEWD, the Alignment Committee is comprised of the Mayor’s Deputy Chief of Staff, the President of the Board of Supervisors, and the department heads of the Human Rights Commission (HRC); Office of Economic and Workforce Development (OEWD); Human Services Agency of San Francisco (HSA); Department of Children, Youth and Their Families (DCYF); City and County of San Francisco Department of Human Resources (DHR); San Francisco Public Utilities Commission (PUC); San Francisco Public Works (Public Works). In 2020, the Alignment Committee added the Department of Public Health (DPH) and Department of Homelessness and Supportive Housing (HSH) to its permanent membership. The Alignment Committee is co-chaired by the HRC Executive Director Sheryl Davis and OEWD Workforce Director Joshua Arce.

The Alignment Committee endeavors for the workforce development system to move in lock-step with the City’s economic development investments to ensure that new, stable, and growing businesses have the talented and qualified workforce necessary to achieve their goals.

In Fall 2017, the Alignment Committee completed a Citywide Workforce Development Plan (“Plan”) as required by Chapter 30. The Plan assessed the City’s anticipated workforce development needs and opportunities over a five-year period, along with the recommended goals, strategies, and funding needed to meet those challenges. The Alignment Committee is tasked with submitting annual updates to the Plan. As the Alignment Committee adds representation from additional departments, members may add input on action items and Citywide strategy. Consequently, the Alignment Committee may revise the Plan as department representation evolves, with lessons learned, and as economic conditions change.

In the Plan, the Alignment Committee prioritized five policy recommendations for Citywide system alignment, with corresponding action items to make measurable change within five years. The Alignment Committee prioritized a vulnerable populations strategy for the system, and underscored that every door needs to be the right door to connect workers to services. The five recommendations include:

1. Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery.
2. Develop a Workforce Transit Map to show how clients navigate the workforce system.
3. Build data sharing infrastructure across City workforce development departments.
4. Actively use demand-side relationships and data to guide programming.
5. Continue to streamline procurement and contracting across City workforce departments.

Since 2015, OEWD has collected data on workforce programming and client outcomes through the Citywide Workforce Services Inventory (“Inventory”). Annual collection of these data and completion by workforce-serving departments were mandated via Chapter 30, to support the data-driven third goal of the Alignment Committee in collecting, assessing, and reporting on City workforce outcomes. This report presents key findings from the FY 2018-19 Inventory.

METHODOLOGY

Instrument

The Inventory instrument is a multi-page Excel spreadsheet distributed by OEWD on behalf of the Alignment Committee to 18 City departments with workforce programs (Appendix A: FY 2018-19 Citywide Workforce Services Inventory). The spreadsheet requires manual data entry of program, financial, outcome, and aggregate client data.

OEWD submits the Inventory to the Director of each workforce-serving department, and requests that the Data Coordinator² from each department oversee the process. Depending on a department's size, the Data Coordinator may assume all roles and responsibilities for data governance and reporting, or else may need to compile the data from a number of different Data Stewards and Custodians. To support this data collection process and promote completion, OEWD provides a one-pager to contextualize the Inventory purpose and process for down-line personnel.

Data validation from entities external to a department may be difficult, so the tool includes internal consistency measures—checks and balances—within the tool to improve data reliability and field completion for financial data and program metrics. It is important to note from the outset that the Inventory client data include duplicate counts and therefore outcomes analysis conclusions from the survey are limited. Until there is an automated reporting system, which de-duplicates clients and programs across all 18 departments, this Inventory is the best available overview of City workforce development services. Review of results should assume incalculable user error. While some data may be incomplete, unavailable, or poor quality, the available data provide a bird's eye view of services with year-over-year comparisons.

As OEWD has improved data consistency and reliability within the tool and provided additional technical assistance to improve departments' reporting structures and data collection mechanisms, OEWD has refined the Inventory to reflect a more nuanced understanding of system outcomes and leveraged users' experience and subject matter expertise for improvements.

In FY 2016-17, the Alignment Committee convened a Data Working Group to bring together City departments and workforce providers to advise on the formation of consistent terms, data definition alignment, and inclusion of data fields consistent with Local, State, and Federal program reporting requirements, as well as departmental assessment interests and expertise for the needs of different client populations. Data Working Group members included representation from DCYF, HSA, Public Works, PUC, and OEWD, as well as 13 community-based organizations (CBOs) with workforce development specializations, including members of the Workforce Community Advisory Committee—Episcopal Community Services of San Francisco,

² Data governance titles such as Chief Data Officer, Data Coordinator, Data Custodian, and Analyst are derived from the City and County of San Francisco Committee on Information Technology's [Data Management Policy \(January 17, 2019\)](#).

Goodwill Industries, Japanese Community Youth Council, Jewish Vocational Service, Self-Help for the Elderly, Success Center SF.

Recommendations from the Data Working Group established the standardized Inventory Data Dictionary (Appendix A) and refined the instrument, ultimately contributing to a more uniform understanding of Citywide workforce development programming and outcomes, as well as more consistent reporting structures.

Building on the relationships established by the Data Working Group, OEWD continues to solicit feedback on the Inventory from Alignment departments and City analysts. As analysts have become more familiar with the data collection process and purpose, they have engaged in ongoing dialogue with OEWD to refine process and improve reporting.

Changes have included: design elements in the instrument to improve usability and data completion; internal and external data reporting infrastructure and support; an extended implementation timeline; the addition of internal consistency measures for financial reporting, program metrics, and clients served; accommodation for variations in data availability; and a commitment to public sharing of data. Since FY 2017-18, the Inventory includes a “data unavailable” category, which serves as an internal consistency measure for program data and demographic information and ensures the collection of complete data. There were no structural or other changes to the FY 2018-19 Inventory instrument.

From July 2019 through August 2020, OEWD and the Inventory instrument were audited by the Controller and the Board of Supervisors Office of Budget and Legislative Analyst³. Recommended changes to the instrument and process were incorporated into the FY 19-20 Inventory and will be detailed in the FY 19-20 report.

Process

The process of completing the instrument by department analysts is as important as, if not more important than, the data collected. The Inventory requires annual review of inputs, outputs, and outcomes for each departments’ workforce services data. The process of collecting data across multiple internal sources strengthens program evaluation, data management, and results-based accountability within departments and within programs. This annual process also builds a cohort of data analysts across City departments who grapple with similar difficulties in workforce research and evaluation and can continue to isolate best practices and solve problems in data collection, analysis, and visualization, consistent with recommendations made by the City and County of San Francisco Committee on Information Technology’s Data Management Policy.

³ San Francisco Budget and Legislative Analyst (August 3, 2020). Performance Audit of the City’s Workforce Development and Pre-Apprenticeship Programs.
https://sfbos.org/sites/default/files/BLA_Performance_Audit_Workforce_Development_080320_Final_Report.pdf

The FY 2018-19 Inventory solicited information on City-funded workforce development programs (administered both internally in City departments and externally by community-based organizations); program budget; program classifications and descriptions; service populations and types; community-based service provider partners, client demographic information (e.g., age, race, ethnicity, educational attainment, gender, zip code, et al.); industry and occupation data for training and placements; and program outcomes.

In September 2019, OEWD distributed the Inventory to department heads from 18 previously-participating agencies, with a deadline for the end of November 2019. Agreement to public sharing of inventory data was a condition of participation. The 18 agencies solicited include:

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

To improve data quality and completion, OEWD invited department analysts to two training workshops in October and a working meeting in November. OEWD provided ongoing technical assistance to analysts throughout the Inventory process. All 18 City departments completed their inventories by January 2020.

From November 2019 – March 2020, OEWD checked internal consistency measures, identified data completion or reporting errors, and cleaned the data. OEWD notified department analysts of errors or inconsistencies, and provided analysts with the opportunity to make corrections. OEWD aggregated results from the Inventory thereafter.

As the San Francisco Budget and Legislative Analyst (BLA) was conducting an audit of the City's workforce development programs for the San Francisco Board of Supervisors, all Inventory submissions were also solicited by the auditors. Recommendations from the BLA audit, published in August 2020, were incorporated into the FY 2019-20 Inventory process.

Reporting

With sensitivity to each department's process, this report does not summarize data that are incomplete within City departments. This report will note where data are unavailable or inconsistent in a mostly complete data set.

It is important to note that not all City-funded workforce programs may be reported in the Workforce Inventory, and OEWD continues to outreach to departments as programs or partnerships become known.

This written report reflects general findings and analysis instead of program-level outcomes analysis.

INVENTORY RESULTS

As discussed in the above methodology section, the Alignment Committee analyzes the City's workforce programs based on departmental program and budget data and with support from OEWD. The collection process benefits from continued improvement, and this report is only a snapshot of the City's entire workforce development system.

In this spirit, and in keeping with best practices for data governance and research peer review, the Alignment Committee welcomes further feedback and refinement from key stakeholders and subject matter experts.

System Client Count

From FY 2013-14 to present, all departments have been required to submit data on how many clients are served by their programs, in aggregate. This information is invaluable for assessing the scope of workforce service delivery across the City and County of San Francisco.

As in years past, system infrastructure to de-duplicate clients across the system does not exist, and it would require a substantial investment in data sharing systems and methods⁴. All client data in this report assumes system duplication, and some results may reflect duplication within programs, providers, and departments. Where relevant, this is identified within this report.

Through stakeholder engagement over the evolution of the Inventory, OEWD has learned that some departments cannot de-duplicate their client records due to client confidentiality, decentralized record keeping, or limited data collection from eliminating intake as a barrier to service delivery. OEWD does not want to interrupt these intentional, program- or department-level decisions created to protect and serve the well-being of clients in favor of streamlined evaluation processes on behalf of the Alignment Committee⁵.

Nonetheless, variations among departments for duplicated and unduplicated client counts create errors in overall system evaluation and lead to limited systems-level insights. Where one department understands a client count to be a single client receiving a multitude of services, another department may understand a client count to be a single drop-in or touch point. Neither methodology is problematic, and both yield rich data for system breadth, depth, and focus; however, when system evaluation rests on data compiled in aggregate, where core definitions and data availability vary, system data based on an unspecified client count are flawed. We cannot possibly determine the breadth of service delivery or conduct accurate gap

⁴ Per the BLA Audit, OEWD submitted a request for funding for an independent evaluator to de-duplicate clients across the workforce development system and include a request for proposals for the same in the 2020 Workforce RFP. The FY 2019-20 Workforce Inventory included a request for basic data elements and inventory of data systems to appropriately scope this project.

⁵ Per the BLA Audit, the FY 2019-20 Workforce Inventory requested program-level inputs, outputs, and outcomes data to capture program-level analysis within departments.

analysis without a clear differentiation among these different data. All demographic data are based on this initial reporting, and so we cannot possibly determine true dispersion of service delivery across vulnerable populations communities without a baseline.

As with all research and surveying, we must acknowledge the limitations of the instrument and the process, while also recognize that this process and these results are the only source of workforce data across City-funded programs. While definitions and data collection are not formally standardized across departments or programs, these data are transformed to approximations. Continuous participation in the collection process has provided a framework for many departments to collect standardized data and improve service delivery.

In consideration of the variety of programs and administration methods across the City, as well as the evolving system infrastructure and process improvements, the Inventory requested multiple client counts: Unique Clients by Department and Program Participants by Department.

- "Unique Clients" refers to client counts that departments may validate as unduplicated. A department must be able to validate a client's unique identity across programs in order to claim a Unique Client count. Departments that are unable to de-duplicate clients reported this as null.
- "Program Participants" refers to a count of enrollments in programs across one department's portfolio. A Unique Client may access a number of programs, and the individual would be considered a participant in all of them, and counted as such with this methodology. Departments that were unable to report on the number of program participants reported this as null.

Through these separate counts of clients served, we can gain a better understanding of system usage and service distribution across departments, programs, and providers. When we are able to de-duplicate clients across the system and longitudinally, we will be able to determine client churn⁶ and program dosage⁷ in order to assess system efficiencies and assess program impact.

Client Count by Year

Using the same methodology for counting clients as in past years provides us with an adequate year-over-year comparison of clients in the public San Francisco Workforce Development System. It is important to note that these are the data for clients accessing workforce services across agencies, and do not reflect unique clients⁸ across the entire system. Additionally, some

⁶ The number of times a client returns to the City workforce development system.

⁷ The number of times a client must enroll in different programs before achieving the client's goals.

⁸ This means that the same client may have accessed workforce services from more than one department, in which case that client would be double counted in the total number of clients served by the workforce system.

departments have provided duplicated clients counts in past years, and we reflected the same count method for these departments for a more accurate year-over-year comparison⁹.

Over the last three years, San Francisco has experienced an unprecedented, low annual unemployment rate of 2.9% (2017)¹⁰, 2.4% (2018)¹¹, 2.2% (2019)¹², and 2.2% in February 2020 before the COVID pandemic erupted.¹³ Likely, in response to these long-term, full employment conditions, the workforce development system demonstrates a slight year-over-year decrease in service delivery. In FY 2018-19, the San Francisco Workforce Development System reported 32,981 clients served, as compared to 34,057 clients in FY 2017-18 (Figure 1).

The following visualization reflects consistent data reporting by department from last year to this year, based on whether departments reported client counts consistent with unique clients or program participants in FY 2017-18¹⁴ (Figure 1).

⁹ In the last several years, due to the nature of their service delivery systems, SHF and SFPL have reported duplicated client numbers. For year-over-year consistency, these total counts reflect unduplicated clients for the other departments, and duplicated clients for SHF and SFPL.

¹⁰ California Employment Development Department. (27 March 2020). [Monthly Labor Force Data for Cities and Census Designated Places \(CDP\) Annual Average 2017 – Revised.](#)

¹¹ California Employment Development Department. (27 March 2020). [Monthly Labor Force Data for Cities and Census Designated Places \(CDP\) Annual Average 2018 – Revised.](#)

¹² California Employment Development Department. (27 March 2020). [Monthly Labor Force Data for Cities and Census Designated Places \(CDP\) Annual Average 2019 – Revised.](#)

¹³ California Employment Development Department. (29 March 2021). [Report 400 C – Monthly Labor Force for Counties February 2020 – Revised.](#)

¹⁴ See FN 9 for description.

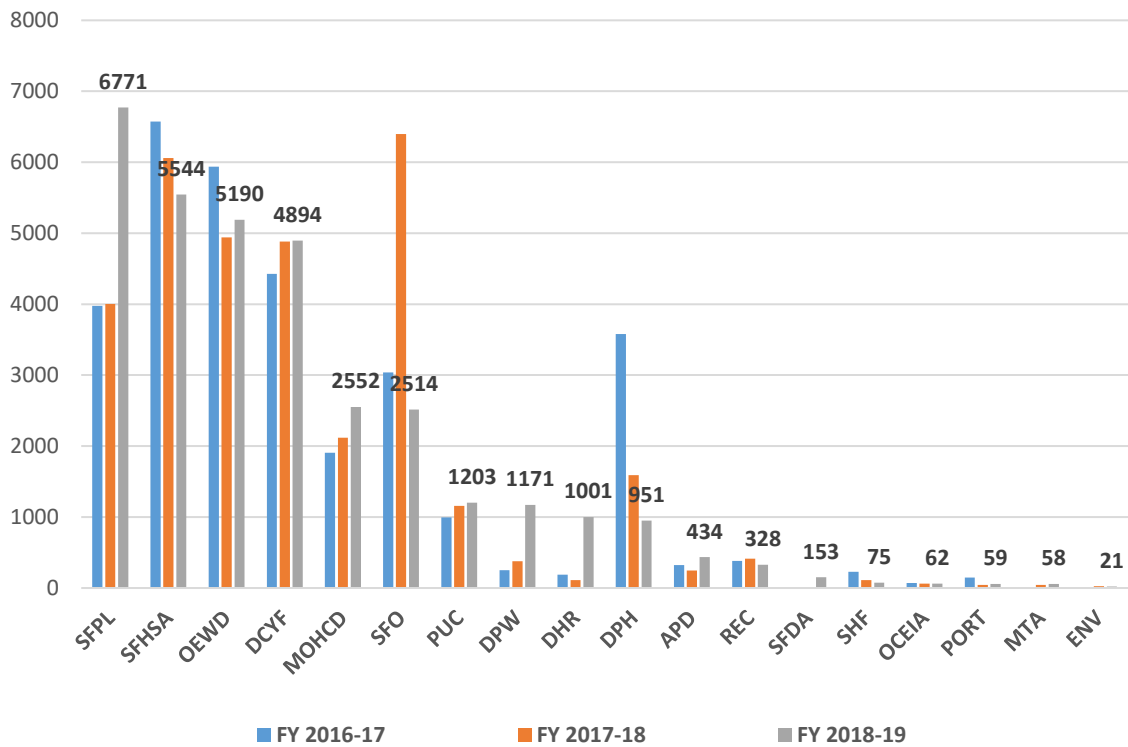


Figure 1. Clients Reported by Department, FY 16-17 to FY 18-19.

Increases in clients served were reported by: APD (+187), DCYF (+10), DHR (+888), DPW (+792), MOHCD (+434), OCEIA (+1), OEWD (+306), PRT (+15), PUC (+45), SFDA (+153), SFMTA (+16), SFPL (+2,769).

Unique Clients by Department

Departments reported data on unique clients that could be unduplicated within their departments. Departments must have some internal record keeping to de-duplicate clients across all programs, and if these data are unavailable, departments reported this field as null, here represented as 0. Unique client counts within departments total 26,135 clients (Figure 2).

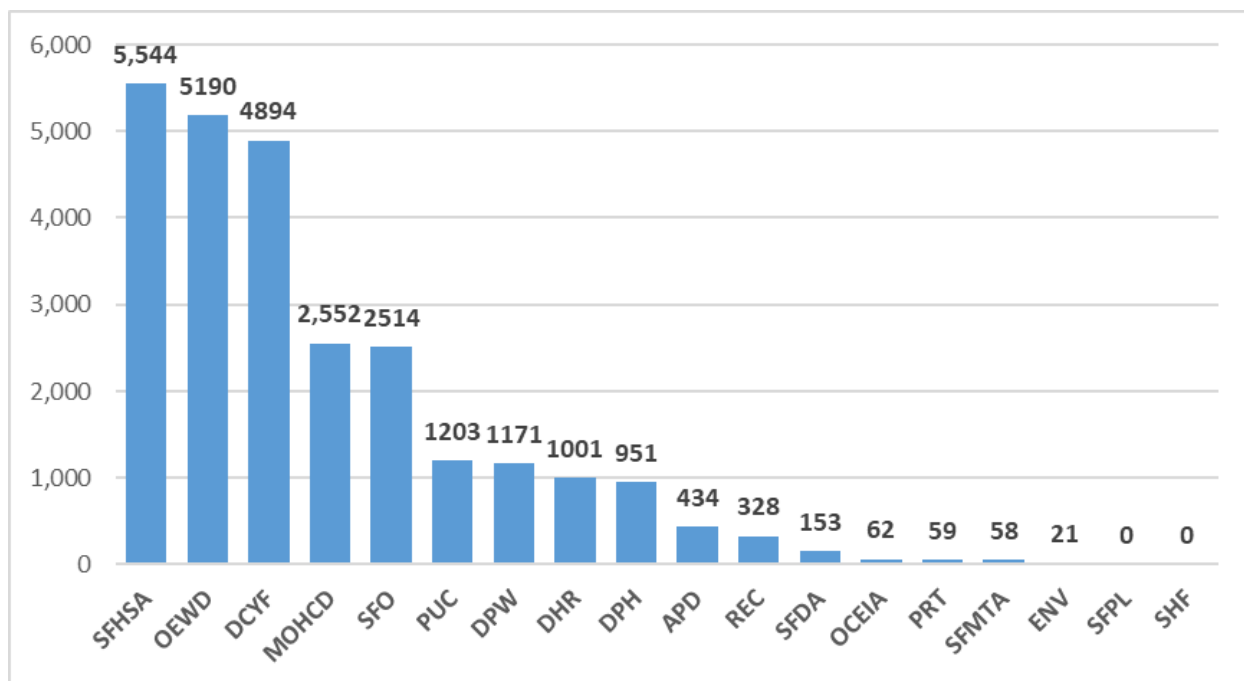


Figure 2. FY 2018-19 Unique Clients per Department, Duplicated Across System¹⁵.

These clients may be served by multiple departments, but they have been unduplicated within the reporting departments. This is the absolute minimum count of unduplicated clients per department, as SFPL and SHF did not provide unduplicated counts of participants served.. In FY 2018-19, HSA (n=5,544), OEWD (n=5,190), DCYF (n=4,894), MOHCD (n=2,552), and SFO (n=2,514) served the greatest number of unduplicated clients by department. This ordering is comparable to previous years, and these five departments tend to serve the highest frequency of unduplicated workforce clients.

Program Participants by Department

Departments reported data on program participation, defined as the number of enrollments in various programs across one single department. Departments must have some internal record keeping which tracks client participation in programs. OEWD instructed departments to use this count method if they were unable to de-duplicate workforce development clients or if they would be able to identify the number of workforce development program enrollments per client. Departments that were unable to identify the number of programs a unique client entered were instructed to report this as null. These data total 46,684 program participants and demonstrate duplication across the system (Figure 3).

¹⁵ SFPL and SHF data are described here as 0, or null, because the departments did not provide unduplicated counts of participants served. This does not indicate that their services are duplicated, only that these data are not unduplicated in the Workforce Inventory.

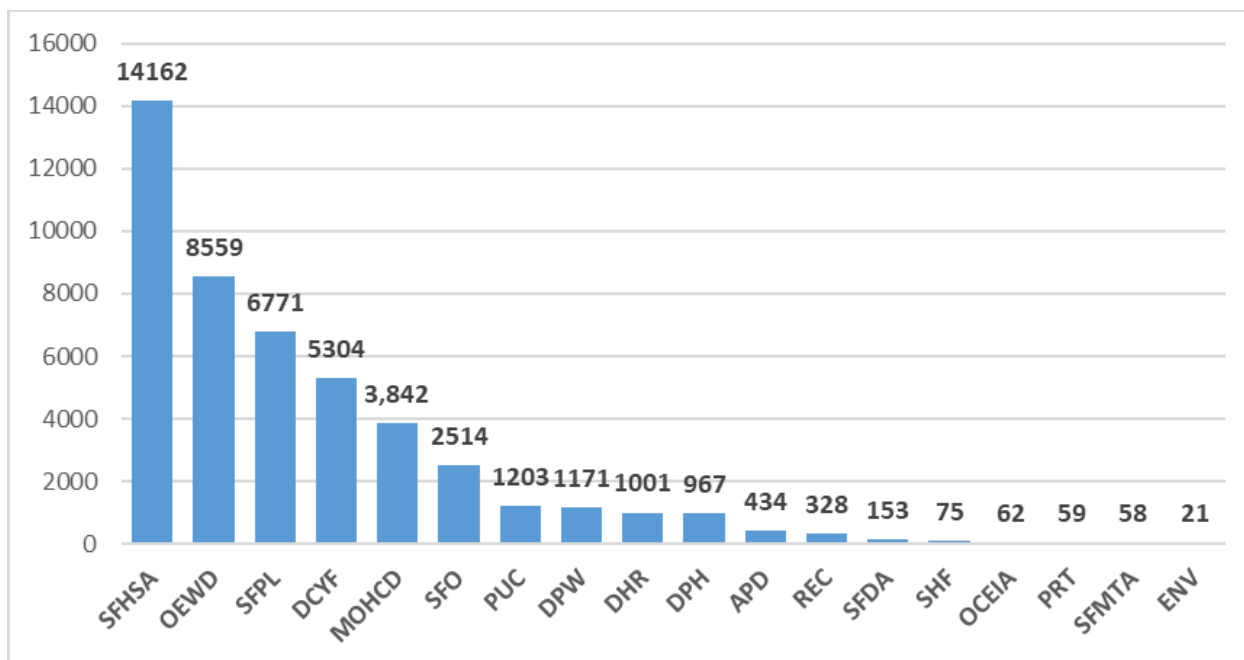


Figure 3. FY 2018-19 Program Participants, Duplicated Across System and Departments.

Where available, departments reported on the number of program participants—participants that were intentionally duplicated within a department to operationalize the breadth of client use of the workforce development system. HSA (n=14,162), OEWD (n=8,559), SFPL (n=6,771), DCYF (n=5,304), and MOHCD (n=3,842) serve the greatest number of program participants.

Comparing the number of program participants against unique clients reported by departments starts to yield data on program dosage and depth of service delivery. Though we do not collect data specific enough to make informed conclusions about service delivery improvements or impact, we can infer through this comparison that clients may need to enter multiple programs—both within departments and within the system—in order to move towards self-sufficiency.

Departments reported the following number of programs: DCYF (51), MOHCD (41), HSA (32), DHR (31), PUC (25), OEWD (23), DPH (16), DPW (12), SFPL (11), REC (8), PRT (7), SFMTA (7), SFDA (6), SFO (6), APD (3), SHF (3), OCEIA (2), ENV (1). It is important to note that program names and descriptions may be umbrella terms for a number of programs executed with different service providers within the same department. These services are often varied and complementary; for example, SFHSA may serve one client in multiple programs: free interview clothing, job search/job club, and the public service trainee program. These services are not duplicative, and a single client would be counted three times as a program participant by this example.

With program participant data, we see that departments may enroll clients in multiple workforce development programs within the same department, on average: HSA (2.6), OEWD (1.6), MOHCD (1.5), DCYF (1.1), and DPH (1.01). This delivery of multiple services to clients is consistent with FY 2017-18 analysis, which concluded that workforce development clients in a low unemployment market require additional supportive services to stabilize and develop skills.

It is important to note that clients may be intentionally moving through the system in a pathway toward economic self-sufficiency, starting at HSA, for example, in a subsidized job program with supportive services, while or simultaneously participating in a sector-based workforce development program administered through OEWD. While we may not be able to deduplicate client counts, we may use qualitative research to further map the user journey and identify program efficacy with sampling and direct client survey. This methodology was explored for FY 2019-20 data and will be discussed in the forthcoming report.

Workforce Client Location

While departments do not collect residential location for all clients, reported data describes where the City targets its programs, services, and investments. As circumstances change, clients may update their residence during service delivery. Where available, analysts have included the most recent zip code, but these data demonstrate duplication within some departments and across Citywide services. Nonetheless, understanding the concentration of workforce development service provision allows the City to take strategic approaches to outreach and service delivery.

Though the workforce development system serves clients from across the City, Figure 4 describes service dispersion across zip codes since FY 2014-15.

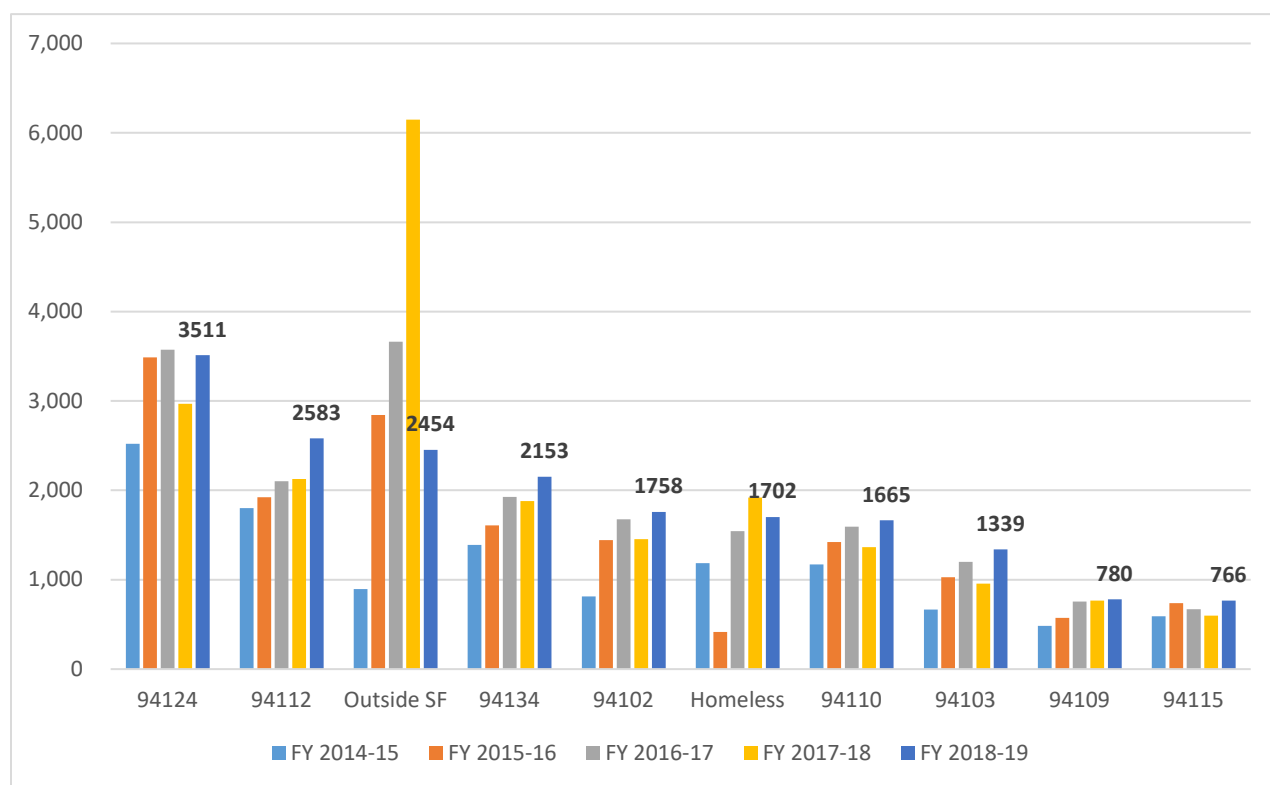


Figure 4. City Workforce Clients by Residential Location, FY 14-15 to FY 18-19¹⁶.

Service delivery across zip codes remained mostly stable from FY 2016-17 with a few exceptions. Areas of high frequency service delivery cover Bayview Hunters Point, Visitacion Valley, Excelsior, Mission District, SOMA, and Tenderloin (Figure 4). As is consistent with past data collection efforts, the highest client count by zip code is in the Bayview Hunters Point area. Historically, this neighborhood has demonstrated consistent workforce system involvement and—as Bayview Hunters Point represents a significantly impacted neighborhood working against rising housing displacement—workforce providers have conducted significant community outreach in this area to stabilize clients’ economic viability.

Outside of San Francisco clients dropped below FY 2015-16 levels to 2,454 clients, which corresponds to significant reductions in reporting of Outside of San Francisco enrollments at SFO and DPW, offset by increases at almost all other departments.

Client Demographic Data

The Inventory captures valuable demographic data across race, ethnicity, gender, sexual orientation, age, and educational attainment.

In an effort to establish a baseline for available demographic data across City departments, OEWD revised the program metrics and demographic data to require the inclusion of null fields and the reconciliation of unavailable client data in the sum totals. The baseline *n* for demographic and program data is 36,350, which includes Unique Clients by Department where available; Program Participants by SFPL, SHF, and OEWD; and all counts of unavailable data.

Race and Ethnicity

In FY 2015-16, the Alignment Committee began requesting client race and ethnicity information for the Inventory. While the FY 2015-16 inventory indicated an unknown race for more than 50% of the clients, that number has decreased over time and holds around a third (31.1%, FY 2018-19) of total race/ethnicity data. Without unduplicated counts across the workforce system, it is difficult to discern an accurate increase or decrease in workforce service among different ethnic and racial groups, and it is likely that increases in clients served by race or ethnicity reflect redistribution of unknown or unavailable data from previous years.

The Inventory collects the following data elements: Black or African-American, alone; American Indian and Alaska Native, alone; Asian or Pacific Islander, alone; White, alone; Hispanic or Latino; Other Race, alone; Two or More Races; Declined to State; Data Unknown or Unavailable. These data elements are defined in Appendix A.

¹⁶ This table reflects available data, therefore these data aggregate program participant and unique client counts, which are unequal and inconsistent data points across agencies. This calculation is consistent with that in past years.

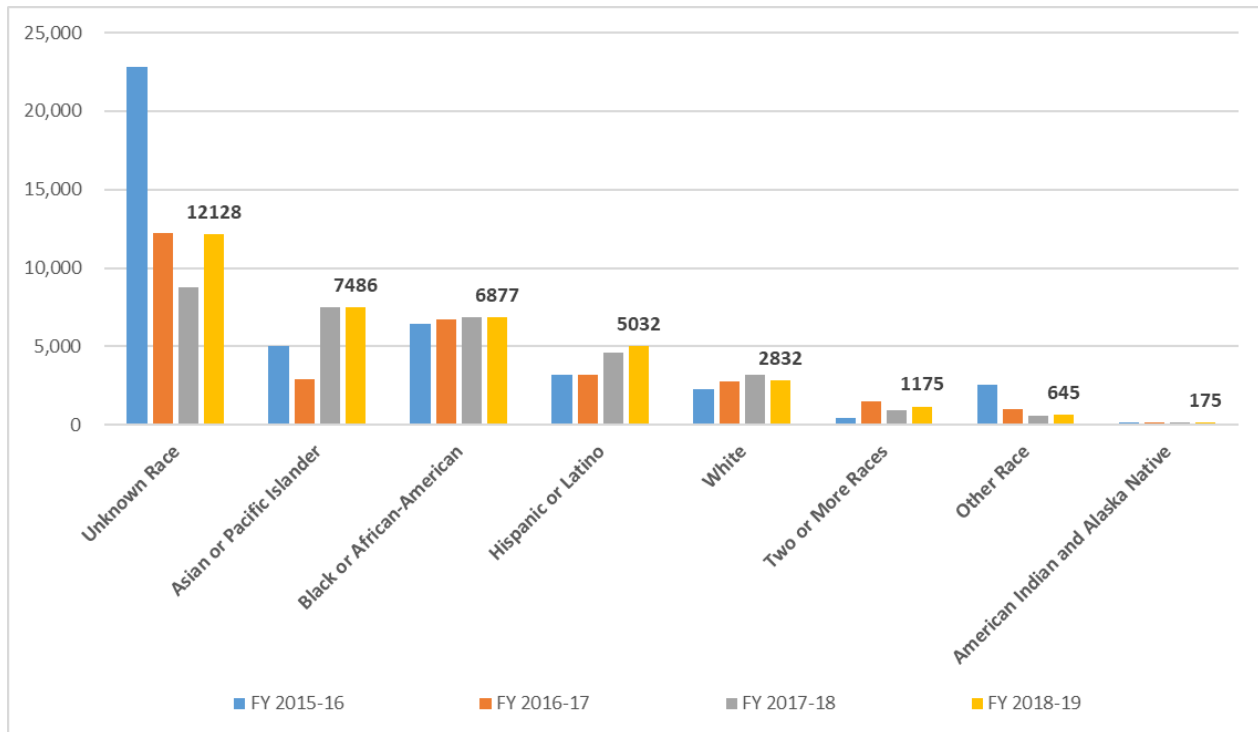


Figure 5. Workforce Clients by Race and Ethnicity, FY 2015-16 to FY 2018-19

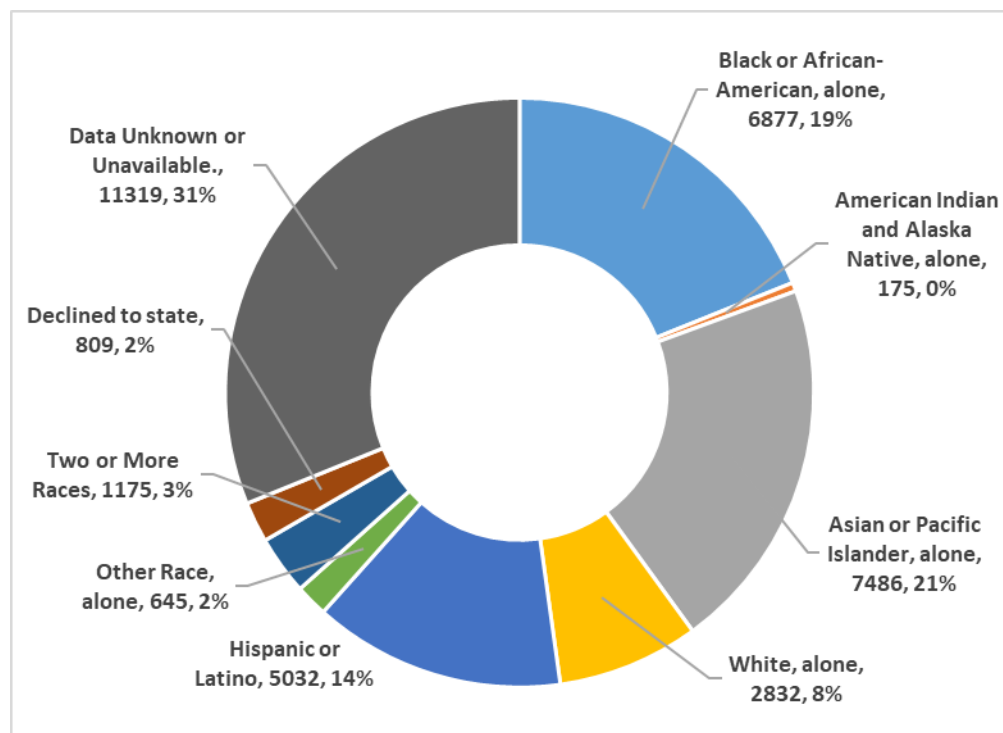


Figure 6. Percentage of Clients by Race and Ethnicity, FY 2018-19 (n=36,350).

FY 2018-19 results demonstrate that Asian or Pacific Islander clients (n=7,486) accounted for the largest share of workforce development services, followed by Black or African-American clients, alone (n=6,877); Hispanic or Latino (n=5,032); White, alone (n=2,832); Two or more races (n=1,175); Other race, alone (n=645); and American Indian and Alaska Native, alone (n=175). From FY 2017-18, client counts increased across all races and ethnicities, except for White, alone.

Indeed, even with the significant increase in data availability and completion over the past three years, we cannot draw any conclusions on service population increases by race and ethnicity. Declined to State (n=809) and Data Unknown (n=11,319)—together representing 31.1% of unavailable data—demonstrate that this dispersion may shift significantly towards any race or ethnic group depending on data collection.

Gender Identity

In FY 2016-17, gender identity, sex at birth, and sexual orientation were included in the Inventory, due to recommendations from the Alignment Committee Data Working Group¹⁷.

In FY 2017-18, the City and County of San Francisco, led by the Mayor's Office of Transgender Initiatives executed the Sexual Orientation and Gender Identity (SOGI) Implementation Plan, which removed sex at birth from data collection efforts around the City. This category may represent a barrier to service delivery at intake or else stigmatize clients whose sex at birth is different from gender identity. In accordance with this policy, OEWD removed sex at birth from the FY 2017-18 Inventory.

In adherence with the SOGI Implementation Plan, the Inventory collects the following data elements: Female; Male; Trans Male; Trans Female; Genderqueer or Gender Non-binary; Not listed, specified; Declined to State; Data Unknown or Unavailable. These data elements are further defined in Appendix A.

FY 2017-18 Inventory data demonstrated the following: male (39.5%, n=12,903), female (37.3%, n=12,290), trans female (0.32%, 103), trans male (0.21%, n=67), genderqueer or non-binary (0.12%, n=40). Not listed or specified (0.06%, n=18), declined to state (5.41%, n=1765), and data unavailable (17.0%, n=5,556) account for 22.5% of unknown client information.

FY 2018-19 Inventory data demonstrated the following: male (37%, n=13,215), female (35%, n=12,660), trans female (0.24%, 88), trans male (0.10%, n=36), genderqueer or non-binary (0.17%, n=63). Not listed or specified (0.91%, n=695), declined to state (0.21%, n=75), and data unavailable (26%, n=9,512) account for over 28% of unknown client information.

¹⁷ Not all departments can legally comply with this request due to the nature of their workforce programming. As an example, departments which place workforce clients directly into unsubsidized work opportunities or host in-house employment opportunities may not solicit these categories or else violate Title VII of the Civil Rights Act of 1964.

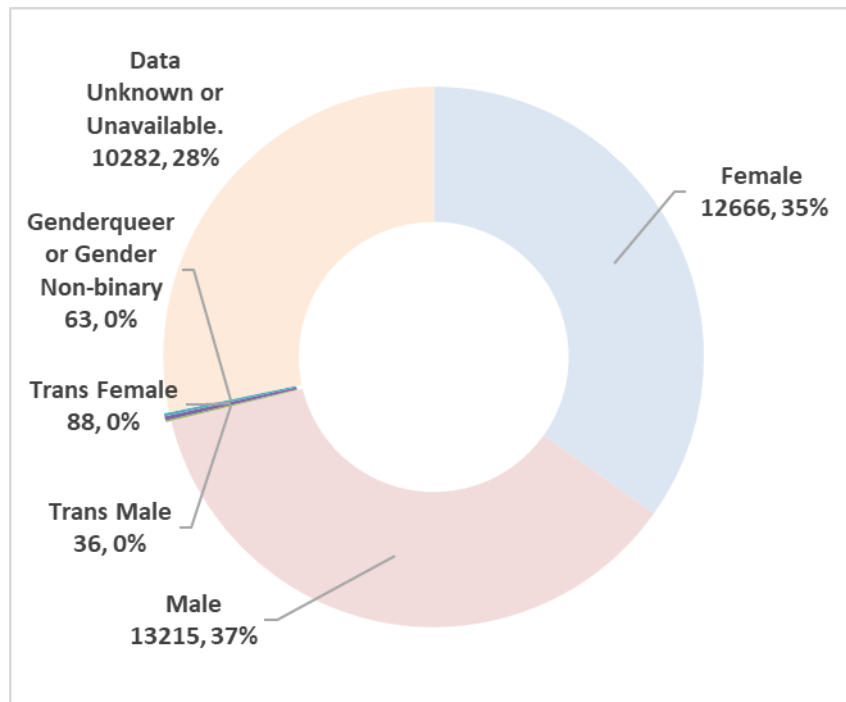


Figure 7. Workforce Clients by Gender Identity, FY 2018-19 (n=36,350).

Comparatively, departments reported increased service delivery to male, female, genderqueer or non-binary, and not listed, specified clients. As reported in the Inventory, trans female and trans male clients decreased, though the true count is undetermined due to the frequency of unknown data.

Sexual Orientation

In adherence with the SOGI Implementation Plan, the Inventory collects the following data elements: Bisexual; Gay, Lesbian, or Same-Gender Loving; Questioning or Unsure; Straight or Heterosexual; Not listed, specified; Declined to state; Data Unknown or Unavailable. These data elements are further defined in Appendix A.

In FY 2016-17 and FY 2017-18, the Inventory registered approximately 80% of client data was unavailable or unreported. For FY 2018-19, approximately 68% of client data is unavailable or unreported. Though the amount of available data has decreased, with over two-thirds of data unavailable, analysts cannot draw conclusions.

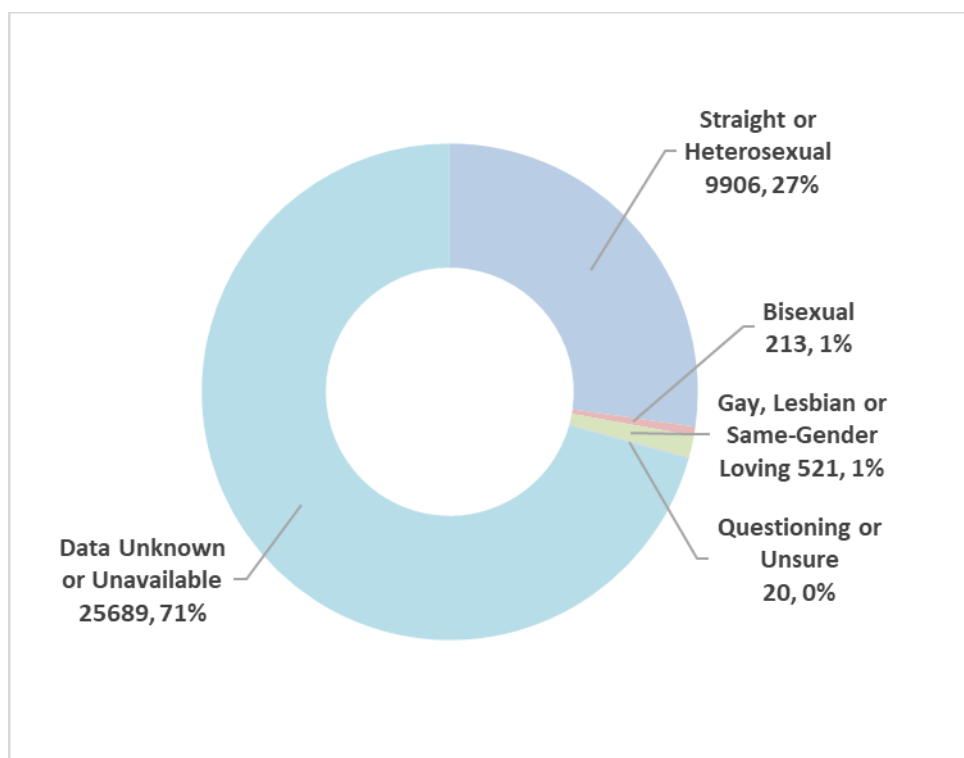


Figure 8. Workforce Clients by Sexual Orientation, FY 2018-19 (n=36,350).

Of available data, the LGBTQ+ community represents over 2% of reported workforce development clients: bisexual (n=213); gay, lesbian, or same-gender loving (n=521); questioning or unsure (n=20). As reported in the Inventory, gay, lesbian, or same-gender loving clients increased slightly, and bisexual and questioning or unsure clients decreased from last year's results.

Client Educational Attainment

Client educational attainment is intricately linked with workforce development participation as clients may come to the workforce system through disconnection from school or work, for support with attachment to the post-secondary education, in search of vocational training programs outside of the traditional schooling system, or in need of reemployment after layoff, among other reasons. Clients with limited educational attainment may need additional intensive services, such as GED preparation, English language training, or else benefit from placement in vocational training programs. Tracking client educational attainment may be useful to determine how best to serve clients who may be un- or underemployed, or else for program planning.

The Inventory began collecting client educational attainment data in FY 2015-16. The Inventory collects the following data elements: Less than High School Equivalent; High School Graduate (or equivalency); Some College, no degree; Associate's Degree; Bachelor's Degree; Graduate

Degree; Declined to state; Data unknown or Unavailable. These data elements are further defined in Appendix A.

Though data completion continues to improve, over 70% of data are unavailable in this category.

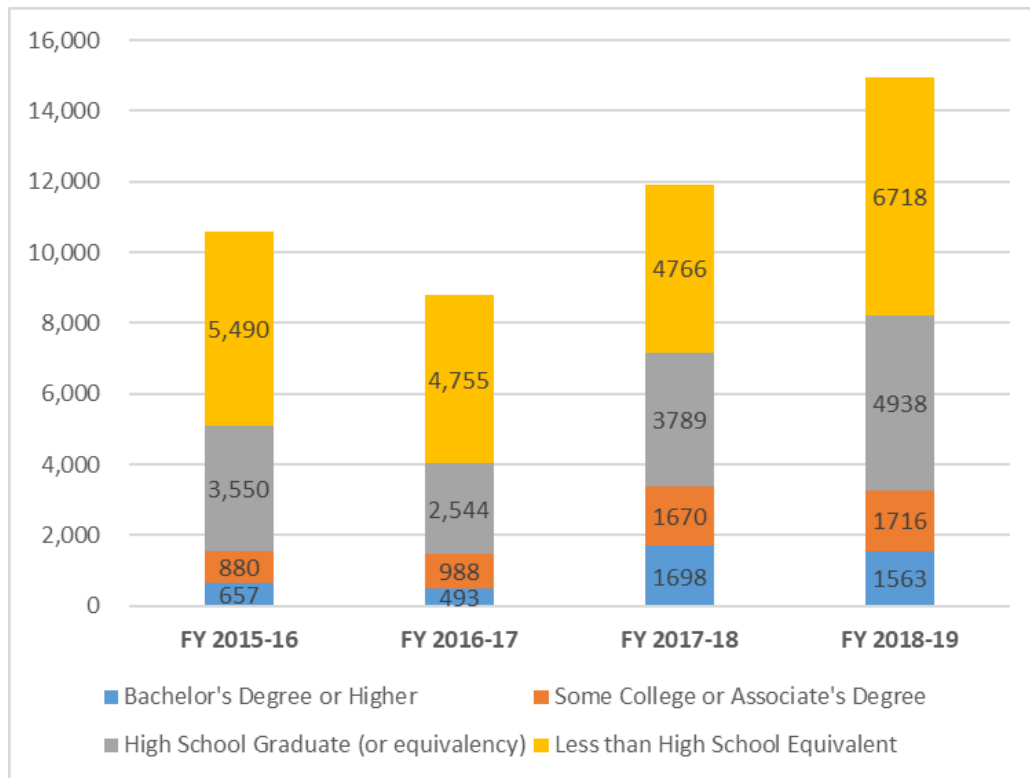


Figure 9. Workforce Clients by Educational Attainment, FY 2015-16 to Present

The share of clients with less than high school equivalency, high school degree, and some college or associate's degree increased, while individuals with bachelor's degrees reported declined. It is important to note that enrollments of participants with less than high school equivalency increased system-wide last year, while the number of youth and young adults enrolled in workforce development programs decreased overall; therefore, it is unlikely that the less than high school equivalency category is tied to youth enrollments.

Client Age at Enrollment

As described by Figure 11, adults represent about 44% of clients served, while youth represent approximately 32%. Service dispersion across ages remains about the same as in previous years. Service to youth decreased slightly (-731), while service to adults increased slightly (+1,423).

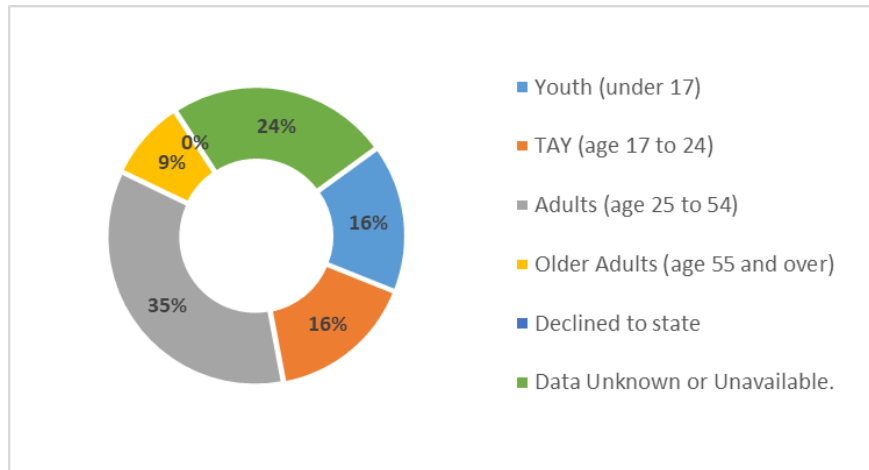


Figure 10. Percentage of Workforce Clients by Age, FY 2018-19

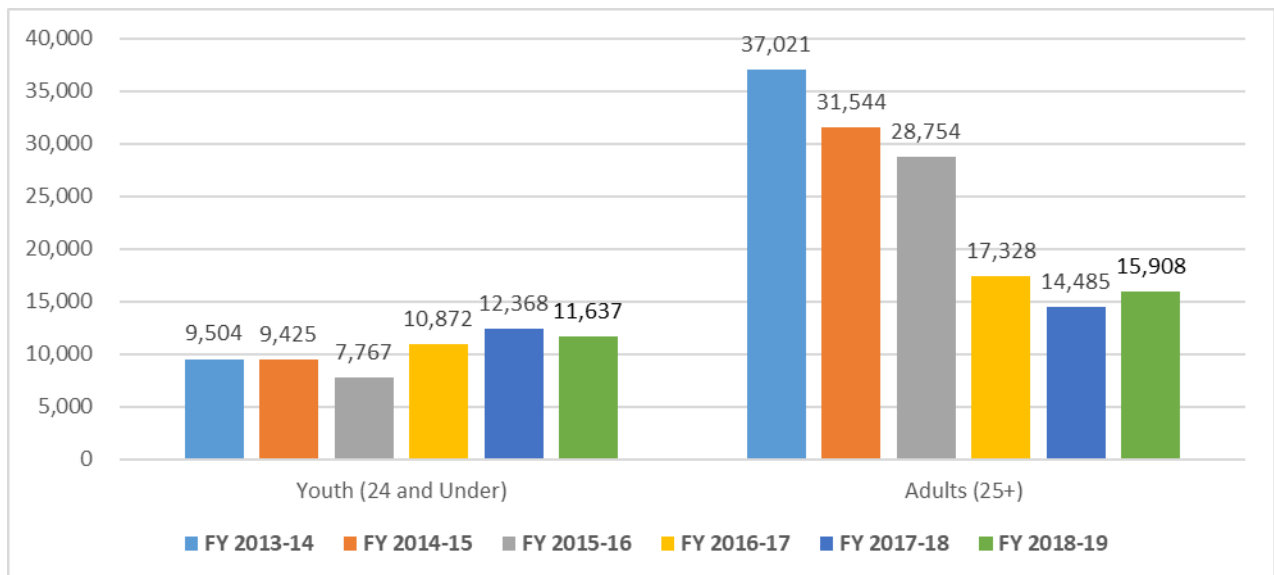


Figure 11. Workforce Clients by Adults and Youth, FY 2013-14 to Present

City Programs and Contracts

Eighteen City departments reported 294 workforce programs this year, including programs administered within departments and those contracted out to external service providers. A comprehensive list of program name, description, and funding department is located in Appendix B: FY 2018-19 City-Funded Workforce Programs by Department.

The workforce development system demonstrated increased funding, which may account for the increase from 262 programs to 294 programs from last year. Additionally, after several years of executing the Inventory and engaging in critical discussions of what may be categorized as a workforce program, data coordinators demonstrated a more nuanced understanding of workforce programming by separating some previously reported single programs into mutually exclusive sub-categories: service delivery (155), internship (95), apprenticeship (26), and work-orders (18).

Departments also coded each program with up to eleven service types, including: barrier remediation/support services (46 programs), basic skills training (88 programs), career awareness (49 programs), employment support (62 programs), general job readiness training (122 programs), sector-specific job readiness training (34 programs), job search and placement (43 programs), mental and behavioral health (18 programs), vocational assessment (6 programs), vocational training (53 programs), and workplace training (82 programs). These categories are further defined in Appendix A. The quality of these data is assumed to be poor, as the categorization may be dependent on whether a program has adopted service type elements and definitions as described in the Inventory or how enmeshed an analyst is in the day-to-day functions of a program.

Departments also coded each program with up to three service populations, including: adults (150 programs), English language learners (18 programs), individuals with disability (9 programs), justice-involved individuals (14 programs), older adults (27 programs), public benefits recipients (30 programs), public housing residents (5 programs), transition-age youth (85 programs), underemployed (23 programs), unemployed (5 programs), and youth (77 programs). These service populations are further defined in Appendix A. The quality of these data is poor, as definitions are not mutually exclusive and programs may serve many overlapping populations. Additionally, the results are heavily biased by the core function of the department, e.g., DCYF codes programs as serving youth and TAY predominantly.

City departments hold 313 contracts with 146 community-based organization service providers. Departments reported the following number of contracts: OEWD (82), DCYF (51), MOHCD (41), HSA (35), PUC (30), DPW (22), DPH (21), OCEIA (14), ENV (6), APD (3), PRT (3), DHR (2), SFMTA (2), SHF (1). For more detail on programs and contracted providers, see Appendix B and Appendix C: Community-Based Organization by Funder.

City Expenditures and Funding Summary

In FY 2018-19, the City and County of San Francisco's workforce development system expended approximately \$138 million. FY 2018-19 results demonstrate that clients and the total number of internal and external programs (n=294) across the system increased, and this may account for an increase in spending.

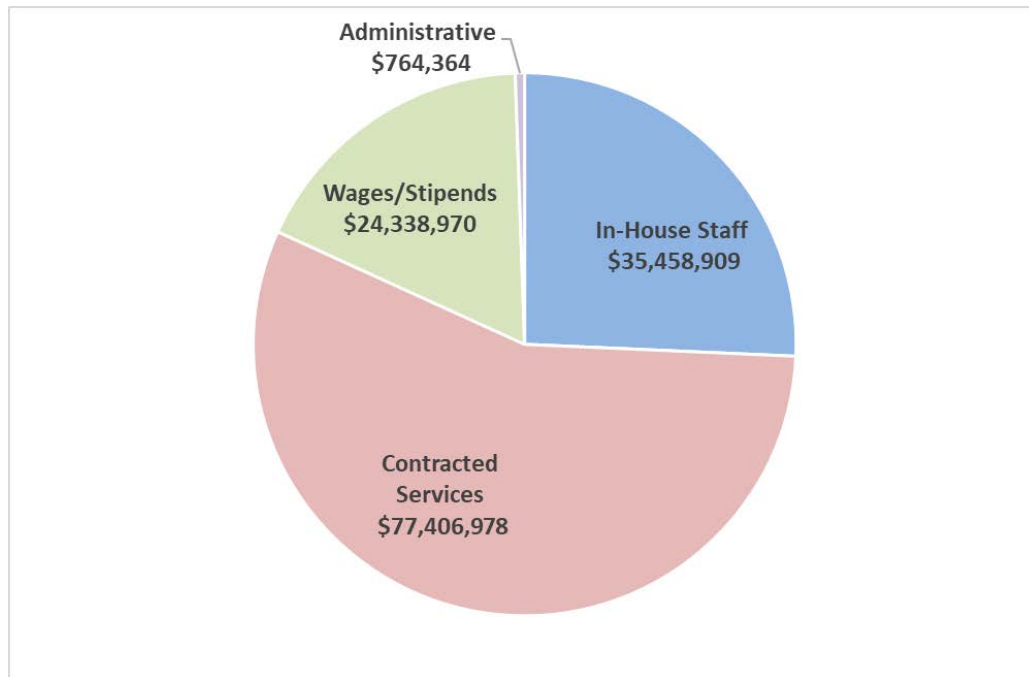


Figure 12. Citywide Workforce Services Expenditures, FY 2018-19

As is typical, the majority of funding was allocated to contracted services (\$77.4m) with community-based organizations, with in-house staff (\$35.5m) and wages and stipends for participants (\$24.3m) following. Contracted services may include staffing at community-based organizations, materials, curriculum, books, supportive services, nonprofit operating expenses, et al. at community-based organizations.

Here, administrative costs account for \$764,364 of total reported expenditures. There is no standard method for reporting administrative costs, and it appears to be less than 0.55% of total expenditures. Some departments assign a true cost ratio to the total program and account for that in administrative expenses, while others may pull out administrative costs for the entire department in a line item. Some administrative costs are wrapped up into staffing or in contracted services, though most may be unaccounted.

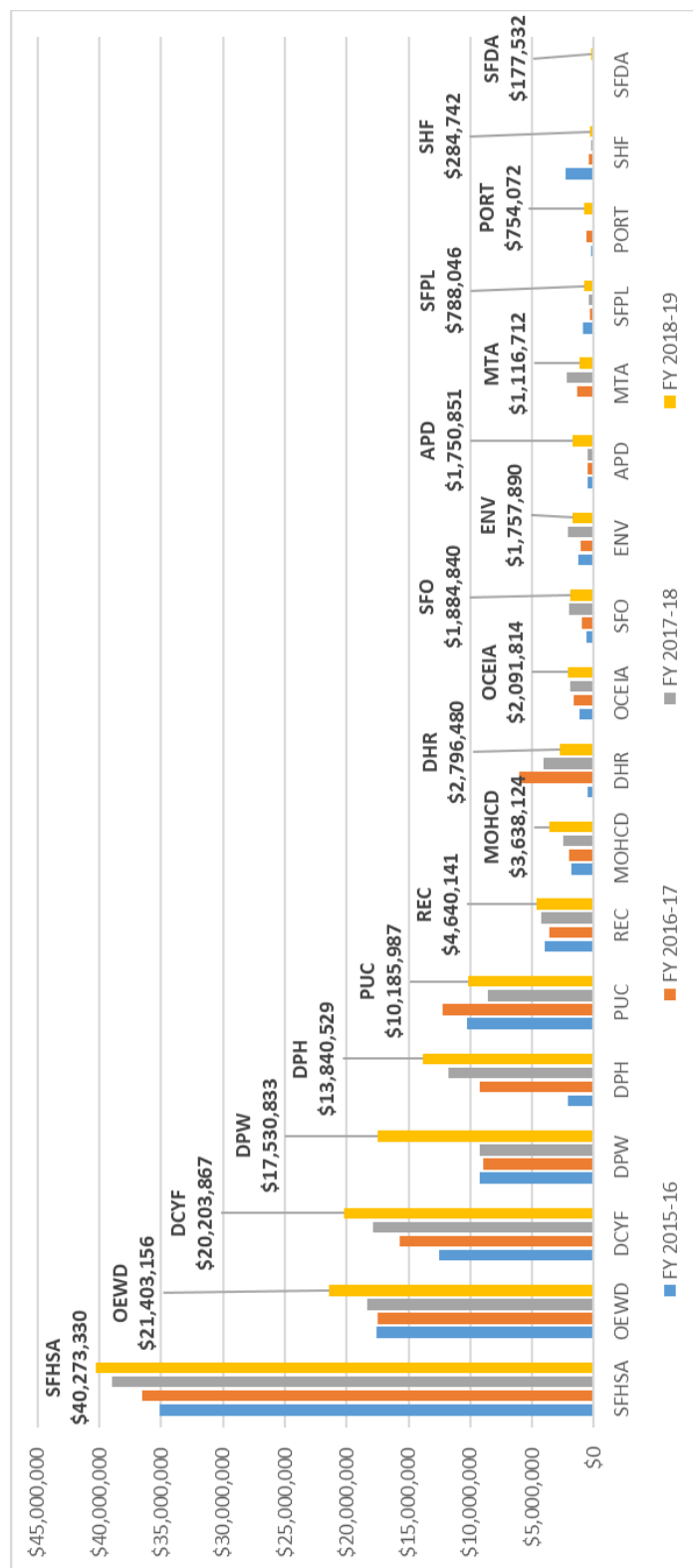


Figure 13. Workforce Development Expenditures by Department, Last 4 Years¹⁸

¹⁸ Significant fluctuations in workforce development expenditures may be attributed to differences in methodology. As an example, significant increases from DPH in the earlier administrations of Inventory reflect requests to include internal professional development programs, and differences in visualizing work orders.

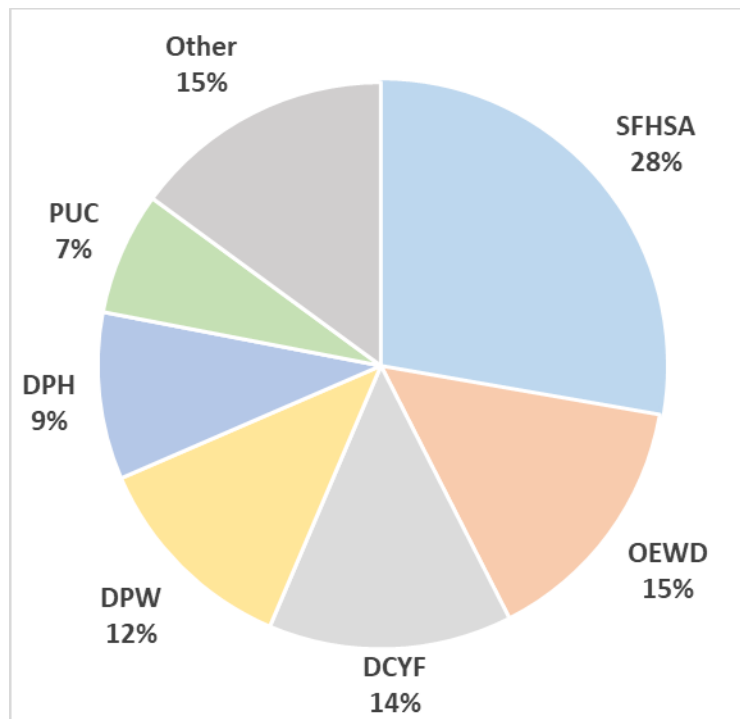


Figure 14. Departmental Share of Citywide Workforce Expenditures, FY 2018-19

Over the last three years, the top spending departments and distributions for the entire system did not change significantly. The departments with the most workforce development spending are HSA (28%), OEWD (15%), DCYF (14%), DPW (12%), DPH (9%), and PUC (7%).

From last year to FY 2018-19, spending at DHR, SFO, ENV, MTA, and SHF decreased (Figure 13). Over the last three years of Inventory data, spending in all departments except for DHR and PUC increased.

Citywide Workforce Services Funding Sources

Approximately \$138 million of workforce funding comes from the General Fund, City enterprise funds, State and Federal funding, and other local revenue (Figure 15). The Inventory does not collect private and philanthropic funding sources.

Most of the funding for workforce development programs was local, with over \$69 million coming from the City's General Fund and over \$21.4 million coming from other local sources. Additionally, funds generated by enterprise departments (e.g., PUC, PRT, PUC, ENV, and SFO) account for over \$20.4 million into workforce development services. State or Federal funding accounted for over \$28 million of City workforce program funding.

Comparatively, State and Federal investments decreased approximately \$10 million from FY 2017-18 (\$38 million), and City General Fund investments increased by about \$10 million (FY

2017-18, \$58 million). Other Local Revenue and Enterprise Funds demonstrated year-over-year increases of approximately \$7 million and \$3 million respectively.

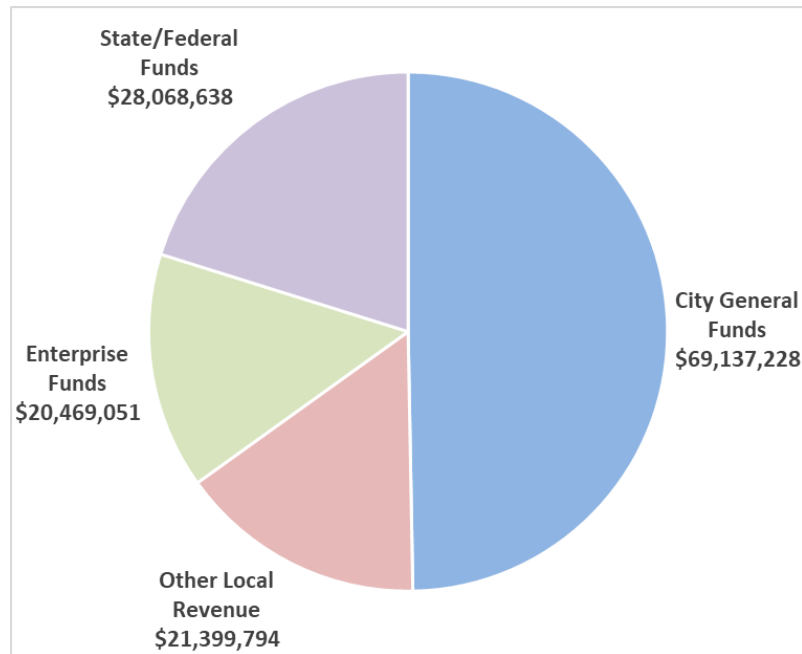


Figure 15. Citywide Workforce Development Spending by Funding Sources, FY 2018-19

In light of State/Federal fund decreases, City departments continue to explore private, philanthropic, competitive, and non-governmental strategic fund opportunities to diversify revenue, as well as cost-sharing to maximize funding for community-based organizations and competitive funding.

Client Training and Placement Outcomes

In an effort to move City agencies toward collecting and reporting on client training and placement outcomes data, the Data Working Group recommended that these categories be added to the FY 2016-17 Inventory. This year's Inventory represents the third year these data were collected.

The Workforce Inventory collects the following performance metrics data elements: Completed Vocational/Occupational Training; Vocational/Occupational Training Industry; Completed Training, Other (Not Vocational or Occupational); Completed Job Readiness Training; Completed Basic Skills Training; Enrolled in English Language Services; Unsubsidized Job Placements; Subsidized Job Placements; Unique Clients in Unsubsidized Employment; Unique Clients in Subsidized Employment; Unsubsidized Employment Placements at Program Exit; Placement of Employment Industry; Individual Employment Earnings, Pre-Program; Individual Employment Earnings, Post-Program; Employment Retention – 1 month to 24 months after program exit; Unique Outcomes by Department; Unique Retention Reporting by Department. These data elements are further defined in Appendix A.

Historically, the data quality is poor for placement industry, pre- and post-program earnings, and retention in employment. These data are not reported in this section, though retention best practices are described.

Training Completions

For FY 2018-19, the San Francisco Workforce Development System counts 20,933 training completions: Enrolled in English Language Services (1,846); Completed Basic Skills Training (7,155); Completed Job Readiness Training (7,855); Completed Training, Other (1,287); Completed Vocational/Occupational Skills Training (2,790).

For comparison, training completions for FY 2017-18 totaled just over 8,000. Though all departments reported increased training completions, this nearly three-fold increase is due to significantly increased outcomes reporting from MOHCD, OEWD, PUC, and SFPL.



Figure 16. Enrollment and Training Completions, FY 2018-19.

As described in Figure 16, some departments offer the full range of workforce development services, such as SFHSA, OEWD, DPH, DPW, PRT, SFO, and SHF. Others, such as SFPL and MOHCD, focus workforce development investments in barrier remediation activities such as basic skills training or English language services. The remaining departments—APD, DHR, ENV, OCEIA, PUC, RPD, SFDA, and SFMTA—focus almost entirely on job readiness or occupational training. DCYF records its workforce development outcomes as placement in unsubsidized and subsidized employment, and so it is not reflected in this figure.

Subsidized and Unsubsidized Placement

Though unsubsidized employment is the ultimate goal of the workforce development system, subsidized employment represents a valuable training opportunity for workforce development clients that has been demonstrated to lead more often than not to unsubsidized employment. Participants in subsidized employment programs are able to earn an income to provide for themselves and their families while gaining valuable on-the-job training and work experience that supports their eventual transition to unsubsidized employment.

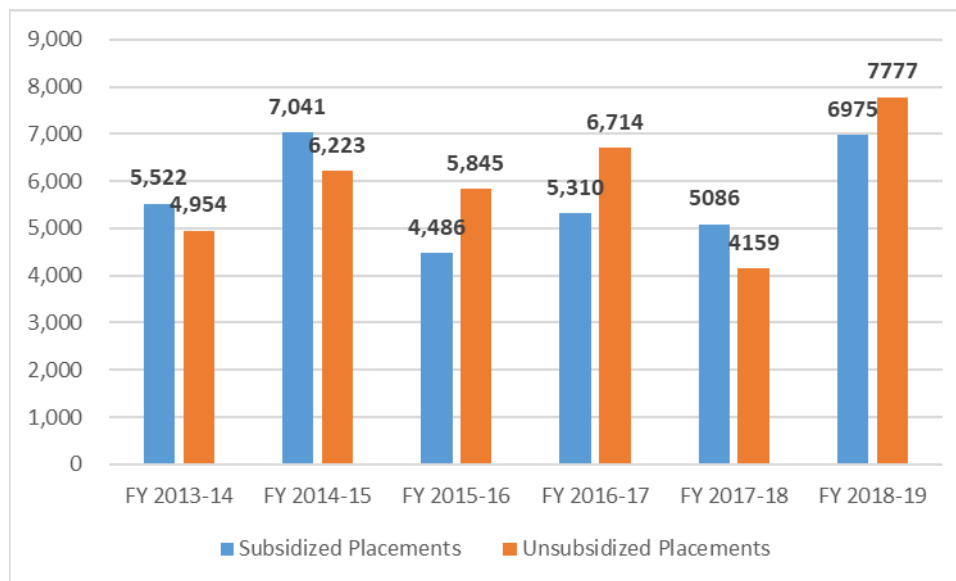


Figure 17. Subsidized and Unsubsidized Placement in Employment, FY 2013-14 to FY 2018-19.

From last year, placements increased, in part due to placements from DCYF (+1,360), OEWD (+1,726), and SFO (+1,781), all of which registered significant year-over-year growth.

	FY 2016-17	FY 2017-18	FY 2018-19
Clients Served¹⁹	30,505	28,541	26,135
Enrolled in English Language Services	831	1,002	1,846
Completed Basic Skills Training	497	2,041	7,155
Completed Job Readiness Training	3,468	4,254	7,855
Completed Vocational/Occupational Training	2,321	1,615	2,790
Completed Training, Other (Not Voc. Or Occ.)	--	61	1,287
Subsidized Placements	5,310	4,159	6,975
Unsubsidized Placements	6,714	5,086	7,777

Figure 18. Outcomes by Total Clients Served, FY 2016-17 to present

On the whole, the system appears to be serving fewer clients—though without a methodology to reliably de-duplicate client outcomes, we can draw no concrete conclusions—but the reporting of trainings completed and placements has increased. This could be due to improved data completion and availability; however, it is also possible that increased investments in the workforce development system have resulted in more numerous and higher quality touch points individuals, and additional funding for subsidized and unsubsidized employment.

Retention Data

As is typical within the public workforce development system across the United States, workplace retention data from workforce development program participants is low quality and does not reflect the real numbers of clients who remain in the workforce beyond initial labor market attachment. This is due in part to client drop-off after service completion, employee-employer confidentiality limitations, underdeveloped data collection protocols or incentives, and lack of legal authority to solicit information directly from California Employment Development Department.

Of the 18 departments participating in the Inventory, ten reported retention data, though it was nearly all incomplete. At one-year post-program, departments realized the following retention rates: 66% (DHR), 65% (APD), and 59.3% (SFHSA). No further analysis of retention data has been included in this report, as it is unverifiable and would reflect inaccurate system outcomes.

As retention data and retention best practices are an ongoing issue in workforce development programs across the United States, the Inventory instrument requests information on best practices for procuring retention data in order to share best practices and develop creative solutions for effective service delivery.

¹⁹ Here, “Clients served” represents the general client count from past years. FY 2018-19 Clients Served reflects the “Unique Clients by Department” count described on p. 8.

Departments that collect retention data successfully may enforce employment mandates (e.g., APD, SHF), control client employment (e.g., SFO), or possess legal authority to receive validated data from State agencies (e.g., HSA).

APD is able to connect with clients post-placement due to mandated check-in requirements with probation officers. APD works closely with both IPO providers to track employment placements post program and ensures clients are case managed for a minimum of 90 days post program completion. The IPO programs track unsubsidized employment placements via Paycheck submitted by clients or Employment verification letter signed by the employer. Clients self-report employment as a condition of probation. While these data are high quality, City departments typically do not have the same client mandate privileges as APD.

Similarly, SHF has a mandate to follow up with an employer once a client is employed. Per the FY 2018-19 Inventory, SHF had a 100% retention rate through six months post-program.

SFO's workforce development services typically place clients at employment opportunities within San Francisco International Airport. Consequently, SFO tracks client retention in employment at the airport through security key card activity. This is a highly effective method which does not rely on client self-reporting.

Most promising for system-wide evaluation, HSA receives retention data directly from State agencies to identify whether clients were successfully exiting the JobsNOW subsidized employment program²⁰. Per the California Unemployment Insurance Code, the California Department of Social Services maintains a data sharing agreement with the Employment Development Department (EDD) to obtain access to client unemployment insurance wage base data and has permission to share data directly with County human service agencies. Through SFHSA's analysis, these data demonstrate the quarterly employment status and average quarterly earnings of clients. Though intentionally lagged, these consistent, reliable, complete data are valuable for tracking the impact of public benefits on long-term client self-sufficiency and earning potential, and CDSS may provide these data to HSA quarterly up to three years post-program. Due to State-level data privacy agreements, HSA is unable to share this EDD information with other City departments.

These unemployment insurance wage base data are only partially available to OEWD, which receives similar data from EDD for a specific subset of clients who benefit from federal Workforce Innovation and Opportunity Act (WIOA) funding. EDD will not permit data sharing for non-WIOA funded clients, and the agency has denied data requests for unemployment insurance wage base information for all workforce development clients. In early 2019, OEWD drafted and submitted an amendment to the Unemployment Insurance Code to permit data sharing with workforce development agencies in California in partnership with the California Workforce Association and other Local Workforce Development Boards (LWDBs). In late 2019,

²⁰ The percentage of FY 2016-17 participants with earnings in the 4th quarter after exit was 58.1%, and the percentage of FY 2017-18 participants with earnings in the 4th quarter after exit was 59.3%. The percentage of July 2011 - December 2015 participants with earnings in the 12th quarter after exit is 59.3%.

AB 593 passed, allowing LWDBs to gain access to unemployment insurance wage base data. OEWD is currently negotiating with CA EDD for access to this information.

CONCLUSION

Creating a Citywide data collection protocol is an iterative process, which has improved every year since inception. Departmental data quality has evolved through the addition of internal consistency measures, external validation and peer review, and interrater reliability checks.

Nonetheless, after six years of administering the Inventory, OEWD recognizes that there are significant system-wide data quality and evaluation issues that will not be resolved until the collection process can de-duplicate clients across agencies²¹.

With these challenges in mind, OEWD puts forth some ideas for changes to the system evaluation process with the goal of determining true social impact of the workforce development system:

- Some of the data collected may be expanded to an interactive public use document, and maintained under public scrutiny.
- Establish key performance indicators to improve results-based accountability and external evaluation.
- A working group may collect and review financial data from FSP financial systems to improve consistency, actual expenditure tracking, and cost allocations across departments.
- Implement sampling procedures for demographic and outcomes data such as, randomly sample clients and collect qualitative data across departments proportionate with previous reporting counts.
- As OEWD, SFHSA, and DCYF, represent approximately half of client share in the system and these agencies maintain existing data sharing agreements, they may consider matching unique clients to explore system breadth and demographic data in collaborative process. Other departments with the ability to share and match unique client data to this share—such as DHR which administers many of the professional development and/or City workforce development programs—may join the process.
- All Alignment Committee departments may submit existing internal reports on workforce development inputs, outputs, and outcomes with publicly available data to contextualize Inventory results and operationalize social impact of programs.
- All 18 City departments may conduct internal analysis of workforce development programming consistent with agreed upon protocols and procedures that permit consistency across departments, and share contextualized findings with the Alignment Committee.

²¹ OEWD and HSA have worked towards solutions to these issues, including client matching across workforce development programs and collaboration on a data system integration project with the City Controller's Office in FY 2018-19.

Despite a number of process improvements, we can continue to leverage this tool to gain a deeper understanding of Citywide workforce development programming.

Appendix A: FY 2018-19 Citywide Workforce Services Inventory Instrument

Summary

The Committee on Citywide Workforce Alignment ("Alignment Committee") was established in 2014 to undertake short- and long-term planning for the City's workforce development system, set goals and priorities for its programs, coordinate workforce development activities among City departments, and monitor their effectiveness. Using the data collected through this survey, the Alignment Committee will publish an update to its FY 2017-22 Citywide Workforce Development Plan in March 2020.

Purpose

Your department completed this inventory last year for its FY 2017-18 workforce programs. Now we are asking for information about your FY 2018-19 workforce programs. Viewed across the years, this data provides increasing insights. It will help the Alignment Committee establish its policy and budget priorities and create collaborative workforce development strategies across departments.

Instructions

Please refer to the Definitions tab for specific information about how program goals, service types and populations, and program metrics have been defined. We have included options to include your department's metric for certain categories where there is no established data consistency across departments.

As an important note, OEWD requests that you only complete fields for which you have responsive information that you are already collecting. Departments should consult with their General Counsel before changing their protocols to request additional categories of information from workforce program participants.

For City departments that maintain internship, apprenticeship, or regular employment opportunities, please consult your General Counsel to determine if any modifications to your data collection protocols would constitute an unlawful pre-employment inquiry.

Questions?

Please attend our trainings on Thursday, October 3rd from 9:30 - 10:30 a.m. or Thursday, October 10th from 3:00 - 4:00 p.m.

Please contact Jen Hand at OEWD with any questions or for further assistance. Jen can be reached at (415) 701-4830, or jennifer.hand@sfgov.org

Deadline

Please return completed surveys to jennifer.hand@sfgov.org by **Monday, November 18, 2019**.

Thank you very much for your time and efforts!

Data Category	Data Element	Definition	Definition Source
Program Types	Service Delivery	A program that enables participants to acquire the knowledge, skills and attitudes needed for gainful employment or improved work performance, but is not an apprenticeship or internship.	Alignment Committee
	Apprenticeship	An apprenticeship is a combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs can be sponsored by individual employers, joint employer and labor groups, and/or employer associations.	U.S. Department of Labor
	Internship	An internship is an official program offered by an employer to potential employees. Interns work either part time or full time at an organization for a certain period of time. The main difference between an apprenticeship and an internship is that internships are more exploratory.	Alignment Committee
	Work-Order to another department	A transfer of funds from one City department to another for the purpose of providing a set of services reflected within the receiving department's mission or expertise.	Alignment Committee
Program Goals	Job readiness	The program's primary goal is to prepare participants to be successful job candidates for employers industry wide, not necessarily geared toward a particular job placement	Alignment Committee
	Subsidized employment	The program's primary goal is to provide paid work experience for participants who are unable to successfully compete for an unsubsidized job, and offer employers incentives to provide work experience and On-the-Job Training for prospective employees. Subsidized employment is employment that is in any part subsidized by third-party funds. See Service Types for additional information	Alignment Committee
	Unsubsidized employment	The program's primary goal is to match participants to unsubsidized employment that best fits their skills, aptitudes and experience. Unsubsidized employment is work with earnings provided by an employer not financed by a third-party or receiving a subsidy for the creation and maintenance of the employment position	Alignment Committee
Service Populations	Adults	Individuals age 25 to 54 at program enrollment	Alignment Committee
	Older Adults	Individuals age 55 and over at program enrollment	Alignment Committee
	Transitional-Aged Youth (TAY)	Individuals age 18 to 24 at program enrollment	Alignment Committee
	Youth	Individuals age 17 and under at program enrollment	Alignment Committee
	English Language Learner (ELL)	Individuals who have limited ability in reading, writing, speaking, or comprehending the English language, and whose native languages are languages other than English; or who live in a family or community environment where a language other than English is the dominant language	Workforce Innovation and Opportunity Act
	Active or Formerly Justice-Involved Individuals	Adults or juveniles who have an active involvement or were formerly involved with the criminal or juvenile justice system	Alignment Committee
	Active or Formerly Foster Care Youth	Adults or juveniles who have active involvement or were formerly involved with the foster care system	Alignment Committee
	HOPE SF Residents	Individuals who reside at the Hunters View, Potrero Terrace, Potrero Annex, Sunnydale or Alice Griffith public housing sites of San Francisco	HOPE SF
	Individuals with Cognitive Disability	Individuals who have a mental impairment that substantially limits one or more major life activities; have a record of such impairment; or are regarded as having such an impairment. A mental impairment includes chronic mental illness. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself	Americans with Disabilities Act
	Individuals with Physical Disability	Individuals who have a physical impairment that substantially limits one or more major life activities; have a record of such impairment; or are regarded as having such an impairment. A physical impairment includes hearing, mobility and visual impairments, chronic alcoholism, and AIDS. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more	U.S. Department of Labor
	Public Benefits Recipients	A person who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test (e.g. CalWORKS, FSET, CAAP, and CalFresh)	Workforce Innovation and Opportunity Act
	Public Housing Residents	Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status	U.S. Department of Housing and Urban Development
	Employed	A person who performed any work at all for pay or profit during the last week. This includes all part-time and temporary work, as well as regular full-time, year-round employment. Individuals also are counted as employed if they have a job at which they did not work during the last week, whether they were paid or not, because they were: on vacation; ill; experiencing child care problems; on maternity or paternity leave; taking care of some other family or personal obligation; involved in a labor dispute; or prevented from working by bad weather.	Bureau of Labor Statistics

Data Category	Data Element	Definition	Definition Source
	Underemployed	A person who is highly skilled but working in a low paying job, who is highly skilled but working in a low skill job, or who is a part-time worker who would prefer to be full time	Alignment Committee
	Unemployed	A person who does not have a job, has actively looked for work in the prior 4 weeks, and is currently available for work. Actively looking for work may consist of any of the following activities: contacting an employer directly or having a job interview; contacting a public or private employment agency; contacting friends or relatives; contacting a school or university employment center; submitting resumes or filling out applications; placing or answering job advertisements; checking union or professional registers; or some other means of active job search.	Bureau of Labor Statistics
	Veterans	A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable	U.S. Code
	Other	Specific populations not already listed under this data category	Alignment Committee
Service Types	Barrier remediation/support services	Legal, financial, or individual support services to address barriers to employment such as criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar	Alignment Committee
	Basic skills training	Basic academic skills, remedial learning and intentional skill building programs, teaching generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy	Alignment Committee
	Career awareness	Includes job shadowing, work site visits, and career mentorships	Alignment Committee
	Employment support	Wraparound services, case management, and retention and ancillary support services that help an individual acquire and maintain employment	Alignment Committee
	Job readiness training, general	General work behavior and hard and soft skills training for employment across industries; includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job. Job readiness also includes service learning or hands-on volunteer service	Employment and Training Administration
	Job readiness training, sector-specific	Soft skills training targeted toward a specific sector or industry; for example, hospitality job readiness has a heavy emphasis on customer service, since most front of house food services and retail positions require heavy consumer interaction; health care job readiness would include aspects such as medical terminology and effectively navigating the health care system	Alignment Committee
	Job search and placement	Résumé assistance, interview preparation, online application assistance and job search strategies for individuals to help participants acquire subsidized or unsubsidized employment	Alignment Committee
	Mental & behavioral health	Behavioral health services to help participants gain and maintain employment	Alignment Committee
	Vocational assessment	Assessment of an individual's abilities and desires in order to determine needs for employment and appropriate career path	Alignment Committee
	Vocational training	Contextualized training for a particular type of industry, profession, or vocation; more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate	Alignment Committee
	Workplace training	Includes apprenticeships, internships, On-the-Job Training (OJT), and subsidized employment	Alignment Committee
Homeless	Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are "doubled-up" in the homes of family or friends, staying in jails, hospitals, and rehabilitation facilities, and families living in Single Room Occupancy (SRO) units	Alignment Committee
Gender Identity	Female	A person with the behavioral, cultural, biological, or psychological traits typically associated with females	SFDPH
	Male	A person with the behavioral, cultural, biological, or psychological traits typically associated with males	SFDPH
	Trans Male	Transgender men, transmasculine, or transmen, sometimes referred to as female-to-male or FTM	SFDPH
	Trans Female	Transgender women, transfeminine, or transwomen, sometimes referred to 'male-to-female or MTFs	SFDPH
	Genderqueer or Gender Non-binary	Two of many reclaimed gender identities among persons who do not subscribe to conventional gender distinctions; may feel their gender as neither, both, or some fluctuating combination of male/masculine and female/feminine genders	SFDPH

Data Category	Data Element	Definition	Definition Source
	Not listed, specified	This category provides options for people to state their specific transgender identity (or identities), as well as an "additional category" which will help clarify the many possible transgender identities	SFDPH
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sex or gender identity	SFDPH
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the sex or gender question was not asked in an effort to alleviate any provider assumptions	SFDPH
Sexual Orientation	Straight or Heterosexual	A person who is emotionally, romantically or sexually attracted to members of the opposite gender	Human Rights Campaign
	Bisexual	A person emotionally, romantically or sexually attracted to more than one sex, gender or gender identity though not necessarily simultaneously, in the same way or to the same degree	Human Rights Campaign
	Gay, Lesbian or Same-	A person who is emotionally, romantically or sexually attracted to members of the same gender	Human Rights Campaign
	Questioning or Unsure	A term used to describe people who are in the process of exploring their sexual orientation or gender identity	Human Rights Campaign
	Not listed, specified	This category provides options for people to state their specific sexual orientation, as well as an "additional category" which will help clarify the many possible sexual orientations	Human Rights Campaign
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sexual orientation	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the sexual orientation question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
Age	Age at enrollment	The period of time between a person's date of birth and program enrollment date	Alignment Committee
Race and Ethnicity	White, alone	A person having origins in any of the original peoples of Europe, the Middle East, or North Africa	U.S. Census Bureau
	Black or African-American, alone	A person having origins in any of the Black racial groups of Africa	U.S. Census Bureau
	American Indian and Alaska Native, alone	A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment	U.S. Census Bureau
	Asian and Pacific Islander, alone	A person having origins in any of the original peoples of China; Far East; Southeast Asia; or the Indian subcontinent including, for example, Cambodia, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam; Hawaii; Guam; Samoa; or other Pacific Islands.	U.S. Census Bureau
	Other Race, alone	A person having origins in any of the original peoples outside of Europe, the Middle East, North Africa, Black racial groups of Africa, North America, South America, Central America, the Far East, Southeast Asia, the Indian subcontinent, and the Pacific Islands	U.S. Census Bureau
	Two or More Races	A person who identifies with more than one race	U.S. Census Bureau
	Hispanic or Latino	A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race	U.S. Census Bureau
	Declined to state	This category provides the individual the opportunity to opt-out from stating their race and ethnicity	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the race and ethnicity question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
School Enrollment	Not in School	Not enrolled in any secondary or postsecondary educational institution	Alignment Committee
	In Middle School	A person enrolled in 6th, 7th or 8th grade	SFUSD
	In High School	A person enrolled in 9th, 10th, 11th or 12th grade	SFUSD
	In GED Program	Enrolled in a training which aims to equip people with knowledge, skills and/or competencies required to pass the General Educational Development (GED) test battery	Alignment Committee
	In Vocational Education Program	Enrolled in a non-educational institution training which aims to equip people with knowledge, skills and/or competencies required in particular occupations or more broadly on the labor market	Alignment Committee
	In Postsecondary Institution	A person enrolled in any education beyond high school	Alignment Committee
	Declined to state	This category provides the individual the opportunity to opt-out from stating their school enrollment status	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the school enrollment question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
Educational Attainment	Less than High School	A person who has not received a regular high school diploma, GED or alternative credential	U.S. Census Bureau
	High School Graduate (or	A person whose highest level of education completed is a regular high school diploma, GED or alternative	U.S. Census Bureau
	Some College, no degree	A person who has received college credit but not a college degree	U.S. Census Bureau
	Associate's Degree	A person whose highest level of education is an undergraduate degree granted after typically a two-year course of study, especially by a community, junior or technical college (for example: AA, AS)	Alignment Committee
	Bachelor's Degree	A person whose highest level of education is an undergraduate degree granted after typically a four-year course of study, especially by a college or university (for example: BA, BS)	Alignment Committee
	Graduate Degree	A person whose highest level of education is a master's or doctoral degree that follows the completion of a bachelor's degree (for example: MA, MS, MEng, MEd, MSW, MBA, PhD, EdD)	Alignment Committee

Data Category	Data Element	Definition	Definition Source
	Declined to state	This category provides the individual the opportunity to opt-out from stating their educational attainment status	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the educational attainment question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
Priority Populations	English Language Learners (ELL)	A person who has limited ability in reading, writing, speaking, or comprehending the English language, and whose native language(s) are language(s) other than English; or who live in a family or community environment where a language other than English is the dominant language, as determined by client disclosure	Workforce Innovation and Opportunity Act
	Active or Formerly Justice-Involved Individuals	A person who has an active involvement or was formerly involved with the criminal or juvenile justice system; if unable to match through data sharing agreement(s), obtain through client disclosure	Alignment Committee
	Active or Former Foster Care Youth	A person who has an active involvement or was formerly involved with the foster care system; if unable to match through data sharing agreement(s), obtain through client disclosure	Alignment Committee
	Homeless or Formerly Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are "doubled-up" in the homes of family or friends, staying in jails, hospitals, and rehabilitation facilities, and families living in Single Room Occupancy (SRO) units	Alignment Committee
	HOPE SF Residents	A person who resides at the Hunters View, Potrero Terrace, Potrero Annex, Sunnysdale or Alice Griffith public housing sites of San Francisco; if unable to match through data sharing agreement(s), departments can match client	HOPE SF
	Individuals with Disability	Any person who has a mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A mental impairment includes chronic mental illness. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself; or any person who has a physical impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A physical impairment includes hearing, mobility and visual impairments, chronic alcoholism, and AIDS. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself; if unable to match through data sharing agreement(s), obtain through client disclosure	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more; obtain through client disclosure	U.S. Department of Labor
	Public Benefits Recipients	A person who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test; if unable to match through data sharing agreement(s), obtain through client disclosure	Workforce Innovation and Opportunity Act
	Public Housing Residents	Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status; if unable to match through data sharing agreement(s), departments can match client addresses to public housing site addresses	U.S. Department of Housing and Urban Development
	Employed	A person who performed any work at all for pay or profit during the last week. This includes all part-time and temporary work, as well as regular full-time, year-round employment. Individuals also are counted as employed if they have a job at which they did not work during the last week, whether they were paid or not, because they were: on vacation; ill; experiencing child care problems; on maternity or paternity leave; taking care of some other family or personal obligation; involved in a labor dispute; or prevented from working by bad weather; obtain through client disclosure	Bureau of Labor Statistics
	Underemployed	A person who is working in a job that is not commensurate with his/her skill level as it pertains to the type of job or pay, or who is a part-time worker who would prefer to be full time; obtain through client disclosure	Alignment Committee
	Unemployed	A person who does not have a job, has actively looked for work in the prior 4 weeks, and is currently available for work. Actively looking for work may consist of any of the following activities: contacting an employer directly or having a job interview; contacting a public or private employment agency; contacting friends or relatives; contacting a school or university employment center; submitting resumes or filling out applications; placing or answering job advertisements; checking union or professional registers; or some other means of active job search; if unable to match through data sharing agreement(s), obtain through client disclosure	Bureau of Labor Statistics
	Veterans	A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable; obtain through client disclosure	U.S. Code
Performance Metrics	Unsubsidized Job Placements	All records of persons who are aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully by the employer, even multiple records for the same person	Alignment Committee

Data Category	Data Element	Definition	Definition Source
	Subsidized Job Placements	All records of persons who are aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source, even multiple records for the same person	Alignment Committee
	Unique Clients Placed in Unsubsidized Employment	A person who is aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully by the employer, regardless of the number of employment records	Alignment Committee
	Unique Clients Placed in Subsidized Employment	A person who is aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source, regardless of the number of employment records	Alignment Committee
	Unsubsidized Employment at Program Exit	A person who attains or has retained employment in which wages are paid fully by the employer at program exit	Alignment Committee
	Completed the Program	A person who has fulfilled the requirements of the workforce development program and is deemed by the funding department to have successfully completed the program	Alignment Committee
	Enrolled in English Language Service(s)	A person who is enrolled in a program that uses English as the instructional language for eligible students and enables such students to achieve English proficiency and academic mastery of subject matter content and higher order skills, including critical thinking, so as to meet appropriate education, industry and occupation requirements	Alignment Committee
	Completed Basic Skills Training	A person who has completed a basic academic skills, remedial learning and/or intentional skill building program, where he/she was taught generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy	Alignment Committee
	Completed Job Readiness Training	A person who has completed a general work behavior and hard and soft skills training for employment across industries; the training includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job	Employment and Training Administration
	Completed Vocational and/or Occupational Skills Training in the NAICS Industries Listed Below:	A person who has completed a contextualized training for a particular type of industry, profession, or vocation. The training is more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate	Employment and Training Administration
	Accommodation and Food Services	This industry comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services	NAICS
	Administrative and Support and Waste Services	This industry comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services	NAICS
	Arts, Entertainment, and Recreation	This industry includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises the following: establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests	NAICS
	Construction	This industry comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector	NAICS

Data Category	Data Element	Definition	Definition Source
	Crop and Animal Production	This industry comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats	NAICS
	Educational Services	This industry comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students	NAICS
	Finance and Insurance	This industry comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions	NAICS
	Government	This industry consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant	NAICS
	Health Care and Social Assistance	This industry comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry	NAICS
	Information	This industry comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or communications; and processing data	NAICS
	Management of Companies and Enterprises	This industry comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise; or establishments that administer, oversee, and manage may hold the securities of the company or enterprise	NAICS
	Manufacturing	This industry comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Construction	NAICS
	Mining, Quarrying, and Oil and Gas Extraction	This industry comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity	NAICS
	Other Services (except Public Administration)	This industry comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services	NAICS
	Professional, Scientific, and Technical Services	This industry comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services	NAICS

Data Category	Data Element	Definition	Definition Source
	Real Estate and Rental and Leasing	This industry comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks	NAICS
	Retail Trade	This industry comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise	NAICS
	Transportation and Warehousing	This industry includes providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in this industry use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline	NAICS
	Utilities	This industry comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities	NAICS
	Wholesale Trade	This industry comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing	NAICS
Placement or Employment Industry The number of clients placed into...	Accommodation and Food Services	This industry comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services	NAICS
	Administrative and Support and Waste Services	This industry comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services	NAICS
	Arts, Entertainment, and Recreation	This industry includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises the following: establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests	NAICS
	Construction	This industry comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector	NAICS
	Crop and Animal Production	This industry comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats	NAICS
	Educational Services	This industry comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students	NAICS
	Finance and Insurance	This industry comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions	NAICS

Data Category	Data Element	Definition	Definition Source
	Government	This industry consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant	NAICS
	Health Care and Social Assistance	This industry comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry	NAICS
	Information	This industry comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or communications; and processing data	NAICS
	Management of Companies and Enterprises	This industry comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise; or establishments that administer, oversee, and manage may hold the securities of the company or enterprise	NAICS
	Manufacturing	This industry comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Construction	NAICS
	Mining, Quarrying, and Oil and Gas Extraction	This industry comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity	NAICS
	Other Services (except Public Administration)	This industry comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services	NAICS
	Professional, Scientific, and Technical Services	This industry comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services	NAICS
	Real Estate and Rental and Leasing	This industry comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks	NAICS
	Retail Trade	This industry comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise	NAICS

Data Category	Data Element	Definition	Definition Source
	Transportation and Warehousing	This industry includes providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in this industry use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline	NAICS
	Utilities	This industry comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities	NAICS
	Wholesale Trade	This industry comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing	NAICS
Individual Employment Earnings, Pre-Program	Average Hourly Employment Earnings (\$)	A person's average hourly taxable wages at program intake; a person may self-certify where necessary	Alignment Committee
Individual Employment Earnings, Post-Program	Average Hourly Employment Earnings (\$)	A person's average hourly taxable wage at initial unsubsidized employment placement; a person may self-certify where necessary	Alignment Committee
Employment Retention	Clients employed 1 month after program exit (regardless if different position or employer).	Program participants employed 30 days after program exit, regardless of employer.	OEWD
	Clients employed 3 months after program exit (regardless if different position or employer).	Program participants employed 90 days after program exit, regardless of employer.	Alignment Committee
	Clients employed 6 months after program exit (regardless if different position or employer)	Program participants employed 180 days after program exit, regardless of employer.	Alignment Committee
	Clients employed 12 months after program exit (regardless if different position or employer).	Program participants employed 365 days after program exit, regardless of employer.	Alignment Committee
	Clients employed 18 months after program exit (regardless if different position or employer).	Program participants employed one and a half years after program exit, calculated by month of employment and regardless of employer.	OEWD
	Clients employed 24 months after program exit (regardless if different position or employer).	Program participants employed two years after program exit, calculated by month of employment and regardless of employer.	OEWD

[illegible]

[illegible]

[INSERT NAME OF DEPARTMENT]

FY 2018-19 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2018-19 Program Metrics	Data Element	Total	Percent
Program Participants (Duplicated Clients)	TOTAL		#DIV/0!
Unique Clients (Unduplicated Clients)	TOTAL		100%
Gender Identity (only for program clients age 12 and older)	Female		#DIV/0!
	Male		#DIV/0!
	Trans Male		#DIV/0!
	Trans Female		#DIV/0!
	Genderqueer or Gender Non-binary		#DIV/0!
	Not listed, specified		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Sexual Orientation (only for program clients age 12 and older)	Straight or Heterosexual		#DIV/0!
	Bisexual		#DIV/0!
	Gay, Lesbian or Same-Gender Loving		#DIV/0!
	Questioning or Unsure		#DIV/0!
	Not listed, specified		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Age (for <u>all</u> program clients)	Youth (17 and under)		#DIV/0!
	TAY (age 18 to 24)		#DIV/0!
	Adults (age 25 to 54)		#DIV/0!
	Older Adults (age 55 and over)		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Race and Ethnicity (for <u>all</u> program clients)	Black or African-American, alone		#DIV/0!
	American Indian and Alaska Native, alone		#DIV/0!
	Asian or Pacific Islander, alone		#DIV/0!
	White, alone		#DIV/0!
	Hispanic or Latino		#DIV/0!
	Other Race, alone		#DIV/0!
	Two or More Races		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Residence (for <u>all</u> program clients)	Zip Code 94016		#DIV/0!
	Zip Code 94102		#DIV/0!
	Zip Code 94103		#DIV/0!
	Zip Code 94104		#DIV/0!
	Zip Code 94105		#DIV/0!
	Zip Code 94107		#DIV/0!
	Zip Code 94108		#DIV/0!
	Zip Code 94109		#DIV/0!
	Zip Code 94110		#DIV/0!
	Zip Code 94111		#DIV/0!
	Zip Code 94112		#DIV/0!
	Zip Code 94114		#DIV/0!
	Zip Code 94115		#DIV/0!
	Zip Code 94116		#DIV/0!
	Zip Code 94117		#DIV/0!
	Zip Code 94118		#DIV/0!
	Zip Code 94119		#DIV/0!
	Zip Code 94120		#DIV/0!
	Zip Code 94121		#DIV/0!
	Zip Code 94122		#DIV/0!
	Zip Code 94123		#DIV/0!
	Zip Code 94124		#DIV/0!
	Zip Code 94125		#DIV/0!
	Zip Code 94126		#DIV/0!
	Zip Code 94127		#DIV/0!
	Zip Code 94129		#DIV/0!
	Zip Code 94130		#DIV/0!
	Zip Code 94131		#DIV/0!
	Zip Code 94132		#DIV/0!
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	Zip Code 94145		#DIV/0!
	Zip Code 94146		#DIV/0!
	Zip Code 94147		#DIV/0!
	Zip Code 94151		#DIV/0!
	Zip Code 94153		#DIV/0!
	Zip Code 94154		#DIV/0!
	Zip Code 94156		#DIV/0!
	Zip Code 94158		#DIV/0!
	Zip Code 94159		#DIV/0!
	Zip Code 94160		#DIV/0!

[INSERT NAME OF DEPARTMENT]

FY 2018-19 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2018-19 Program Metrics	Date Element	Total	Percent
	Zip Code 94161		#DIV/0!
	Zip Code 94162		#DIV/0!
	Zip Code 94163		#DIV/0!
	Zip Code 94164		#DIV/0!
	Zip Code 94171		#DIV/0!
	Zip Code 94172		#DIV/0!
	Zip Code 94177		#DIV/0!
	Zip Code 94188		#DIV/0!
	Homeless (using DSHS definition)		#DIV/0!
	Outside of San Francisco Resident		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
School Enrollment (for <u>all</u> program clients)	Not In School		#DIV/0!
	In Middle School		#DIV/0!
	In High School		#DIV/0!
	In GED Program		#DIV/0!
	In Vocational Education Program		#DIV/0!
	In Postsecondary Institution		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Educational Attainment (for <u>all</u> program clients)	Less than High School Equivalent		#DIV/0!
	High School Graduate (or equivalency)		#DIV/0!
	Some College, no degree		#DIV/0!
	Associate's Degree		#DIV/0!
	Bachelor's Degree		#DIV/0!
	Graduate Degree		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Priority Populations	English Language Learners		#DIV/0!
	Active or Formerly Justice-Involved Individuals		#DIV/0!
	Active or Former Foster Care Youth		#DIV/0!
	HOPES SF Residents		#DIV/0!
	Individuals with Disability		#DIV/0!
	Long-term Unemployed (age 25 and older)		#DIV/0!
	Public Benefits Recipients		#DIV/0!
	Public Housing Residents		#DIV/0!
	Employed		#DIV/0!
	Underemployed (age 25 and older)		#DIV/0!
	Unemployed		#DIV/0!
	Veterans (age 25 and older)		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Performance Metrics (for <u>all</u> program participants)	Enrolled in English Language Service(s)		#DIV/0!
	Completed Basic Skills Training		#DIV/0!
	Completed Job Readiness Training		#DIV/0!
	Completed Training, Other (Not Vac. or Occ.)		#DIV/0!
	Completed Vocational and/or Occupational Skills Training For:		
	Accommodation and Food Services		#DIV/0!
	Administrative and Support and Waste Services		#DIV/0!
	Arts, Entertainment, and Recreation		#DIV/0!
	Construction		#DIV/0!
	Crop and Animal Production		#DIV/0!
	Educational Services		#DIV/0!
	Finance and Insurance		#DIV/0!
	Government		#DIV/0!
	Health Care and Social Assistance		#DIV/0!
	Information		#DIV/0!
	Management of Companies and Enterprises		#DIV/0!
	Manufacturing		#DIV/0!
	Mining, Quarrying, and Oil and Gas Extraction		#DIV/0!
	Other Services (except Public Administration)		#DIV/0!
	Professional, Scientific, and Technical Services		#DIV/0!
	Real Estate and Rental and Leasing		#DIV/0!
	Retail Trade		#DIV/0!
	Transportation and Warehousing		#DIV/0!
	Utilities		#DIV/0!
	Wholesale Trade		#DIV/0!
	Other, Non-Specified		#DIV/0!
	Completed Vocational/Occupational Training, TOTAL		#DIV/0!
	Training Completions, Total	0	#DIV/0!
	Unsubsidized Job Placements		#DIV/0!
	Subsidized Job Placements		#DIV/0!
	Unique Clients in Unsubsidized Employment		#DIV/0!
	Unique Clients in Subsidized Employment		#DIV/0!
	Unsub. Employment Placements at Program Exit		#DIV/0!
	Placements and Employment, TOTAL	0	#DIV/0!
	(Define your Department's Outcome Metric if not listed above)		#DIV/0!
	(Insert your Department's Outcome Metric if not listed above)		#DIV/0!

[INSERT NAME OF DEPARTMENT]

FY 2018-19 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2018-19 Program Metrics	Data Element	Total	Percent
Placement or Employment Industry (for <u>all</u> program clients)	Accommodation and Food Services		#DIV/0!
	Administrative and Support and Waste Services		#DIV/0!
	Arts, Entertainment, and Recreation		#DIV/0!
	Construction		#DIV/0!
	Crop and Animal Production		#DIV/0!
	Educational Services		#DIV/0!
	Finance and Insurance		#DIV/0!
	Government		#DIV/0!
	Health Care and Social Assistance		#DIV/0!
	Information		#DIV/0!
	Management of Companies and Enterprises		#DIV/0!
	Manufacturing		#DIV/0!
	Mining, Quarrying, and Oil and Gas Extraction		#DIV/0!
	Other Services (except Public Administration)		#DIV/0!
	Professional, Scientific, and Technical Services		#DIV/0!
	Real Estate and Rental and Leasing		#DIV/0!
	Retail Trade		#DIV/0!
	Transportation and Warehousing		#DIV/0!
	Utilities		#DIV/0!
	Wholesale Trade		#DIV/0!
	Data Unknown or Unavailable		#DIV/0!
	TOTAL	0	#DIV/0!
Individual Employment Earnings, Pre-Program (i.e. taxable wages at program intake) (only for program clients age 18 and older)	Average Hourly Employment Earnings (\$)	\$ -	
	# Unique Client Data Available		
Individual Employment Earnings, Post-Program (i.e. taxable wages at initial unsubsidized job placement) (only for program clients age 18 and older)	Average Hourly Employment Earnings (\$)	\$ -	
	# Unique Client Data Available		
Employment Retention (for <u>all</u> program clients)	# Unique Client Data Unavailable		
	Clients employed 1 month after program exit (regardless if different position or employer).		#DIV/0!
	Clients employed 3 months after program exit (regardless if different position or employer).		#DIV/0!
	Clients employed 6 months after program exit (regardless if different position or employer).		#DIV/0!
	Clients employed 12 months after program exit (regardless if different position or employer).		#DIV/0!
	Clients employed 18 months after program exit (regardless if different position or employer).		#DIV/0!
	Clients employed 24 months after program exit (regardless if different position or employer).		#DIV/0!
	# Unique Client Data Available		
	# Unique Client Data Unavailable		
	If the above information is unavailable for your department, please fill out the following:		
	[Describe your Department's client employment retention reporting and/or data-gathering practice. A retention practice may include a data request to a state agency, long-term client outcome tracking through self-report, longitudinal survey collection, or other.]		
	[Define your Department's client employment retention reporting metric. Example: Full-time, unsubsidized employment at three years post-program.]		
	[Describe frequency or availability of this data. E.g., quarterly, yearly, three years after exit.]		
	[Insert relevant fiscal year e.g., FY17-18; Program Exit FY14-15]		
	[Insert your Department's Retention Metric.]		
	[Insert your Department's Retention Metric.]		
	[Insert your Department's Retention Metric.]		
	# Unique Client Data Available		
	# Unique Client Data Unavailable		

Sources: FY 2018-19 Workforce Services Inventory, Fall 2019.

[INSERT NAME OF DEPARTMENT]

FY 2018-19 WORKFORCE DEVELOPMENT SERVICES SUMMARY

			TOTAL	PERCENT
Investment	Fund Source	General Fund	\$ -	#DIV/0!
		Other Local Revenue	\$ -	#DIV/0!
		Enterprise Funds	\$ -	#DIV/0!
		State/Federal	\$ -	#DIV/0!
		Total Investment	\$ -	#DIV/0!
	Functional Expenses	In-House Staff	\$ -	#DIV/0!
		Contracted Services	\$ -	#DIV/0!
		Wages/Stipends	\$ -	#DIV/0!
		Administrative	\$ -	#DIV/0!
	Program Type	Service Delivery	\$ -	#DIV/0!
		Apprenticeship	\$ -	#DIV/0!
		Internship	\$ -	#DIV/0!
		Work-Order to another department	\$ -	#DIV/0!
Performance	Outputs	Number of Programs	0	
		Number of Service Provider Contracts	0	
		Average Contract Amount	#DIV/0!	
		Number of Program Participants	0	#DIV/0!
		Number of Unique Clients	0	#DIV/0!
		Cost Per Program Participant Served	#DIV/0!	
		Cost per Unique Client Served	#DIV/0!	
		Number of Training Completions	0	
		Number of Subsidized Job Placements	0	
		Number of Unsubsidized Job Placements	0	
	Outcomes	Number of Unsubsidized Employment Placements at Program Exit	0	#DIV/0!
		Change in Average Hourly Earnings (\$)	0	#DIV/0!
		Number of Clients Employed 1 Month after Placement	0	
		Number of Clients Employed 3 Months after Placement	0	
		Number of Clients Employed 6 Months after Placement	0	

Source: FY 2018-19 Workforce Services Inventory, Fall 2019.

Appendix B: FY 2018-19 Program Inventory

APPENDIX B: FY 2018-19 CITY-FUNDED WORKFORCE DEVELOPMENT SERVICES BY DEPARTMENT

Dept.	Name of FY 2018-19 Workforce Program	<p style="text-align: center;">One or Two Sentence Description of Program</p> <p><i>A workforce program either enables participants to acquire the knowledge, skills and attitudes needed for gainful employment or improved work performance, or provides an employer with an effective means to communicate and meet their demand for skills. In either case, participants lacked the knowledge, skills or attitudes needed for gainful employment before entering the program.</i></p>
APD	SFAPD/Goodwill (*CASC Employment Services 11 Month Budget)	The CASC Goodwill employment program includes job readiness training, job placement and retention services, and barrier removal. Goodwill's goal is to prepare clients with the skills and understanding to obtain gainful employment--a job, thereby decreasing the risk of recidivism and incarceration.
APD	Young Community Developers (IPO TAY/IPO Family)	Interrupt, Predict, Organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management. YCD oversees both the IPO TAY and IPO Family Program.
APD	Arriba Juntos (IPO TAY/IPO Family)	Interrupt, Predict, Organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management. AJ oversees both the IPO TAY and IPO Family Program.
DCYF	Bridges from School to Work (Marriott Foundation for People with Disabilities)	Bridges from School to Work (Bridges) is a workforce development program uniquely designed for youth with special needs and opportunity youth ages 17 to 24. Bridges mission is to transform the lives of young adults with disabilities through the power of a job. Bridges provides soft skills and other job readiness training, job placement and retention services. All services are provided year-round and a free of charge to both participants and employers.
DCYF	Burton High School Pathways and Partnerships (Bayview Hunters Point YMCA)	Aligned to SFUSD's CTE vision and Burton's community school vision, the Bayview Y will oversee the implementation of job readiness training and WBL experiences through Burton's Pathway Program. In Health Science we will establish a subcontractor relationship with FACES for the Future Coalition (FACES) to ensure students are trained/assessed in skills that provide them access to health professions and will support ongoing partnerships. In Engineering and Media Art, we will manage Burton's current partnerships and cultivate additional industry partners as needed. We will work with lead teachers to embed our Transition into Independent Living Life-Skills (TILL) job readiness curriculum to develop career ready skills and improve social emotional learning. Our team will work side-by-side with Burton staff to provide job readiness training, develop WBL opportunities, train and support employers, monitor student progress and link students to additional support services as needed. We will also support broad implementation of best practices with regard to implicit bias, stereotype threat, growth mindset and asset-based youth development. Family partnership will include information sessions, skill-building workshops and inclusion in program design/evaluation.

APPENDIX B: FY 2018-19 CITY-FUNDED WORKFORCE DEVELOPMENT SERVICES BY DEPARTMENT

DCYF	Career Pathways Undocumented (CPU) (Bay Area Community Resources)	Career Pathways for Undocumented Youth is a workforce and education program serving youth/TAY who are undocumented or lack permanent US citizenship. The program offers job readiness and life skills training, case management, career coaching, academic support, work-based learning and immigration advocacy/support.
DCYF	Careers in Science Internship Program (California Academy of Sciences)	Over 20 years ago, the Academy created Careers in Science (CiS) to help San Francisco high school youth learn science, prepare for college, and explore science careers while developing transferable life and job skills. CiS provides a complete continuum of services, from job-readiness training to employment and transition with a focus on postsecondary science education. Interns work year-round, averaging 5-15 hours/week during the school year and 10-24 hours/week in the summer. CiS targets disadvantaged youth within groups underrepresented in the sciences: minorities and women.
DCYF	Code on Point - Coding Bootcamp (Formerly Code Ramp) (Success Center San Francisco)	Code on Point is a 10-week coding boot camp designed for marginalized young people who lack the access to technology but have an interest in coding. In partnership with Reactor Core, Success Center is offering Code Ramp, a free of charge 60-hour coding course. The five-week course prepares students for an immersive program at one of Reactor Core's prestigious schools, including Hack Reactor. To be eligible, you must be a San Francisco resident between the ages of 18-24 and interested in learning more about the requisite skills of the tech industry. Laptops and equipment are provided at Code Ramp, which covers the basics of HTML, CSS, and JavaScript. Completers will know more about the industry and be prepared for advanced training, internships and entry level opportunities.
DCYF	CYC Career Awareness Pathways to Success (Community Youth Center of San Francisco)	CAPS Program will be tailored to meet individual needs through a project-based learning approach combined with a series of workshops and 1:1 supports that is culturally and linguistically appropriate. Our program will serve a total of 45 youth through 3 cycles of 12-week sessions, serving 15 youth per cycle during afterschool and summer. Using our best practice workforce models as a platform, CYC staff will adapt and tailor make a curriculum that will help middle school aged youth gain and understand a diverse range of career and educational pathways that match their interests and identifying potential future careers. Curriculum topics will be implemented in 1-2-week sessions based on planned activities and will include but not limited to: Personal Interest and Aptitude Assessments, Career Research, Connections to Academics, Financial Literacy, Job Readiness, Education Planning, and etc. In addition, we will conduct high school and college campus visits, workplace tours, guest speakers, and career fairs to explore their many options. Upon program completion, we will celebrate each cycle with a culminating where youth can share their personal portfolios and career plans with their peers, parents and family.
DCYF	CYC High School Partnerships Program at SF International HS (Community Youth Center of San Francisco)	High School Partnerships Program at SF International HS assists the 11th graders with the knowledge, skills, abilities, and experiences that will prepare them for the world of work. Through a close working partnership with the SF International HS, the program will provide the 11th graders with an integration of career readiness curriculum and work-based learning opportunities. Participants develop skills and competencies needed for future workforce success, including job-seeking and retention skills. Program activities are sequenced, have specific skill-building goals, and utilize curriculum that trains and offers experiences to successfully prepare participants for the workforce.

APPENDIX B: FY 2018-19 CITY-FUNDED WORKFORCE DEVELOPMENT SERVICES BY DEPARTMENT

DCYF	Digital Media Pathways Program (Bayview Hunters Point Center for Arts and Technology)	BAYCAT empowers underserved youth to reach their full potential through hands-on job training, workforce development and paid leadership opportunities for high schoolers. BAYCAT provides digital media training for aspiring media producers and an opportunity to gain in-demand career skills.
DCYF	Employment & Education Reengagement Program (Young Community Developers)	The Employment and Education reEngagment program serves to reintegrate disconnected youth into the communities they are returning to, reengage them with a positive support system and to restore their sense of purpose as individuals, family members and future community leaders. EEreE will serve youth 14-24 and provide the participants with Job Readiness Training, Life skills Workshops, Subsidized Employment, Case Management and Wrap-Around Services.
DCYF	ENVISION (Oasis For Girls)	Oasis For Girls partners with young women of color aged 14-18 from under-resourced communities in San Francisco to cultivate the skills, knowledge, and confidence to discover their dreams and build strong futures, redefining their communities in their wake. Our programs empower girls to pave paths to successful academic and career goals; understand social justice issues and advocate for change in their communities; and develop confidence, advocacy, and self-care tools for healthy growth through high school and college, the workplace, and beyond.
DCYF	Experiment In Diversity (EID) (Potrero Hill Neighborhood House)	Experiment In Diversity (EID) is designed to be relevant to the real world, building knowledge and skills young people need for success in school and career. Program hours are 4-6pm during the school year and 1-5pm during the summer. The students explore post-secondary options, create educational plans, and career maps. We visit local businesses and colleges to help students discover unique and interesting career paths. We provide workshops on job readiness skills and career and educational pathways. We utilize project-based learning activities to help assess students' interests and skills and use the findings to address career opportunities. We engage in service learning projects and to explore the path of community-based careers. Additionally, we provide academic support through "Homework Help" and tutoring services. Finally, our program offers monetary awards and field trips to students who achieve program goals.

APPENDIX B: FY 2018-19 CITY-FUNDED WORKFORCE DEVELOPMENT SERVICES BY DEPARTMENT

DCYF	First Graduate - First Career (First Graduate)	First Graduate's mission of helping students become first generation college graduates seeks to level the playing field for students who are immigrants or children of immigrants, who come from challenging economic circumstances, and who are otherwise disadvantaged in the dominant culture. We provide them with the long-term support that their more well-off peers receive so that they can be competitive high school and college candidates. And, this long-term investment in their education and exposure to career options sets them on a path to build careers, not just jobs. Education is a right, not a privilege, and we work with students from the summer after sixth grade through college graduation (a 10 - 12-year journey) to help them attain their degrees and thereby help their families move out of poverty in a single generation. The goal of the First Career program for middle school students is to expose them to the breadth of career possibilities available with a college degree, and expand their thinking about opportunities in the future. This is achieved through year-round advisory lessons that explore values and personal success; professional communication styles; connecting interests to careers; creating first resumes; and mock interviews. Our biggest middle school career event is Career Day, involving more than 100 middle school students and about a dozen local companies. Students have visited Gap, Inc., Dropbox, Designmap, Facebook, KQED, Wells Fargo, Google, LinkedIn, Ubisoft, IBM Watson, Salesforce, and Pinterest, among many others. Career Day provides a first-hand look at a day in the life of local professionals, helping students picture themselves as future professionals as well. With additional funding, First Graduate would like to host another Career Day during the school year, to allow students to visit more companies and be exposed to more industries. We would also like to host a Career Fair during the school year, which would expose students to many career paths through a scavenger hunt, followed by "Inventing My Future," an oral presentation where students share their career exploration findings while practicing formal presentations.
DCYF	Future Links (Hearing and Speech Center of Northern California)	Our Future Links Program for youth who are Deaf or Hard-of-Hearing is a city-wide program that focuses on transition curriculum preparing youth for post-secondary education, employment, and independent living. Future Links will also support youth with hearing loss on identity and self-advocacy skills throughout the year.
DCYF	High School Explainer Program (Exploratorium)	The Explainer program is an integrated work and learning experience for San Francisco high school students. Explainers began serving as museum docents in 1969, when the Exploratorium opened its doors to the public. In that first year, a single teenage girl described a handful of exhibits to visitors. Today, Explainers work during museum hours, 6 days per week, and the museum provides flexible schedule options to work around high school schedules. Each teen receives a minimum of 144 hours per session of academic enrichment, work-based learning, and pre-professional trainings. We offer a 4-month summer session and an 8-month school term session.
DCYF	JJSE Educator Pathway (Peer Resources)	The Peer Resources JJSE Educator Pathway provides a brighter future for today's youth that means future teachers for the next generation. The Educator Pathway is an academic and career pathway, across the entire JJSE school community. 9th graders receive leadership training from older peers in the pathway; 10th graders develop career awareness with Alumni Mentors, and 11th and 12th graders hone their skills as educator leaders through the academic pathway and work-based learning.

APPENDIX B: FY 2018-19 CITY-FUNDED WORKFORCE DEVELOPMENT SERVICES BY DEPARTMENT

DCYF	Job Readiness for English Language Learners (Community Youth Center of San Francisco)	Job Readiness for English Language Learners (JRELL) assists youth with the knowledge, skills, abilities, and experiences that will prepare them for the world of work. JRELL will provide 2 cohorts, a total of 50, age 16-24, with an integration of a formal curriculum, program approach and work-based learning opportunities. Participants develop skills and competencies needed for future workforce success, including job-seeking and retention skills. Curriculum includes learning goals/objectives, activities that help meet learning goals and objectives, and identification of resources that support the activities. Program activities are sequenced, have specific skill-building goals, and utilize curriculum that trains and offers experiences to successfully prepare participants for the workforce. Participants will also be encouraged to participate in community service projects/events for added work experience. While staff is able to provide the program in a linguistic and culturally acceptable manner, we believe that whenever possible, using English as the language of instruction for programming activities will reinforce language use for the participants and put youth in real life situations that will help them acculturate and become comfortable in being a part of American society. Fieldtrips will also be incorporated to companies of interest.
DCYF	Juma Ventures - YouthConnect (Juma Ventures)	Juma is a social enterprise that operates concessions at professional sports venues such as AT&T Park with the purpose of creating jobs that can be transformational to low-income youth. The YouthConnect program targets transition age youth (ages 16-24) who have been engaged in foster care and/or have been disconnected from school and work for the last six months. Working at Juma, youth complete 100-120 hours of on-the-job training and build core competencies in customer service and business operations. A Career Coach supports each youth, helping them get 'job ready' and master 21st Century soft skills, all in a growth mindset-framework. Youth set and attain short- and long-term personal, financial and career goals in an "Individual Development Plan." Youth are assisted to open bank accounts, participate in financial education workshops, receive structured individual financial coaching and match incentives (up to \$75) as they begin to save. Youth are employed for one season (6 months) and earn on average \$2,000. Juma then partners with corporations such as CVS Pharmacy and Gap Inc. to provide opportunities for permanent employment. Career Coaches provide 90 days retention support to ensure that youth are successful in their new workplace, and help them connect to education pathways that will allow them to progress toward middle skill jobs.
DCYF	LifeWorks Employment Program (Horizons Unlimited of San Francisco)	LifeWorks Employment Program is a youth workforce development program that provides job readiness, life skills, career exploration, academic support, educational/post-secondary planning and preparation, and work experience for youth, ages of 14-24, involved with the juvenile and adult justice system and with barriers to employment. The program consists of 2 cohorts, LifeWorks (ages 14-17) and TAY (Transitional Age Youth) (ages 18-24) and is offered year-round: Summer (8 weeks, 20 hrs./wk.), Fall (30 weeks, 10 hrs./wk.). Youth work 10-12 hours per week during the Fall and up to 20 hours per week during the Summer cycle at certified worksites and are paid at the current minimum wage of \$15.00 per hour.
DCYF	LLA Workforce Development Program (Life Learning Academy)	Life Learning Academy (LLA) located on Treasure Island is a SFUSD charter high school serving 70 students ages 14-18 involved or at-risk of involvement in the juvenile justice system and/or who have challenging life problems including school failure, family problems, poverty, abuse, gang involvement, and substance abuse.

APPENDIX B: FY 2018-19 CITY-FUNDED WORKFORCE DEVELOPMENT SERVICES BY DEPARTMENT

DCYF	LYRIC Fellowship (Youth Employment/Organizing Components) (Lavender Youth Recreation and Information Center (LYRIC))	The LYRIC Fellowship program will engage Transgender/Gender Non-Conforming (T/GNC) youth in employment and organizing opportunities that encourage them to take an active role in their communities through collective empowerment and systemic change. LYRIC Fellows gain core employment skills through youth-led project-based learning while simultaneously receiving supports that create stability in housing, mental health, relationships, and career development.
DCYF	Mayor's Youth Employment and Education Program (Japanese Community Youth Council)	MYEEP provides San Francisco youth between the ages of 14-17 with the opportunity to prepare for and build work experience through after school and summer employment at nonprofit and public sector organizations, as well as local businesses. MYEEP also helps participants develop job search skills, explore postsecondary education and career opportunities, and learn life skills. During the school-year, MYEEP focuses on high school freshman and sophomore and includes; 60 hours of job readiness training, 10 hour per week of employment from January through April. During the summer, MYEEP is open to all high school students and includes 10 hour of job readiness training and 136 hours of employment.
DCYF	Mayor's Youth Jobs + (United Way of the Bay Area)	<p>Mayor's Youth Jobs+ (MYJ+) serves youth ages 16-24 and provides them with jobs, internships, and work-based learning opportunities. This initiative is a partnership between United Way Bay Area (UWBA), the City of San Francisco, the Department of Children, Youth & Their Families, the Office of Economic and Workforce Development, the San Francisco Unified School District, youth-serving nonprofits, and the San Francisco business community. It uses a collective impact approach to bring together private, public, and nonprofit sectors to support youth workforce development.</p> <p>Leveraging UWBA's expertise, leadership, and best practices, the goal of MYJ+ is to help empower San Francisco youth by providing them with appropriate pathways to gain professional and financial confidence and security as they transition into adulthood.</p> <p>Since its inception in 2012, MYJ+ has provided more than 41,000 job and internship opportunities with hundreds of local employers for low- to moderate-income and disconnected youth. Furthermore, UWBA has developed strong partnerships with nine local community-based organizations - 'Doorway' agencies - that provide direct employment and case management services to youth. MYJ+'s menu of opportunities allows youth to hone their skills and interests and prepares them for post-secondary education and training programs that lead to further professional development. With our partners, UWBA aims to continue providing meaningful resources and employer contacts for training, mentoring, internships, and entry-level job opportunities to San Francisco youth.</p>
DCYF	Middle School Career Awareness Program (Boys & Girls Clubs of San Francisco)	BGCSF's Middle School Career Awareness Program helps our middle school members succeed in school, explore careers and prepare for first jobs, stay healthy, and pursue diverse interests. Middle school programs occur between 2-7pm. Middle School youth receive HW assistance and one-to-one mentorship that ensures youth are on track to progress through each grade. Money Matters, CareerLaunch, and Career Exposure help our target population of low-income youth from high need communities acquire the skills, competencies and experiences necessary for a career with earning potential.

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DCYF	New Door Ventures Youth Workforce Development (New Door Ventures)	80,000 youth ages 16 - 24 are disconnected from education and employment in the Bay Area. There's over 8,000 disconnected youth in San Francisco alone. Without connecting to school and work, these young people are at high risk to be poor, unemployed, homeless or incarcerated throughout their adult lives. Our solution is simple: provide paid jobs, skills training, education and individualized support so that young adults can get ready for work and life. Employment and education change the trajectory of their lives, putting youth on a path towards economic opportunity.
DCYF	Next Gen Tracks (Bay Area Video Coalition)	BAVC's Next Gen program is a free after-school media arts education program available for San Francisco residents ages 14-17 years old. Participants learn how to tell their own story through audio, video, design and gaming using industry-standard equipment and software in a collaborative environment. Under the instruction of award-winning artists, Next Gen participants receive unparalleled technical training in a creative community of peers, along with opportunities for professional growth and direct access to industry professionals including an opportunity to work on a paid client-based project.
DCYF	Occupational Therapy Training Program-San Francisco (Special Service for Groups)	OTTP provides youth programming at Buena Vista Horace Mann, Everett, and Visitacion Valley Middle Schools. OTTP's holistic, trauma informed, strength-based approach embodies the principles of youth development and is embedded into the school day. Career Awareness is conducted as a weekly group with six distinct cohorts (two groups of non-duplicated youth weekly at each school) of 8th graders. We support the development of youths' knowledge and skills in the educational environment by building competencies in social and interpersonal skills, cognitive skills, emotional coping skills and critical soft skills essential for success at work. Youth are introduced to the world of work through participatory activities to build awareness of career interests and vocational skills, project-based career exploration activities, and guest speakers from a variety of fields. Through engagement in our curriculum, youth acquire soft skills including communicating assertively, teamwork, making decisions based on self-knowledge, and following through on commitments. They also manage time, organize themselves, and learn to utilize community resources. Upon completion, youth share their personal portfolio of self-discoveries related to career interests, strengths, values and personality. This portfolio presentation supports the youth in building their strengths-based personal narrative that reinforces positive, pro-social beliefs about their self and celebrates their vocational interests and goals.
DCYF	OMIE Beacon TAY Job Connection Program (Urban Services YMCA)	The TAY Job Connection Program at Urban Services YMCA will accomplish the goal of providing job readiness and or/employment placement for 36 TAY clients by providing individualized services. Activities include conducting intake assessments of clients' skill level, assisting with fulfillment of education/career goals, providing skill development and training, providing employment barrier mitigation, and creating individual client service plans. The program will connect clients to jobs/internships/careers of interest; referrals to vocational trainings and educational supports; access to job fairs; and referrals to support services as needed. We will collaborate with community partners, Excelsior Works!, Minnie and Lovie Ward Recreation Center, and the D11 Workforce Collaborative to strengthen local partnerships to enhance service connection for clients; maintain and create new employment partnerships with private, public, community-based entities that can contribute to work placements, and compile TAY jobs/services database

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		for information and referral.
DCYF	Pathways (Enterprise for Youth)	Pathways operates 2 program cycles annually, school year and summer, using a cohort model to focus on 25 to 30 youth. Each youth receives comprehensive job-readiness training, a work-based learning placement, mentorship, financial literacy training, and follow-up support. Internship placements qualify youth for college credit through our partnership with City College. The program includes group workshops, individual activities, post-secondary education planning, individual check-ins, and transition planning. Our work-based learning placements include paid internships, job shadows, and career panels in engineering, architecture, medical, marketing, retail, finance, technology, environmental stewardship, and more. Sites include Kaiser, First Republic Bank, Gap Inc., Google, SF Rec and Park, and City Hall. Additionally, our partnership with SFMade places interns in hands-on careers such as food science, engineering, or industrial design. Interns work directly with the business owner and gain exposure to all facets of running a small business. Our program model emphasizes building networks and communication skills through LinkedIn, career networking sessions with working professionals, and alumni events organized by the Enterprise Young Professionals Group. Each youth receives individualized support from their dedicated Youth Development Specialist, their workplace supervisor, and a trained volunteer mentor who supports their professional development. Staff provide follow-up support via email and individual check-ins for at least 3 months after youth complete the program.
DCYF	Primed and Prepped: Culinary Arts Program (Bayview Hunters Point YMCA)	Primed & Prepped provides students with the tools to mitigate employment barriers and hone their leadership skills. Focused on hospitality management and culinary arts, the program is designed to support youth of color, ages 14-19, to develop culinary skills and be placed in internships and jobs!

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DCYF	RAMS' NextGen Workforce Program (Richmond Area Multi-Services)	The Hire-Ability TAY Program targets up to 50 disconnected TAY (in a full year of implementation). Program training takes place at RAMS vocational services program, Hire-Ability (1234 Indiana Street). This TAY Program, which has a rolling enrollment model (to most effectively and timely engage disengaged youth), utilizes the Individual Placement and Support (IPS) employment model, an evidenced-based approach supporting gainful employment for individuals living with behavioral health issues. During Phase 1, each participant will undergo initial assessment to identify vocational interests, strengths and challenges, and support needs in order to achieve vocational goals; Phase 2 will comprise of career exploration vocational/career re-assessment, group trainings (communication skills, on-the-job work etiquette, financial literacy), job site visits, and case management. Additionally, a 1-1 mid-year evaluation will be conducted with each participant during this phase. In Phase 3, TAY participants will be placed in internships (and when appropriate, employment). Ongoing services will include job coaching, supportive employment, continued needs assessment, and case management. Lastly, Phase 4 will include an assessment of each participant's individual plan, as well as continued job coaching, case management, creating a discharge/future plan, providing linkages to other community-based resources and services, and supportive employment. For this first year of the program (FY 2018-2019), the first phase includes start-up activities which include but are not limited to: staff recruitment, curriculum development, development of participant outreach materials, conducting outreach to participants and potential referral sources, developing program documentation, etc. This start-up is anticipated to be about three months; as such, annual program goals are being adjusted.
DCYF	RDNC Beacon (Richmond District Neighborhood Center)	The Youth Employment and Leadership programs of RDNC are based on the campus of George Washington High school. Youth Employment programming includes job placement at RDNC afterschool program sites, one on one resume and interview support.
DCYF	Safe Haven (Mission Neighborhood Centers)	Safe Haven will have four career pathways with activities to make youth aware of the range of careers and occupations in target industries and workplace expectations. Industries include 1) Culinary, 2) Audio Engineering and Music, 3) Technology & Business, and 4) Youth Development Work. Precita Center houses a recording studio with production-capable computers; a computer lab and laptops, and a kitchen that is being upgraded to a commercial kitchen. The program offers 5 cohorts through the calendar year, using an 8-week cycle project-based curriculum. that incorporates social-emotional learning. Curricula are designed in-house with input from youth and families, to address the specific needs and experiences of our youth. Career pathways are offered Mon-Thurs, with Fridays set aside for recreation, field trips, special guest career presentations, and 1:1 check-in with youth. We provide opportunities for youth to earn stipends by interning at MNC in a position related to a career pathway. We will address the multiple and complex needs of each youth and their families, by providing referrals to other MNC programs and the MNC Family Resource Center. We also partner with community-based agencies such as Digital Storytellers, Precita Eyes Mural Center, Horizon and others, that can support them in understanding the landscape of career and youth workforce development opportunities.

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DCYF	San Francisco YouthWorks (Japanese Community Youth Council)	San Francisco YouthWorks is a citywide high school internship program that teaches 11th and 12th grade youth with barriers to employment crucial job skills while sparking their interest in public service careers. Youth intern during the summer or school-year session, working up to 10 hours per week for during the school year or 20 hours per week in summer. In addition to the skills and work experience youth develop at worksites, participants are given the opportunity to plan and prepare for their future through bi-weekly workshops and exploration activities. Workshop topics include job readiness, job search, post-secondary education, financial capacity building, community, and a Capstone.
DCYF	School Partner Model - Downtown High School (Jewish Vocational Service)	School Partner Model Downtown High provides academic linked work-based learning, support for transition to postsecondary education and competitive job placement services.
DCYF	School Partner Model - John O'Connell High School (Jewish Vocational Service)	School Partner Model O'Connell provides academic linked work-based learning, support for transition to postsecondary education and other career readiness activities linked to O'Connell's integrated labs.
DCYF	Sequoia Leadership Institute for LGBTQQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC))	LYRIC's Sequoia Leadership Institute (SLI) has 25 years of experience serving low-income (100%) LGBTQQ youth of color (77%) facing multiple employment barriers (91% meeting DCYF's equity definition). Our highly tailored, identity-affirming training curriculum and wraparound support empower vulnerable HS youth to stay in school, and help disconnected TAY to reconnect to school, while preparing them for the work world.
DCYF	SF STEM Academy (Japanese Community Youth Council)	The STEM Academy prepares youth for careers in Science, Technology, Engineering, and Mathematics. The program engages participants throughout their high school experience, providing academic support as well as STEM related work experiences. The STEM Academy partners with the University of California SF (UCSF) to prepare youth to explore and identify pathways to access STEM careers. The STEM Academy's multi-year Cohort Model allows the program to provide intensive support over several academic years to maximize the opportunity for success. The STEM Academy core services include Academic Support, Job Readiness Training, Work-Based Learning, Post-Secondary Planning, and Transitional Support. During the school year, youth will receive supplemental math and science instruction that's coordinated with their current coursework and teachers. Remedial instruction will be provided for youth who've fallen behind in specific subject matter. Youth will also partake in academic planning, college preparation advising, and financial aid/scholarship information. In addition, all youth will complete transition plans which will include a resume, personal statement, and job search resources. During the summer months, youth will be placed in a 7-week paid STEM-related internship. Internships will provide exposure to STEM fields and offer opportunities to explore career options.
DCYF	SFCC Youth Workforce Development (San Francisco Conservation Corps)	Our Education and Job-Readiness program will provide disconnected, out-of-school San Francisco youth (over age 18) with comprehensive program services including educational advancement, work-based learning opportunities, job readiness training, career exploration, and transition support services. SFCC will help prepare participants for the world of work by providing basic education and job readiness skills and the assistance needed to matriculate into post-secondary education, advanced training, and/or to obtain

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		and retain unsubsidized employment in their selected career pathway. Services are offered 4.5 days per week for an average of 30 hours per week.
DCYF	Spark Career Exploration & Self-Discovery Program (Spark)	Spark is a Career Exploration and Self-Discovery Program that gives middle school students opportunities to understand, experience, and pursue what's possible for their future. By partnering with schools and local companies, educators and working professionals, families and supporters, we inspire young people to explore who they can become at the most critical point in their journey of self-discovery. This is "The Possibility Movement": diverse communities coming together to show middle school students what's possible. Spark Labs, Spark Mentorships, and Spark High School Pathways use workplace experiences and guided support to help students explore new careers, build critical workforce skills, and find their path to a successful future.
DCYF	The Arc San Francisco Youth Workforce Development Education and Career Preparatory Program (The Arc San Francisco)	The Arc's Youth Workforce Development, Education and Career Preparatory Program (YWDECPP) provides a pipeline from high school student to independent employed adult which includes assessment, education, and employment.
DCYF	Transitional Age Youth Early Care and Education (TAYECE) Program (Jewish Vocational Service)	Transitional Age Youth Early Care and Education (TAYECE) Program provides training and support for TAY to obtain their Associate Teacher ECE permit in partnership with City College of San Francisco and local ECE providers.
DCYF	Ujamaa Training and Employment (Hunters Point Family)	The Ujamaa Employment & Entrepreneurship program is a structured component of the Hunters Point Family agency that focuses on developing and preparing youth who are involved in the juvenile justice or adult probation department or CARC between the age of 14-24 for employment. Program services include case management, job readiness training, life-skills and work-based learning opportunities. Youth will develop skills and competencies needed for future employment.
DCYF	Ujima Urban Agriculture Project (Hunters Point Family)	The Ujima Agriculture Program is a Hunters Point Family agency-wide program that provides environmental literacy and nutritional support to all agency participants, their families and members of the Bayview Hunters Point community. Participants between the ages of 13-24 have the opportunity to gain hands on experience in one of two of HPF's gardens - (Adam Rodgers Garden and Alice Griffith Community Garden). Programming is focused on environmental literacy, environmental stewardship, environmental justice, green job preparedness, urban landscaping, urban farming, farm to table cooking classes, training in the sustainable foods industry, permaculture, aquaponics and selling produce at the HPF sponsored Bayview Growers Market.

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DCYF	UndocuWorkforce for LGBTQQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC))	LYRIC's UndocuWorkforce (UWF) program is the Bay Area's first paid leadership program for undocumented LGBTQQ and ally TAY (ages 16-24, as defined by the field). In the current political climate, undocumented youth struggle to find opportunities for immigration relief and economic self-sufficiency. UWF offers culturally relevant and identity-affirming curriculum, work based learning, and wraparound support tailored for LGBTQQ and ally undocumented youth.
DCYF	Urban Sprouts (Urban Sprouts)	The June Jordan School for Equity Community Farm & Kitchen (JJSE) is utilized year-round though after-school internships (Sprout Out!), intensive summer programming (Summer Sprouts), and hourly employment (Sprouting Leaders) to recruit, train, and support the next generation of Environmental Leaders ready for a 21st Century economy. This unique learning environment allows for multi-dimensional programming focused on building youth's entrepreneurial, financial literacy, leadership, agricultural and job-readiness skills.
DCYF	What is Health to You? Exploring Careers in Community Health (Health Initiatives for Youth)	The program will be organized at three middle schools where HIFY has strong relationships and is built around HIFY's hallmark question: "What is Health to You?" - using the concepts of individual health and community health as a basis for identifying and exploring a range of health careers. Reaching 15 youth in each cohort, the semester-long, twice weekly after school program includes: 1. Career awareness programming that introduces a breath of health careers through curriculum, guest speakers, and field trips. 2. Participatory activities designed to help youth assess their own interests and strengths and learn more about how these relate to the skills and educational requirements of behavioral, community, and public health careers of interest. 3. Job readiness skill-building, using a dynamic and interactive curriculum that develops leadership, organization, public speaking, team building and other "soft skills." Youth will have the opportunity to keep practicing these skills throughout the semester. In each cohort, a stipended youth leader will design and facilitate health education workshops to explore the field.
DCYF	Work Readiness Program (WRP) (Jewish Vocational Service)	Work Resource Program provides youth with disabilities comprehensive job search skills, job readiness, and career exploration training at SFUSD high schools, year-round job placement and retention services, along with access to post-secondary education counseling and referrals to appropriate transition and support services.
DCYF	Workforce Development (Sunset Youth Services)	<p>Pre-Employment Training: Initial Interview & Skill Assessment; Barrier Removal (weekly 1-hr sessions as needed) to obtain an ID, complete education, or resolve legal issues; New Hire Orientation (quarterly, 2 wks.-long, 3-hr classes/day) on scheduling, employer expectations, policies, and procedures; Employment Training (quarterly, 2-4hr sessions) to refine communication skills, workplace habits, and job performance.</p> <p>Paid Employment Placements: Upstar Records: 15 youth to engage in work-based learning 10-20 hrs./wk. in 6-month internships at our inhouse record label; Upstar Cafe: 10 young people to receive hands-on restaurant-readiness training for 2-4 hrs./wk. over 3 months; 20 youth to participate in incentivized job-readiness and employment opportunities.</p> <p>Transition Planning (ongoing): to set learning and career goals, build resumes, practice interview skills, search for and find a job.</p>

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DCYF	Youth Workforce Development (Larkin Street Youth Services)	Larkin Street's Youth Workforce Development Program is part of our continuum of education and employment services in Larkin Street Academy, co-located at our main service hub in the Tenderloin, targeting a general population of homeless TAY. The proposed program would provide a structured continuum of employment-based opportunities with tiered exposure to job skills training, work-based learning, career-track employment, and transition planning within a positive youth development framework. Entry-level opportunities include (1) YouthForce, a 3-month program featuring day- labor opportunities on supervised cohorts conducting litter removal/graffiti abatement/neighborhood beautification, as well as an engagement-level job readiness curriculum, and (2) 1:1 employment readiness counseling that combines job searching/interviewing and resume-writing with financial literacy training. Advanced opportunities include subsidized and unsubsidized internship opportunities.
DCYF	Youth Workforce Training and Employment (Old Skool Cafe)	Old Skool Cafe is a faith-based violence prevention program, providing marketable and transferable employment skills to high-risk youth. Our social enterprise restaurant is a hub for youth employment and positive change in the lives of resilient youth in the Bayview community and San Francisco.
DCYF	Youthline Tech (Bay Area Community Resources)	The YouthLINE Tech Program is a job training and work experience program for in-risk youth who are interested in careers in technology. Participants are trained in various forms of technology and software. Program offers job readiness and life skills training, case management, career coaching, academic support, work based learning and permanent employment placement.
DHR	San Francisco Fellows	1-year fellowship to expose recent college graduates to local government.
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DHR	Fish Fellowship in Civic Leadership	1-year fellowship to bring a Teach For America alumnus to explore civil service in San Francisco
DHR	1249 Human Resources Analyst Training Program	Training program to train and hire HR Analysts into the City.
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DHR	Self-Directed HR Analyst Training Program	Training program for existing City employees to gain the substitution to work experience qualifications towards 1241 HR Analyst job classification
DHR	Access to City Employment (ACE) Program	Program targeting job seekers with severe disabilities into City Employment
DHR	Apprenticeships SF - Arborist Technician	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Automotive Machinist	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Cement Mason	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Gardener	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Pre-Apprentice Automotive Mechanic	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Stationary Engineer, General	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Stationary Engineer, Sewer Plant	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Stationary Engineer, Water Treatment Plant	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Utility Plumber	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - General Laborer (Environmental Service Worker)	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DHR	Apprenticeships SF - Cyber Security	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.
DPH	Department of Rehabilitation Vocational Co-op	Employment Consultants work with clients in Resume Writing, Job Search Strategies and Interviewing Techniques while identifying competitive employers to link and place them in jobs that match their skills.

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DPH	i-Ability Information Technology Program	i-Ability is a 9-month training program which provides intensive and supportive on-the-job-training in the fields of information technology, technical support and customer service.
DPH	First Impressions Construction and Remodeling Program	This program offers training in basic construction and remodeling skills, such as painting and patching walls, ceilings, and doors; changing/applying window dressings; in-stalling and disposing of furniture and accessories; building furniture; cleaning and repairing flooring; hanging décor; and minor landscaping.
DPH	SF First Vocational Project	This Vocational Training Program offers training and feedback regarding both practical work skills and psychosocial coping skills for job retention. Practical work skills include learning the skills needed to work as a clerk, janitor, café worker, packaging and assembly line worker, peer group activity facilitator, as well as other positions. Supportive counseling for job retention support is offered.
DPH	Assisted Independent Living Project (AILP)	This supported employment program supports mental health client employees in building skills related to clerical/administrative support and mail distribution. The program helps clients to identify professional development goals and breakdown barriers in reaching their goals.
DPH	Janitorial Services	6-9 month paid work experience positions in janitorial field.
DPH	Clerical and Mailroom Services	This is a 9-month training program which provides intensive and supportive on-the-job-training in the fields of clerical and mailroom delivery service.
DPH	Café and Catering Services	The Café and Catering Services program provides café, barista, catering and customer service vocational training to behavioral health consumers.
DPH	GROWTH Landscaping and Horticulture Program	GROWTH is a landscaping and horticultural vocational program that assists mental health consumers in learning marketable skills through on-the-job training and mentoring to secure competitive employment in the community.
DPH	Transitional Age Youth (TAY) Vocational Program	Career Connections serves youth ages 15-25 in gaining insight to vocational potential through a variety of assessments and interest inventories and then placing the youth into a paid internship opportunity to allow hands-on work experience.
DPH	Community Mental Health Worker Certificate Program	The program is a 16-unit educational program based on the mental health wellness and recovery model, which focuses on the process of recovery through consumer-directed goal setting and collaboration between mental health service consumers and mental health providers. The program educates and trains culturally and linguistically diverse consumers of mental health, family members of consumers and mental health community allies to enter the workforce as front-line behavioral health workers.
DPH	Faces for the Future	Faces is nationally recognized for healthcare career preparation work with high school students. The FACES program introduces John O'Connell High School students to career pathways in healthcare, public health and mental and behavioral health while supporting them with academic interventions, coordination of wellness services, referrals to outside agencies when needed and youth leadership development opportunities.
DPH	BHS Graduate Level Internship Program	The program provides training opportunities for approximately 40-80 psychology interns, masters-level trainees, peer interns, nursing and nurse practitioner students each year. BHS Civil Service Clinics accepts trainees who are actively enrolled in a graduate program (MSW, MFT, LPCC, Ph.D./Psy.D etc.)

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DPH	Street Violence Intervention and Prevention (SVIP)	The nine-month Professional Development Academy builds upon the existing skills and talents of San Francisco's street outreach workers/crisis responders and educates them in the areas of community mental health, trauma, vicarious trauma and trauma recovery.
DPH	BHS Psychiatry Fellowship Programs	The mission of the Psychiatry Fellowship programs at BHS is to train the next generation of public mental health care leaders who will provide patient-centered care to vulnerable populations with severe mental illness.
DPH	Employee Development	The Employee Development program serves individuals who need basic job preparation and piece-rate work experience in a structured group setting.
DPW	MNC - Summer Youth	This program employs approximately 120 youth and young adults (ages 16-24) from high-risk populations in the City & County of San Francisco who traditionally do not access youth workforce and supportive services. This program aims to leverage the City's resources with non-profit partnerships to provide community support and opportunities to develop workforce readiness in youth for the City's youth and young adults at particular risk of being left out of the workforce.
DPW	MNC - IPO - Yr. Round	Targets youth and unemployed or under employed adults and offers a variety of workforce, experience, development, training, and education. Initiatives are intended to provide youth who are at-risk of experiencing neighborhood violence, or who have prior engagement in the criminal justice system with work experience, employment, and job-training programs in San Francisco's cleaning and greening sector. Programming also includes job readiness and retention training on topics such as conflict resolution and problem solving, resume development, customer service, workplace ethics, and business communications. Services also include GED classes and tutoring. Programming encourages at-risk youth to positively engage in the community and puts them on a path to success.
DPW	MNC - EOC Program	Targets youth and unemployed or under employed adults and offers a variety of workforce, experience, development, training, and education. Initiatives are intended to provide youth who are at-risk of experiencing neighborhood violence, or who have prior engagement in the criminal justice system with work experience, employment, and job-training programs in San Francisco's cleaning and greening sector. Programming also includes job readiness and retention training on topics such as conflict resolution and problem solving, resume development, customer service, workplace ethics, and business communications. Services also include GED classes and tutoring. Programming encourages at-risk youth to positively engage in the community and puts them on a path to success.
DPW	9916 Pre-Apprenticeship Program	Pre-apprentices will sweep sidewalks; remove graffiti; identify, report, and help troubleshoot problems; and landscape public spaces and tree basins. The program teaches participants about City codes and provides outreach and education to diverse communities
DPW	Apprenticeship Programs	Programs train individuals as laborers, gardeners, arborists, stationary engineers, and cement masons. These programs offer the skills needed to be hired for journeyman level jobs in these fields, especially within the department or other City departments.
DPW	Hunters Point Family - Pit Stop Program	The monitoring of Pit Stop locations, portable and permanent pit stop facilities and JC Decaux to ensure the availability of safe and clean public restroom facilities. To provide exposure, training and guidance to City residents with the most limited opportunities.

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DPW	Hunters Point Family - Tenderloin / SOMA Clean Up Program	A program focused on litter removal, greening, recycling, and cleaning efforts in and around right-of-ways in and adjacent to the Tenderloin Neighborhood. Grantee will also assist Public Works in its goal to increase employment, job training, and workforce development opportunities for local residents.
DPW	Hunters Point Family- Civic Center Commons	The primary focus of this grant program is twofold: 1) support the City's efforts to provide safe, clean, and inviting public spaces by diverting litter and other waste from public spaces and rights-of-ways, and 2) provide job training, employment, and workforce development opportunities to formally incarcerated at risk local residents/ parolees who are eligible to work but facing barriers to employment.
DPW	SF Clean City - Landscape Maintenance Services & Workforce Development	The primary focus of this grant program is twofold: 1) support the City's efforts to provide safe, clean, and maintained public planting areas and medians at five (5) complete Public Works Streetscape Improvement project locations within the City of San Francisco and 2) provide job training, employment, and workforce development opportunities to formally incarcerated or at-risk local residents who are eligible to work but facing barriers to employment.
DPW	Friends of the Urban Forest - Tree Planting & Establishment	Urban greening is an integrated approach to the planting, care and management of all vegetation in cities. It includes increasing the number of trees, sidewalk gardens, and median plantings as well as integrating stormwater management and biodiversity planning.
DPW	Community Youth Center of SF - Litter Receptacle Clean	Litter Reduction and Pressure Washing Services of San Francisco to ensure safe, clean, and accessible citywide litter refuse receptacles on sidewalks and right-of-ways.
DPW	A Philip Randolph Institute - Tenderloin Clean Program	A program focused on litter removal, greening, recycling, and cleaning efforts in and around right-of-ways in and adjacent to the Tenderloin Neighborhood. Grantee will also assist Public Works in its goal to increase employment, job training, and workforce development opportunities for local residents.
DPW	Civic - Construction Ambassador Program	A program focused on providing Construction Project docents to the community and to ensure safe, clean and clear paths of travel for the public.
DPW	Civic - On/Off Ramps	A program focused on providing safe, clean, and inviting public spaces by cleaning and diverting litter and other waste from public spaces and rights-of-ways
DPW	Civic - TL Cleaning (Evenings)	Evening Litter Reduction Program for the Tenderloin Neighborhood to ensure safe, clean, and accessible citywide litter refuse receptacles on sidewalks and right-of-ways.
DPW	Community Youth Center of SF - Chinatown Clean	Litter Reduction Program for the Chinatown Neighborhood to ensure safe, clean, and accessible citywide litter refuse receptacles on sidewalks and right-of-ways.
DPW	Community Youth Center of SF - Citywide Steam Cleaning	Pressure Washing Service to ensure safe, clean, and accessible citywide litter refuse receptacles on sidewalks and right-of-ways.
DPW	Hunters Point Family- Public Library Restroom Monitoring	Restroom Monitoring Services in the Main Public Library. To provide exposure, training and guidance to City residents with the most limited opportunities.
DPW	Lower Polk CBD - Pitstop Program	Public JC Decaux Restroom Monitoring Services in the Lower Polk Neighborhood. To provide exposure, training and guidance to City residents with the most limited opportunities.
DPW	SF Clean City - Citywide Tree Watering	Citywide tree watering program to ensure safe, clean, and maintained public planting areas at designated project locations within San Francisco.

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DPW	2019 Summer Student Intern Program	This program employs approximately 90-110 young adults (ages 18-24) from community colleges and Universities across the nation. This program aims to enrich, develop and foster young college students seeking experience as interns gain on-the-job experience under the guidance of experienced professional engineers, architects, planners and surveyors.
ENV	Public Service Trainees	The Department of the Environment employs and trains 9922 and 9920 classifications to support its programs. The PSTs are hired to receive a solid experience and training in working for the government while carrying out tasks necessary to meet department and city sustainability goals.
MOHCD	A.T.L.C. (Academic Support, Technology training, Life Skills and Case Management) Project	Academic support, technology training, life skills and coaching for transitional age youth
MOHCD	Adult Education Center	Foundational competencies programming, primarily for homeless adults
MOHCD	Adult ESL instruction to primarily low-income immigrants	Provides adult ESL instruction to primarily immigrants
MOHCD	API Workforce Readiness Program	Workforce readiness for API community
MOHCD	Bilingual services for API community	Bilingual services for API community
MOHCD	Bilingual services for API community	Bilingual services for API community
MOHCD	Bilingual services for API community and "Fun Fun" Children's Playgroups/Grandparent Support Groups	ESL instruction and job readiness training; support and play groups for grandparent caregivers
MOHCD	Building Personal Effectiveness and Other Capacities for SFCC Corps members	Academic foundational competencies programming for transitional aged youth
MOHCD	CARE Transition	Foundational competencies programming and case management, primarily for transitional aged youth in Bayview
MOHCD	College preparatory program	College preparatory program
MOHCD	Communities United for Health & Justice	Integrated and wraparound services to achieve economic self-sufficiency
MOHCD	Communities United for Health & Justice	Wraparound services to achieve economic self-sufficiency- Employment Barrier Removal

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MOHCD	Digital Literacy Programming at RAD and Access Point Sites	Digital Literacy Programming at RAD and Access Point Sites
MOHCD	ESL Survival English and Computer Training Program	ESL and job readiness classes primarily for immigrants
MOHCD	Expanding Development-Related Employment Opportunities	Expanding Development-Related Employment Opportunities
MOHCD	Family Economic Success and Accelerated ESL	Provide basic work-readiness and accelerated ESL training for immigrant job seekers who face the most complex barriers to employment
MOHCD	Foundational Competencies in the Portola	Foundational competencies, primarily for immigrant API and senior residents of the Portola.
MOHCD	Foundational Competencies Program	Foundational competencies programming and case management, primarily for transitional aged youth in Sunnydale
MOHCD	Functional Competencies for Adults with Developmental Disabilities	Foundational competencies programming for adults with developmental disabilities
MOHCD	Good Samaritan English as a Second Language Program	Provide English as a Second Language and literacy instruction, primarily for Spanish-speaking families
MOHCD	HOMEY Life Skills Development Program	Foundational competencies programming, primarily for individuals re-entering from the correctional system
MOHCD	HOPE SF Services - Academic Support and Case Management	Academic support and case management services for HOPE SF residents
MOHCD	Job skills and placement for transitional aged youth - SoMa	Job skills and placement for transitional aged youth
MOHCD	Latino Workforce Readiness in the Excelsior	Resources to build the workforce readiness of and remove employment barriers for Latino residents of the Excelsior
MOHCD	Mission Neighborhood Centers-GED Preparation Program	Academic foundational competencies programming and GED preparation for transitional aged youth
MOHCD	MLVS Foundational Academic Competencies for Disconnected Adults in San Francisco	Foundational academic competencies and job training program
MOHCD	Pin@y Educational Partnerships (PEP)	Opportunities to connect the worlds of history, art, and culture with direct community engagement and action for transitional aged youth

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MOHCD	Public Services - Service Connections	Service connection to address gaps in employment and job placement, resource knowledge and social support services which lead to self sufficiency
MOHCD	RAD Workforce Services at Alemany	RAD Workforce Services at Alemany
MOHCD	RAD Workforce Services at Westbrook	RAD Workforce Services at Westbrook
MOHCD	RAD Workforce Services at Westside Courts	RAD Workforce Services at Westside Courts
MOHCD	Senior Tablet and Smartphone Training Program	Bilingual youth leaders will conduct free tablet trainings for monolingual seniors to gain digital literacy skills, connect to services, and network to improve their competencies
MOHCD	TAY Case Management	Foundational competencies programming and intensive case management on youths at risk or involved with the juvenile justice system
MOHCD	TAY Case Management and Support Services	Case management and support services to direct youth away from influences that sustain at risk behavior and towards strengthening skills for self-sufficiency and becoming agents of change for their community
MOHCD	Transition Opportunities and Programs for Success (TOPS)	Academic assistance, life skills building and support for at-risk, underserved young adults to enhance their educational/career outlook
MOHCD	Transitional Aged Youth (TAY) Program	Foundational competencies programming primarily for transitional aged youth in the Excelsior
MOHCD	Translation Services and ESL Instruction for Southeast Asian Community	Translation Services and ESL Instruction for Southeast Asian Community
MOHCD	VYDC Education Support Services	Academic foundational competencies programming, primarily for immigrants and transitional aged youth in the Tenderloin
MOHCD	Workforce development and employer connection - SoMa	Outreach and job placement
MOHCD	Youth Career Pathways Initiative	Youth Career Pathways Initiative
MOHCD	Youth Leadership Council	Youth peer leaders to provide guidance, support, while integrating academic support, skills-based themes, service learning, advocacy and leadership opportunities
OCEIA	DreamSF Fellowship	The DreamSF Fellowship is a leadership and civic engagement program for immigrant youth sponsored by the Office of Civic Engagement & Immigrant Affairs. It is a year-round fellowship comprised of two programs. The first is a 28-week cycle from June to December. The second is a 20-week cycle from January to May. Both programs support participants' leadership and community involvement. Accepted applicants are paired with a local immigrant-serving community-based organization where they receive mentorship on professional development. Fellows also receive weekly leadership seminars to strengthen their leadership skills.

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OCEIA	Community Ambassadors Program	The Community Ambassadors Program (CAP) is a community safety and neighborhood engagement job training program. CAP hires and trains city residents to provide a visible, street-smart safety and outreach presence in targeted neighborhoods. These ambassadors act as a helpful presence on the streets, provide information and referrals, offer general assistance, and report hazards and emergencies to city agencies. In addition to having ambassador job positions directly, OCEIA partners with HSA and JobsNOW to increase the number of ambassadors on the team.
OEWD	Comprehensive Access Point (CAP)	The Comprehensive Access Point delivers the entire array of workforce development services, including job search assistance and preparation; career planning and exploration; access to education and training services; and access to computers, internet, copy machines and more.
OEWD	Neighborhood Access Points (NAPs)	Neighborhood Access Points offer workforce services in specific neighborhoods. Services offered include job search assistance and preparation; career planning and exploration; access to education and training services; and access to computers, internet, fax machines, copy machines, and more.
OEWD	Specialized Access Points (SAPs)	Specialized Access Points offer workforce services for immigrants, homeless, veterans, persons with disabilities, and customers with limited English proficiency. They offer one-on-one support with job search and skill development; referrals to training for high-demand industries; job readiness services to prepare individuals for the workforce; and provide direct job placement assistance.
OEWD	Job Readiness Services (JRS)	The Job Readiness Services Program provides assistance with barrier removal to employment, such as homelessness, limited English proficiency, driver's license attainment, HS Diploma or GED attainment, and basic computer skills. JRS provides one-on-one support with job readiness to develop and increase employment skills. Providers may refer to OEWD-funded sector academies in healthcare, hospitality, construction, and technology or other training providers, as well as OEWD's Neighborhood or Specialized Access Points.
OEWD	College Degree Barrier Remediation Pilot	College Degree Barrier Remediation Pilot seeks to determine the efficacy of mobile-accessible, entirely online bachelor's degree program and supportive services for working adults. The program is delivered in partnership with San Francisco Human Services Agency and OEWD. Supportive services include: one-on-one coaching, student engagement resources, City-sponsored mentorship, study groups, access to computer labs and libraries, laptops for rental, education verification, and referrals to supportive services. Program completion results in a bachelor's degree in business, management, or liberal arts.
OEWD	Young Adult Access Points (YAAPs)	Young Adult Access Points offer workforce services for transition age youth with an emphasis on career exploration. YAAPs connect participants to education and/or employment as appropriate, and services include: job search assistance and job preparation workshops; coaching and support; paid and unpaid internship opportunities; financial literacy training; and college and financial aid application assistance.
OEWD	Young Adult Subsidized Employment Program (YASE)	The Young Adult Subsidized Employment Program provides young adults with transitional job experience; customized work plans; personal development and case management support to become successfully employed; work experience in high-demand sectors; and job placement assistance and follow-up services support.

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OEWD	Reconnecting All through Multiple Pathways (RAMP)	Reconnecting All through Multiple Pathways provides youth with classroom-based and hands-on workforce services, including: job readiness training and placement assistance; occupational skills training and paid work experience; access to educational services to attain a HS diploma or GED; and career coaching and case management.
OEWD	TechSF	TechSF offers internships, apprenticeships, and job placement opportunities, as well as courses and introduction into skills such as HTML/CSS, Adobe Suite, JavaScript, Digital Marketing, Cybersecurity, and more. TechSF provides industry-recognized credentials.
OEWD	San Francisco HealthCare Academy	The HealthCare Academy offers clinical and non-clinical training courses for Home Care Provider, Certified Home Health Aide, Certified Nursing Assistant, Medical Administrative Assistant, Certified Medical Assistant, Dental Assistant, and Nursing Refresher courses. HealthCare Academy provides industry-recognized credentials and certifications.
OEWD	Hospitality Initiative	The Hospitality Initiative offers internships, industry job readiness classes, and job placement assistance. There are ten hospitality industry training tracks in food services, guest services, and facility maintenance. The Hospitality Initiative provides industry-recognized credentials and certifications.
OEWD	CityBuild Academy	CityBuild Academy is an 18-week pre-apprenticeship training in partnership with City College of San Francisco including hands-on training and instruction in the 26 Building Trades, classroom instruction, case management and retention services, supportive services, industry certifications, job referrals and placement assistance, math tutoring and preparation, and vocational English as a second language.
OEWD	Construction Administration & Professional Services Academy	CAPSA is an 18-week training and career development program in partnership with City College of San Francisco, including classroom instruction, case management and retention services, access to employer networks, job referrals and placement assistance, job readiness training, and on the job training internship with a partner construction company.
OEWD	Construction Career Development Services	Construction Career Development Services offers each CityBuild Academy graduate a CBO case manager to provide ongoing assistance with barrier remediation, supportive services for emergency circumstances, and information about upcoming trade tests and training opportunities. CCDS includes professional development training and workshops.
OEWD	CityBuild Employment Network Services	CityBuild ENS is a retention service to connect registered construction industry workers to immediate employment opportunities.
OEWD	Construction Sector Bridge	Construction Sector Bridge is six-week career advisement and hands-on training. It introduces youth between 17 and 21 years-old to the construction industry. The training targets both in and out of school youth and operates after school and on weekends.
OEWD	CityDrive Class B and MUNI Drive Preparation Pilot	CityDrive includes Class B permit preparation training, SFMTA application assistance, training to understanding jobs associated to Class B and Class A, and supplies case management and supportive services.
OEWD	Advanced Manufacturing Pilot	The Advanced Manufacturing Pilot includes hands on training for careers in advanced manufacturing such as 3D-printing, CNC Machining; barrier removal, case management, and supportive services; and job placement assistance with partnering manufacturing firms.

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OEWD	Interrupt, Predict, Organize	The Interrupt, Predict, Organize program provides wraparound services to individuals who are at-risk or in-risk for street violence. OEWD provides supportive services to stabilize employment.
OEWD	First Source Hiring Program	The First Source Hiring Program requires that developers, contractors, and employers utilize good faith efforts toward employing economically disadvantaged San Franciscan residents for entry-level positions on applicable projects. The Program provides a ready supply of qualified workers to employers with hiring needs, and it gives economically disadvantaged individuals the first opportunity to apply for entry-level jobs in San Francisco. It was enacted into law in 1998 under Chapter 83 of the City's Administrative Code, which is administered by the Office of Economic and Workforce Development (OEWD). Entry level positions are defined as those requiring less than two years of training or specific preparation.
OEWD	Rapid Response and Layoff Aversion	The Rapid Response and Layoff Aversion program assists employers with the transition during a downsizing event when such an event cannot be averted. OEWD and partners conduct on-site orientations to inform those individuals who have or will be laid-off due to business closure, downsizing, or business bankruptcy about unemployment insurance benefits, COBRA, and health care options. The program includes: free outplacement assistance; referrals to access points to learn about a wide array of training opportunities in different industries; career counseling and resume assistance; and free access to computers, printers, copiers, and internet connectivity.
OEWD	Employer Concierge Services	The Employer Concierge Services program connects employers with community-based organizations to provide access to a talented pool of qualified applicants. The Concierge provides assistance with promoting jobs, hiring events, job readiness programs that integrate soft and hard skills development, supportive services, career counseling, and resume assistance.
OEWD	Workforce Connections	OEWD supports workforce connection through community-based outreach and employer and job-seeker registration; job posting and distribution; job matching; connecting employers to qualified candidates and contracted CBO partners; marketing; tracking job-seeker referral process, hiring events, job placements, and job retention; providing reports and dashboards; and assisting with spearheading the workflow of the Workforce Connection Card.
PRT	Youth Employment and Workforce Development	Provide additional employment opportunities to the City's youth, low-income City residents who are able to provide Port-related services. The Port contracts with youth employment providers to organize, implement, and administer a youth employment program to assist in the maintenance of Port properties.
PRT	Project Pull	Project Pull is a paid summer internship program that is sponsored by the City and County of San Francisco through the San Francisco Public Utilities Commission (SFPUC). Entering its 23rd summer, Project Pull provides professional mentorship to highly motivated, promising high school students from the diverse communities within San Francisco.
PRT	Youth Works	San Francisco YouthWorks (YW) is a unique high school internship program that provides youth with paid work experience to develop their readiness for work and promote interest in public service careers.
PRT	Youth Stewards Program	Youth Stewardship Program will initiate its "Greenagers" program, for teenagers interested in the environment and volunteer service, to work at Herons Head Park. Funds are required for incidental costs to support the Greenagers program such as promotional materials, tools, educational materials, and transportation

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PRT	City Build Training Program	Recognizing the need to enhance the training and job opportunities in San Francisco, the budget includes a workorder to the Office of Economic and Workforce Development (“OEWD”) to work with CityBuild program to train low-income residents to work on Port projects.
PRT	Genesys Works/Student Workforce Program	This program offers real-life work experience to high school seniors it is part of their school curriculum so they are able to work earlier in the day. They also have 8 weeks of skills training over the summer prior to the school year. Training includes IT, business operations and professional skills to make the interns corporate workplace ready. The internships are year-round and can be limited to school year or include the summer.
PRT	Student Design Trainees	Port recruits 3-4 interns annually in the fields of landscape architecture, planning, urban design or geography. Student Design trainees work full time over the summer break and between 10-20 hours during the academic year. Students get experience in City Planning, Landscape Architecture and Urban Design. Students are mentored by Senior staff and get experience working for multiple Port divisions and exposure to intercity agency work as well
PUC	Public Service Aide (9920, 9922 class.)	Entry level employment opportunities in a variety of settings. These positions provide an introduction to career options and role models while allowing incumbents to learn about the work environment. Some positions may be allocated for participants in special programs designed to reach disadvantaged youth, those who have encountered difficulty in obtaining employment, or other special populations.
PUC	Accountant Intern Program (1649 class.)	Citywide structured on-the-job and classroom training program for entry level accountants to learn and apply generally accepted accounting principles, and City policies and procedures in governmental accounting and auditing work. Appointments provide a pathway to journey level positions. Recruitment is open on an intermittent basis depending on operational needs.
PUC	Student Engineer Trainees (5380, 5381, 5382 class.)	These student interns for various engineering and architecture disciplines provide support to in-house Engineering · Architecture · Landscape Architecture · Planning · Surveying · GIS · IT staff. The City Departments that employ interns are San Francisco Public Utilities Commission (SFPUC), Airport Commission (SFO), Department of Building Inspection (DBI), Municipal Transportation Agency (MTA), Port of San Francisco (Port), Department of Public Works (DPW), and Recreation and Park Department (RPD). Interns will gain on-the-job experience under the guidance of experienced professional engineers, architects, planners and surveyors. Interns will participate in various activities in the respective City Departments.
PUC	Junior Engineers (5201 class.)	Assists professional engineers in tasks requiring advanced engineering skill and/or judgment; makes contacts with the public, contractors, and others on engineering matters while working towards obtaining an Engineer-in-Training Certificate from the National Council of Examiners for Engineering and Surveying
PUC	Graduate Student Intern Program (9910 class.)	Trainees are regularly exposed to relevant decision makers within the San Francisco Public Utilities Commission (SFPUC) and are given unique opportunities to impact the organization through research and collaboration with teams influencing public policy and human resource initiatives among other areas.

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PUC	Apprentice Stationary Engineer, Sewage Plant (7375, 7356)	Four-year apprentice program to learn about the operation, repair and maintenance of various machinery and equipment through diversified experience and on-the-job training, with related instruction to become fully skilled in the craft and qualified for proper certification issued by the California State Health Department. Recruitment is open on an intermittent basis, depending upon operational needs. The training program includes Technical training, Work Readiness, Union Classes twice per week, soft skill training, on-the job training, safety training, competency-based training; Rotation schedule to Operations and Maintenance within WWE -SEP/OSP/NPTI/525 GG - Living Machine
PUC	Utility Plumber Apprenticeship (7463, 7464)	Four-year apprentice program to learn about the operation, repair and maintenance of water mains, pipes, meters, fire hydrants, gates and valves under the direct supervision of a journey level utility program as part of a recognized program of the United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry.
PUC	Watershed Workers (Seasonal 7542 class.)	Seasonal unskilled out-door manual work in connection with the maintenance and protection of watersheds, with special emphasis on soil erosion control and fire protection; and performs related duties as required
PUC	Public Service Aide-Admin (9914 class)	The positions in the Public Service Aide series are designed to offer various types of trainee or entry level employment opportunities in a variety of settings. These positions provide an introduction to career options and role models while allowing incumbents to learn about the work environment. Some positions may be allocated for participants in special programs designed to reach disadvantaged youth, those who have encountered difficulty in obtaining employment, or other special populations.
PUC	WasteWater Ent. Pre-apprentice (9916) Program	On-the-job wastewater treatment plant training opportunity for residents who live in the Southeast sector of San Francisco. The Program includes technical training, work-based learning, Learning Skills Assessments (LSA's), resource binders, site supervision, academic instruction, soft skill workshops, safety training, meetings with coordinator; Rotation schedule to Lab, Maintenance and Operations within WWE - SEP/OSP
PUC	Apprentice Stationary Engineer, Water Treatment Plant (7339, 7352)	Four-year apprentice program to learn about the operation, repair and maintenance of various machinery and equipment through diversified experience and on-the-job training, with related instruction to become fully skilled in the craft and qualified for proper certification issued by the California State Health Department. Recruitment is open on an intermittent basis, depending upon operational needs. The training program includes Technical training, Work Readiness, Union Classes twice per week, soft skill training, on-the job training, safety training, competency-based training; Rotation schedule to Operations and Maintenance within the Water Department.

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PUC	Apprentice Maintenance Machinist (7327, 7331)	Under immediate supervision, assists the journey maintenance machinist in performing skilled machinist work, performs apprentice maintenance machinist work as part of a recognized program established by the International Association of Machinists and Aerospace Workers Union Local 1414, Joint Apprenticeship and Advisory Committee, Maintenance Machinists' Trade. All work to be performed and related supplemental instruction are enumerated in the Apprenticeship Standards formulated by said Committee and are summarized in this specification. The 7327 Apprentice Maintenance Machinist I assist the 7332 Maintenance Machinist in the operation and maintenance of fabrication, installation, maintenance and repair of communication equipment, Municipal Railway equipment, fire alarms, machinery, instruments, castings and valves; performs related duties as required. The apprentice is expected to complete satisfactorily, the training and related instruction for each type of equipment, process, and procedure and to qualify for advancement to Apprentice Maintenance Machinist II.
PUC	Apprentice Automotive Machinist 1 and 2 (7320, 7321)	The Apprentice Automotive Machinist works under the immediate supervision of a qualified journey-level Automotive Machinist during the five year apprenticeship required by the trade, learning the heavy duty mechanics and the functioning of various mechanical, hydraulic and pneumatic assemblies and structures in heavy duty and off-road vehicles and power-driven equipment to be able to disassemble parts, evaluate malfunctions and make major repairs and overhauls; preventive maintenance; the operation and safety requirements of the machining and welding equipment, use of protective gear with all power equipment, and maintenance of a safe working environment and regulations concerning the handling of hazardous materials and toxic waste.. Though experience in on-the-job training and related instruction become fully accomplished in the craft, and qualified for journey-level status.
PUC	Apprentice Gardener (3410)	The Apprentice Gardener is a trainee classification which performs routine and basic duties to assist Gardeners in the care of athletic fields, squares, parks, playgrounds, stadiums, thoroughfares, medians and/or other landscaped areas. This class is distinguished from the Gardener class by structured training program requirements, the close supervision received, and the developmental nature of the class. The 3410 Apprentice Gardener program has developed into a nationally recognized program that blends the virtues of experiential on-the-job training with traditional classroom studies. Topics covered during the two-year program include soil management, composting, pest control, landscape planning, irrigation, tools and equipment, best practices, and urban horticulture issues.
PUC	Project Pull Internship Program (High School Interns)	Paid summer internships at SFPUC and other City departments for San Francisco high school students. Project Pull Plus provides opportunities for Project Pull graduates to come back as college students to intern with partnering private sector engineering firms.
PUC	Project Pull Internship Program (College Level Interns)	Paid summer internships at SFPUC and other City departments for San Francisco high school students. Project Pull Plus provides opportunities for Project Pull graduates to come back as college students to intern with partnering private sector engineering firms. (Demographics and costs included in High School Interns)
PUC	Project Learning Partnership Grant Program	Grant program to support project-based learning about SFPUC services and utility career exposure at community-based organizations' youth workforce programs.

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PUC	CityWorks -SSIP internship program (Summer 2019)	Paid summer internships for high school students from San Francisco's southeast neighborhoods. Starting after their junior year in high school this program provides students with structured internship opportunities every summer either at the SFPUC or with one of the private engineering firms working on our Sewer System Internship Program.
PUC	Career Technical Education Summer Fellows	San Francisco 11th graders (juniors)referred from SFUSD CTE Academies participate in a variety of internship opportunities over the summer as part of their industry specific academy or pathway.
PUC	John O'Connell CTE work-based learning (Spring 2019)	A work-based learning experience for students enrolled in O'Connell's Environmental Tech. Lab. Students studied green infrastructure and its impact in the City.
PUC	Interim Greenhouse Grant Program (PRO-0099)	Grant program that connects residents of the Southeast community to job training and barrier removal services in compliance with the historic mitigation.
PUC	YouthWorks (Summer 2019, AY2018-19)	Paid after-school and summer internships at SFPUC or other City departments for San Francisco high school students
PUC	SF Fellows Program (Sep.2018- Aug.2019)	Citywide program, sponsored by the Office of the Mayor, to engage new college graduates in exploration of City government and public policy careers. Recruitment is open on an annual basis at the beginning of the year.
PUC	OEWD Annual Work Order	Pre-Apprenticeship construction training, Local Hire and First Source Hiring Ordinance, and other Enterprise-related workforce services
PUC	Food Guardians	The Food Guardians is an Urban Agricultural pilot program which engaged at-risk San Francisco youths aged 13-19, for four weeks during the summer of 2018. The youths learned new skills in gardening & horticulture while performing general planting, weeding and beautification work on the grounds of SFPUC and San Bruno Jail.
RPD	Workreation	Trainees perform entry level work in one of five (5) functional areas for the Recreation and Park Department. These areas include: Day Camps, Aquatics, Green Jobs, Administration and Facilities/Program Operations.
RPD	Gardener Apprentice Program	The Apprentice Gardener class is an entry level training class. This class exists to develop the competencies required of a journey level Gardener, while working under close guidance and direct supervision.
RPD	San Francisco State Internship Program	SF State students complete a six-month internship with a Rec and Park Division and gain college credit.
RPD	Student Design Trainee Program	A program that assigns interns who are seeking professional degrees (architects, planners, engineers) to the Department's Planning and Capital Division and the Information Technology (IT) division.
RPD	Community Outreach	Community outreach/Special events – Assist Public Relations office with outreach and working recreation events.
RPD	Able Body Workforce Program	Positions for individuals with disabilities – Serve as greeters and provide information to the public at the Randall Museum and at the Nursery's Therapeutic Programs.
RPD	San Francisco Fellows Program	The Fellows program is a unique opportunity to learn about local government while working full time as a City employee.

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RPD	Public Service Trainee	Handles the RPD Administrative HQ's front desk providing customer service on a daily basis to all inquiring citizens, provides clerical support, and interpretive services as-needed.
SFDA	San Francisco District Attorney's Victim Services Internship Program	Victim Service interns assist advocates and staff members help victims navigate the criminal justice system and provide court support and emotional support throughout the disposition of their case.
SFDA	San Francisco District Attorney's Communication & Policy Internship Program	Interns receive a behind the scenes understanding of the criminal justice system, are exposed to best practices related to media and community relations, and will learn how crime and public policy related news stories are generated and developed in the media. They also receive ample training in the legislative process, and will need to attend court proceedings to provide updates on criminal cases being covered by the press.
SFDA	San Francisco Undergraduate and High School Internship Program	The San Francisco District Attorney's Office offers unpaid internship positions for students with an interest in criminal justice who seek exposure to the unique and diverse opportunities the SFDA's Office offers. Students may assist prosecutors in a variety of clerical tasks such as organizing and preparing case files for trials, contacting witnesses and managing subpoenas and records surrounding both pre-trial hearings and jury trials (subject to attorney approval and supervision).
SFDA	San Francisco Law Clerk Internship Program	Legal Interns may assist in the preparation of felony and misdemeanor prosecutions and be allowed to observe courtroom activities. Legal interns will be responsible for a wide variety of both clerical and legal tasks including review of case files and production of discovery.
SFDA	San Francisco Summer 2L Paid Internship Program	The program is designed as an intensive 12-week training program to provide 2L clerks with exposure to the different units within the office and the practical experience necessary to become effective litigators. Through the program, our Summer Clerks are asked to tackle demanding legal research and writing assignments, litigate motions, conduct evidentiary hearings, and assist attorneys in case preparation for trial.
SFDA	Post Bar Clerk Program	For law school graduates who have taken the California Bar Exam and are waiting results, we offer an intensive full-time clerkship. "Post Bars" assist attorneys in every aspect of case preparation and advocate on behalf of clients in court proceedings (subject to attorney approval and supervision). Depending on the office caseload, a strong effort will be made to provide our Post Bars with an opportunity to take a case to trial.
SFHSA	Community Jobs Program (CJP and CJP1)	1-6-month program that provides work experience, job search/job readiness, and GED preparation for CalWORKs and General Assistance clients.
SFHSA	Public Service Trainee Program	Internships at City & County of San Francisco agencies for CalWORKs and General Assistance clients. Includes training provided by community-based organizations and HSA.
SFHSA	Transitional Employment Support Services (previously Clean Streets)	Job readiness training provided by community-based organizations to participants in the Public Service Trainee program and IPO program
SFHSA	IPO	Internships at City & County of San Francisco agencies for justice-involved participants.

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SFHSA	Wage Subsidy	Provides wage reimbursement to participating private-sector employers when hiring CalWORKs and General Assistance clients in San Francisco.
SFHSA	Individual Training Internship Program (ITIP)	Provides wage reimbursement to participating non-profit organizations when hiring CalWORKs and General Assistance clients in San Francisco.
SFHSA	On-the-Job Training (OJT)	Provides wage reimbursement to participating private-sector employers who provide on-the-job training to prepare CalWORKs and General Assistance clients for high-skilled, in-demand jobs in San Francisco.
SFHSA	Student Work Experience (SWEP) work order	Provides summer jobs for students age 14-18 in families on CalWORKs or who are foster youth.
SFHSA	Youth Employment Services (YES)	Youth employment program for former foster youth and General Assistance recipients ages 18-24. Provides intensive case management, subsidized employment, education, and/or behavioral health services.
SFHSA	Individual Referral (IR) Vocational Training	Provides training for specific occupations for CalWORKs, General Assistance, and CalFresh clients.
SFHSA	Vocational Immersion ESL (VIP)	Provides work experience and English-as-a-Second-Language education for CalWORKs and General Assistance clients with limited English proficiency.
SFHSA	Transitional Employment (formerly Rapid Response)	1-month work experience program for CalWORKs clients unengaged from work participation requirements.
SFHSA	Work Participation Activities	Case management of CalWORKs clients to help them become and remain engaged in work activities.
SFHSA	Clean City Neighborhood Beautification	Services provided include transitional employment, job readiness instruction, job placement assistance, and job retention support. Transitional employment wages are paid through the contract.
SFHSA	Work Study at City College	Provides part-time employment for CalWORKs participants enrolled at City College of San Francisco.
SFHSA	Transgender Economic Empowerment Initiative (TEEI)	Provide outreach, employment, and mentoring services to transgender job seekers, and conduct outreach to supportive employers to identify job opportunities.
SFHSA	Employment Services to Currently At-Risk and Formerly Homeless Individuals	These contracts provide job readiness training, employment services, and vocational training programs for formerly homeless and currently at-risk individuals. Contracts began 2/1/18.
SFHSA	Snap to Skills Third Party Reimbursement for CalFresh recipients	Provides vocational training, case management and supportive services to eligible CalFresh recipients
SFHSA	Department of Rehabilitation (DOR)	Provides vocational rehabilitation services to HSA clients with disabilities
SFHSA	Refugee Employment Services	Provides benefits and services linkages to newly arrived refugees, asylees, and trafficking victims resettled in San Francisco County
SFHSA	Voluntary Intensive Employment Services	Employment services program for General Assistance clients. Comprised of job search/job readiness workshops and individualized assistance.

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SFHSA	Job Readiness Assessment (JRA) & Employment Plan Development	Assess clients' skills, education, and job readiness. Develop individualized employment plans.
SFHSA	Job Search/Job Club	Individual and group job search/job readiness assistance provided to CalWORKs, General Assistance, CalFresh, and MediCal clients. Includes behavioral health services provided through a community-based organization.
SFHSA	Workfare	Required community service activity for General Assistance clients determined to be able to work.
SFHSA	Light Duty Community Services	Light duty community service activity for General Assistance clients determined to be able to do light-duty or administrative work.
SFHSA	Interview Clothing	Provides business suits and professional attire to clients for job interviews.
SFHSA	Domestic Violence Counseling	Provides counseling and support to CalWORKs clients who have experienced domestic violence.
SFHSA	Behavioral Health Services	Provides counseling and behavioral health support to CalWORKs and General Assistance clients.
SFHSA	Educational Instruction and Academic Support Services (JN educational support, Cal-Learn educational support)	Provide academic assessment, high school academic status verification, educational plans, high school instruction and post-secondary foundational skill-building
SFHSA	Park Stop	Provides transitional employment program for participants to monitor park restrooms to ensure the availability of safe and clean restroom facilities to the public
SFHSA	Smart Money Financial Coaching	Provides financial coaching to families and individuals to support movement towards self-sufficiency and financial literacy/empowerment.
SFHSA	Individualized Legal Services	Provides individual legal services to address barriers to employment
SFMTA	Public Service Trainee	Job experience
SFMTA	Project Pull	Summer internship program for High School and recent college students
SFMTA	Genesys Works	Giving underserved students the opportunity to succeed in a professional work environment while still in high school.
SFMTA	Automotive Pathway Program (Washington HS)	On-site career pathway program
SFMTA	ABU / OEWD Collaboration (9916s)	Job experience
SFMTA	ABU / OEWD Collaboration (9910s)	Job experience
SFMTA	SF Machinist Apprenticeship Program	Machinist apprenticeship program for the automotive and maintenance machinist job classes
SFO	SFO Career Connect	Paid internships for transitional age youth with barriers to traditional employment. Career Connect offers three tracks: employment, college, and custodial.

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SFO	Summer College Intern Program	Paid ten-week internship for college students from all over the nation. Interns apply for specific sections. Participating sections include Airfield Operations, Aviation Security, Business and Finance, the SFO Museum, Accounting, Sustainability, etc.
SFO	Student Design Trainees	Places college students in engineering, architectural, and planning internships to work on construction and planning projects at SFO's Facilities, Design and Construction, and Planning divisions
SFO	SFO College Intern Program	Intern program targeting college students, who were highly successful interns from our at-risk and high school programs who are pursuing higher education
SFO	SFO High School Intern Program	Intern program for high school students (including graduating seniors) in which participants attend job readiness training and workshops.
SFO	Business and Career Center	SFO's Business and Career Center is similar to a One Stop Center for jobs at SFO. Airport jobs are listed in the BCC, and job seekers can apply for positions and receive light touch assistance from staff. Staff present SFO employment opportunities at external hiring events, and host Airport-specific events on site.
SFPL	Basic Computer Skills Classes	Basic computer training for adults focused on building computer comfort, using the internet and common computer programs such as the MS Office Suite.
SFPL	Job Seeker's Lab	Weekly open lab and additional support for adults, assisting with job searching, resume writing, and other job-seeking activities.
SFPL	Career Online High School	Fully digital, fully accredited high school diploma earning program, focused on career readiness.
SFPL	Project Read	San Francisco Public Library's adult literacy program provides volunteer-based one-on-one tutoring to adults seeking to improve their basic literacy skills. Instruction is designed to meet the personal goals of the student, some of which are job-related.
SFPL	ESOL Tutoring	One-on-one volunteer-based tutoring for adult English language learners wishing to improve their speaking, reading or writing skills.
SFPL	Summer Squad	San Francisco Public Library's Summer Learning volunteer program. Volunteers gain library work experience by providing assistance for the SFPL summer learning program, including signing up patrons and coordinating raffles and prizes.
SFPL	Y.E.L.L. (Youth Engaged in Library Leadership)	Teen Leadership program for youth aged 16-18 to learn basic work skills through volunteering with SFPL to assist with select youth programs. Participants receive \$500 scholarship deposited into the 529/educational saving account of their selection. Funded by San Francisco Public Library.
SFPL	The CORE Program	The San Francisco Public Library CORE Program is a council of high school student interns who are charged with designing and planning programs for teens at The Mix at SFPL. Interns also support SFPL systemwide outreach events to build enthusiasm for programs at The Mix.
SFPL	Resume Workshops	Workshops on how to write a résumé or improve an existing résumé with advice from experienced résumé consultants. The workshops are provided in partnership with the Employment Development Department.
SFPL	Career Coaching	One on one appointments offering guidance on career assessment, guidance on best practices, and resources for practical skill building and job searches.

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SFPL	Special jobs & career programs	Other Jobs & Careers programs that may include such programs as How to get a job with the city of San Francisco, Accelerate Your job search with networking, Age as an asset in your job search, resume workshops not led by the EDD, staff led job resources class, etc.
SHF	SF Sheriff's Department Ecojobs Program (SFCC Program#34500) FY2019/20	SFSD & SFPUC Horticultural Training Program + Summer Program
SHF	SF-PUC (Horticulture Program), SFCC Program#34501 FY2019/20	Vegetation Management/Storm water Mitigation/Native Plant/Invasive Abatement
SHF	Ecojobs/Horticulture Program (SF Sheriff's Department & SF-PUC) FY 2019/20	The SFSD Horticultural Training Program is a joint program of the San Francisco Public Utilities Commission (SFPUC) and the San Francisco Sheriff's Department (SFSD) that seeks to fund an organization, that provides workforce development training, life skills and job readiness programming, for at risk young adults (ages 18-25) in horticulture, vegetation management, basic landscaping, and habitat restoration and rehabilitation.

Appendix C: Community-Based Partners by Funding Department

Service Provider	APD	DCYF	DHR	DPH	DPW	ENV	MOHCD	OCEIA	OEWD	PRT	PUC	SFSA	SFMTA	SHF	COUNT
San Francisco Conservation Corps		X				X	X		X	X	X			X	7
Young Community Developers	X	X					X		X		X	X			6
Community Youth Center of San Francisco		X			X		X		X		X				5
Arriba Juntos	X								X		X	X			4
City College of San Francisco			X	X					X			X			4
Hunters Point Family		X			X					X		X			4
Jewish Vocational Services		X					X		X		X				4
Mission Neighborhood Center		X			X		X				X				4
Richmond Area Multi-Services (RAMS)		X		X							X	X			4
YMCA - Bayview Hunter's Point		X					X		X		X				4
Bay Area Video Coalition		X							X		X				3
Bayview Hunters Point Center for Arts and Technology (BAYCAT)		X							X		X				3
Boys and Girls Club		X				X					X				3
Chinese for Affirmative Action							X	X	X						3
Episcopal Community Services of San Francisco							X		X			X			3
Five Keys Charter Schools and Programs							X		X			X			3
Goodwill Industries	X								X			X			3
Japanese Community Youth Council		X									X	X			3
Larkin Street Youth Services		X							X			X			3
Mission Language & Vocational School							X		X			X			3
The Arc San Francisco		X					X		X						3
YMCA - Urban Services		X					X		X						3
A Philip Randolph Institute					X				X						2
Bay Area Community Resources		X							X						2
Chinese Progressive Association							X		X						2
Community Housing Partnership									X			X			2
Department of Rehabilitation				X								X			2
Enterprise for Youth		X							X						2
Friends of the Urban Forest					X	X									2
GenesysWorks										X			X		2
Literacy for Environmental Justice						X					X				2
Mujeres Unidas y Activas								X	X						2
New Door Ventures		X							X						2
Old Skool Cafe		X									X				2
San Francisco Clean City Coalition					X							X			2
San Francisco LGBT Community Center									X			X			2
Self Help for the Elderly									X			X			2
SOMCAN							X				X				2
Southeast Asian Community Center							X		X						2
Success Center San Francisco		X							X						2
Urban Sprouts		X									X				2
Vietnamese Youth Development Center							X		X						2
100% College							X								1
Academy of Truck Driving												X			1
Alive & Free of San Francisco								X							1
America Works									X						1
Anders and Anders									X						1
Asian Pacific America Community Center						X									1
Asian Pacific America Family Support Services							X								1
Baker Places				X											1
Balance												X			1
Bay Area Legal Aid												X			1
Bay.org											X				1
Bayview Hunters Point Foundation for Community Improvement											X				1
Behavioral Health Services				X											1
Bernal Heights Neighborhood Center							X								1
Booker T. Washington Community Service Center							X								1
Brightline Defense									X						1
California Academy of Sciences		X													1
Caminar Jobs Plus				X											1
Catholic Charities								X							1
Causa Justa Just Cause								X							1
Central City Hospitality House									X						1

[illegible]

Special Service for Groups		X																1
Study.com									X									1
Sunset Youth Services		X																1
Swords to Plowshares									X									1
Tabernacle Community Development Corporation							X											1
Thomas Edison State University									X									1
Tides Center							X											1
Toolworks									X									1
UCSF Citywide Employment Program				X														1
United Playaz, Inc.							X											1
Upwardly Global									X									1
Wardrobe for Opportunity													X					1
West Bay Pilipino Multi-Services, Inc.							X											1
Wu Yee Children's Services							X											1
YMCA - Chinatown							X											1
Youth Art Exchange												X						1
Youth Leadership Institute												X						1
Total	3	39	1	9	9	6	35	13	57	3	27	22	1	1				210