

FY 16/17 San Francisco Citywide Workforce Services Inventory Findings



San Francisco Office of Economic and
Workforce Development

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Committee on City Workforce Alignment

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EXECUTIVE SUMMARY

Beginning in 2015, the Alignment Committee 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 programmatic 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 this year’s data was significantly improved, OEWD 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.

This year’s report summarizes workforce programming for 17 City agencies, accounting for 209 programs, and approximately \$108 million in funding unique to workforce development initiatives.

INTRODUCTION

In June 2014, 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”). 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 City’s five largest workforce development programs at the time of its inception: Human Services Agency of San Francisco (HSA); Office of Economic and Workforce Development (OEWD); Department of Children, Youth and Their Families (DCYF); San Francisco Public Utilities Commission (PUC); and San Francisco Public Works (Public Works).

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 submitted 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 recommend goals, strategies, and funding needed to meet those challenges. In addition, the Alignment Committee is tasked with submitting annual updates to the Plan.

Since 2015, OEWD has collected primary data on workforce programming and client outcomes through the Citywide Workforce Services Inventory (“Inventory”). This tool represents the data-driven goal of the Alignment Committee in collecting, assessing, and reporting on City workforce outcomes. This report presents key findings from the FY 2016-17 Inventory.

METHODOLOGY

Instrument

The Inventory instrument is a multi-page Excel spreadsheet that is distributed by OEWD (on behalf of the Alignment Committee) to a number of city departments with workforce programs (Appendix A: FY16-17 Citywide Workforce Services Inventory). OEWD requests that analysts from each department manually enter information into any available information into the data fields. Department analysts compile information from a number of different sources which are not standardized across departments, and therefore it's difficult to validate the information by an entity external to each department. OEWD has been trying to improve data consistency and over time, OEWD has refined the Inventory to reflect a more nuanced understanding of system outcomes.

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 point alignment, and inclusion of data fields consistent with Local, State, and Federal program reporting requirements¹. Recommendations from the Working Group were incorporated into this year's Inventory, contributing to a more robust understanding of citywide workforce development programming and outcomes.

This year's inventory solicited information on program budget, program descriptions and goals, service populations and types, community-based service provider partners, client demographic information (e.g., age, race, ethnicity, educational attainment, gender, et al.), client industry and occupation data for training and placements, and client residence by zip code, and includes workforce system service of persons experiencing homelessness, incarceration, and/or commuting from residence outside of San Francisco.

Process

In November 2017, OEWD distributed the FY 2016-17 Inventory to department heads from the 18 previously participating agencies. The deadline for completion was mid-January 2018. 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 (Public Works)
- Department of the Environment (ENV)
- Human Services Agency of San Francisco (HSA)
- San Francisco Public Library (LIB)
- Mayor's Office of Housing and Community Development (MOHCD)

¹ Alignment Committee Data Working Group members included representation from the main five agencies (DCYF, HSA, Public Works, PUC, OEWD) and community-based organizations (CBOs) including Episcopal Community Services of San Francisco, Goodwill Industries, Japanese Community Youth Council, Jewish Vocational Service, Self-Help for the Elderly, Success Center SF.

- San Francisco Municipal Transportation Agency (MTA)
- Office of Civic Engagement and Immigrant Affairs (OCEIA)
- Office of Economic and Workforce Development (OEWD)
- Port of San Francisco (PORT)
- Recreation and Parks Department (RPD)
- San Francisco District Attorney (SFDA)
- San Francisco Public Utilities Commission (PUC)
- San Francisco International Airport (SFO)
- Sheriff's Department (SHF)

All agencies except for SFDA participated in the inventory process for FY 2016-17. SFDA exempted participation because the agency no longer hosts a workforce development program. The 17 remaining City departments completed their inventories by February 2018.

In an effort to improve data quality, OEWD invited department analysts to two technical assistance workshops held in mid-November and December 2017 and encouraged analysts to contact OEWD with any remaining questions throughout the two-month compilation process. A number of department analysts reported that the workshops provided helpful information, and that the compilation process was more clearly articulated this year than in years past.

Analysis

Department analysts submitted their inventories by February. Subsequently, OEWD aggregated results from the inventory, ultimately yielding data summaries by program, department, and workforce system. This report reflects findings for workforce expenditures, programs, and client data, as well as analysis of results. The preliminary results were presented to the Alignment Committee for review and discussion.

INVENTORY RESULTS

Snapshot of the Citywide Workforce Development System

As discussed in the above methodology section, the Alignment Committee analyzes the City's workforce programs with support from OEWD and based on departmental program and budget data. This iterative process benefits from continued improvement. In this spirit, the Committee welcomes further feedback and refinement through upcoming stakeholder input.

In FY 2016-17, the City and County of San Francisco's workforce development system reported 32,019 clients served (Figure 1). It is important to note that these are the data for clients accessing workforce services across agencies, and do not reflect unduplicated numbers². For comparison, the total clients served by workforce development programming in FY 2015-16 was 39,650, in FY 2014-15 was 41,269 and in FY 2013-14 was 46,525 (Figure 1.).

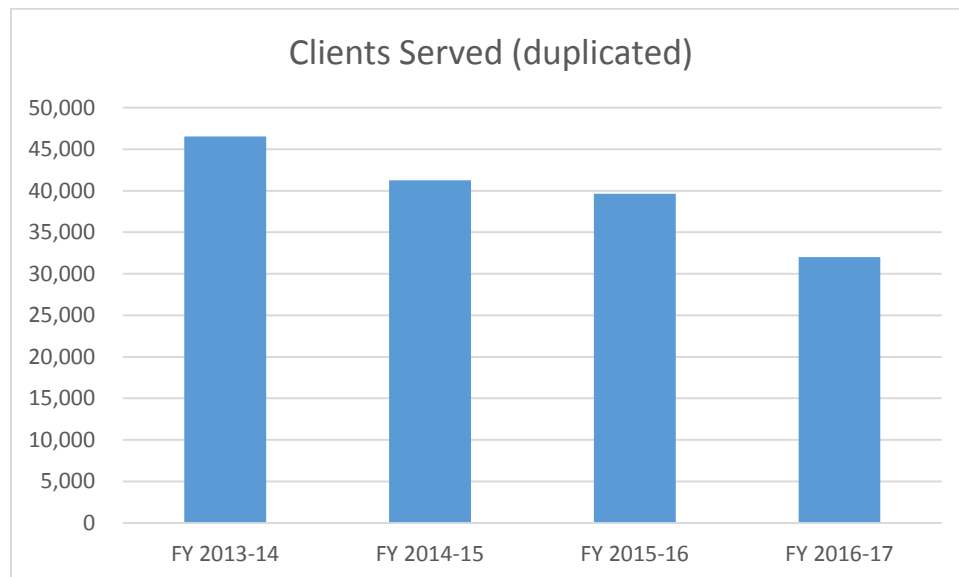


Figure 1. Workforce Clients Served FY 2013-14 through FY 2016-17.

This trend is not indicative of program inefficiency, but instead reflects the current state of employment in San Francisco. Similarly, the unemployment rate has decreased over all collection periods. As of April 2018, the unemployment rate for San Francisco is at a record low 2.4%³, with significant growth across most industries. In keeping with this unique economic landscape, the San Francisco workforce system may serve fewer clients due to the increased availability of jobs and subsequently lower barriers to enter and participate in the labor market. Nonetheless, the Inventory demonstrates that the programmatic infrastructure and evaluation mechanisms are in place for any future economic downturns.

² 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

³ California Employment Development Department. (28 April 2018). *Unemployment and industry jobs in San Francisco-Redwood City-South San Francisco*. Labor Market Information Division.

Clients Served by the City Workforce Development System

Client Location

While residential location is not reported for all clients across all departments, reported data provides a rich picture of where the City targets its programs, services, and investments. Understanding the concentration of workforce development service provision allows the City to take strategic approaches to outreach and service delivery. While this past year's data demonstrate marginal changes, it is important to assess workforce programming by zip code across the three fiscal years in which the Alignment Committee has requested these data.

Though the workforce development system serves clients from across the City, Figure 2 describes service dispersion across zip codes.

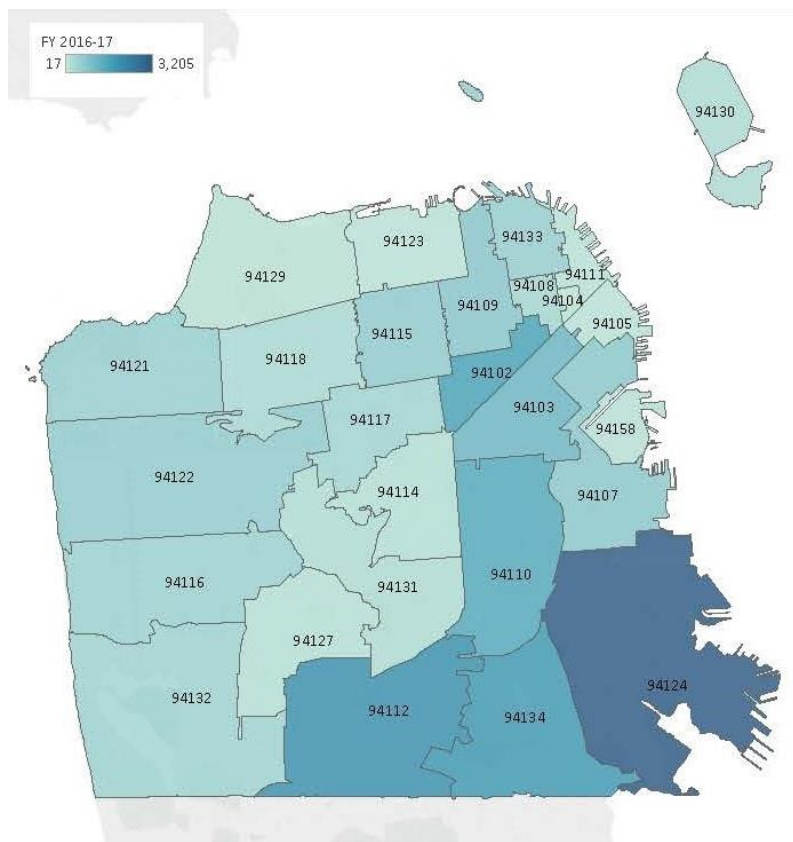


Figure 2. City Workforce Services by Residential Location (FY 16-17).

As is typical of the San Francisco workforce system, the majority of clients come from the Bayview Hunters Point area (Figure 3). 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. Workforce clients in this neighborhood have increased 26% from FY 2014-15 to FY 2016-17.

A closer look at the distribution of clients across zip codes reveals that the number of clients without zip code information significantly decreased over time. While the FY 14-15 inventory indicated that zip code information was unavailable for 25,276 clients, the total decreased to 19,583 in FY 2015-16 and further dropped to 4,585 in FY 2016-17. This improvement in data quality confirms that the workforce inventory adjustments bear results.

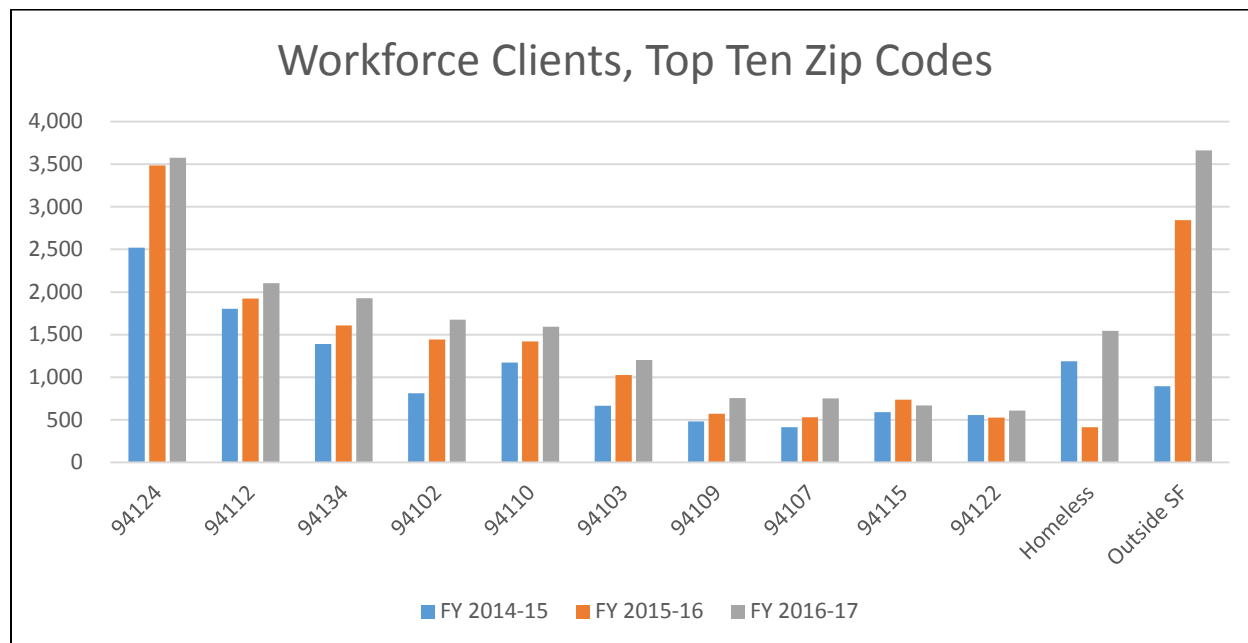


Figure 3. Workforce Clients by High Frequency Zip Codes, Last 3 Years.

The number of clients served in each of the top ten zip codes went up. However, because the overall number of clients served by the workforce system significantly decreased over the same time period, it's likely that this change is primarily resulting from having improved zip code data rather than an increase in service provision in those areas.

It is also noteworthy that the numbers of clients who reside outside the City and individuals experiencing homelessness have been on the rise between FY 2014-15 and FY 2016-17. Though there appears to be a significant dip in persons experiencing homelessness who accessed services from FY 2015-16 to FY 2016-17, this is likely a reporting error, and should not be considered a valid data point, though the overall trend is significant and may be due to increased access to workforce-related services for this vulnerable population. Clients outside of San Francisco have increased significantly from FY 2014-15 (n=894) to FY 2016-17 (n=3,663). Department-level analysis demonstrates that SFO accounts for 57.8% (n=2,118) and OEWD accounts for 14.4% (n=528) of this distribution. In addition to serving City and County of San Francisco clients, SFO serves clients from San Mateo County. Similarly, due to state and federal restrictions, OEWD may not turn away clients who meet the criteria for Workforce Innovation and Opportunity Act federal monies. In the future, it may be worthwhile to determine an exclusion mechanism for clients who do not reside in San Francisco. Without the SFO and OEWD skew, clients from outside of San Francisco account for a negligible 3.5% of total clients served.

Client Demographic 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 decreased in FY 16/17. The “Other” race category also significantly declined, suggesting that program-level collection of race and ethnicity data has improved, though the reliability is unknown.

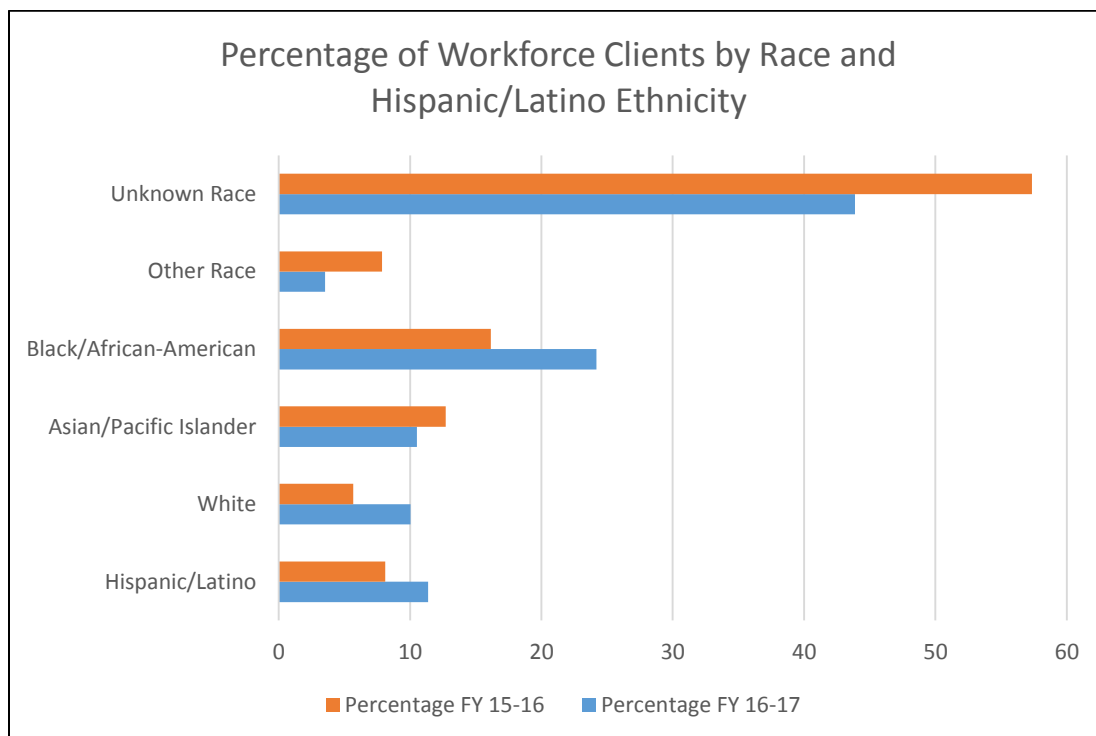


Figure 4. Percentage of Clients by Race and Hispanic/Latino Ethnicity, Last 2 Years.

In FY 2016-17, the largest number of workforce system clients for which data was available identified as Black or African-American (Figure 4), encompassing almost one-quarter of all clients. The African-American unemployment rate is more than double that of any other race in San Francisco, therefore a high workforce system participation is anticipated. This is positive in that the workforce system is reaching clients who may be of the most need, as reflected by unemployment distribution. However, more than two years of data will be helpful to understand if there are any trends or if some of the fluctuations needs further evaluation to rule out possible data reporting inconsistencies.

Gender and Sexual Orientation

For the first time, gender identity, sex at birth, and sexual orientation were included in the Inventory, in large part due to recommendations from the Alignment Committee Data Working

Group. As referenced in the methodology, 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 may not solicit these categories or else violate Title VII of the Civil Rights Act of 1964.

Consequently, the quality of available data is low, and does not provide coverage for all workforce clients (n=28,301). The following gender identity categories cover workforce clients: female (37.9%, n=10,725), male (35.3%, n=9,994), trans male (0.4%, n=118), trans female (0.1%, n=36), and genderqueer or gender non-binary (0.1%, n=28), with over 26% of clients unreported (Figure 5).

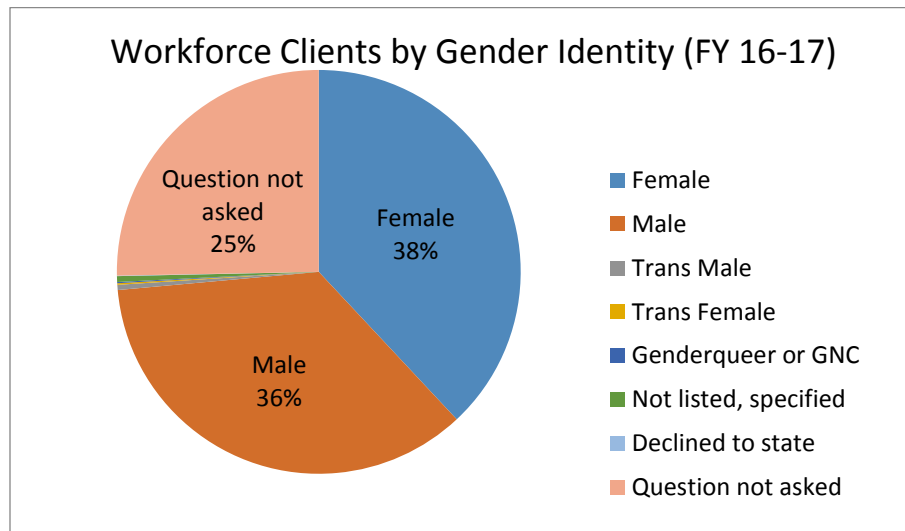


Figure 5. Workforce Clients by Gender Identity

Over 76% of clients did not report their sexual orientation and therefore these data are not significant for findings here. In the future, departments and programs may consider best practices for incorporating this information into intakes where appropriate, and engaging staff in the necessary training to implement best practices in eliciting this information in service of equitable distribution of service delivery.

Though the quality of data for gender identity and sexual orientation is low, analysis of available figures demonstrates a close split between female- and male-identified clients, with female-identified clients several percentage points above male-identified clients. This is positive in that the workforce system provides equal service distribution by gender.

Client Educational Attainment

Workforce programming must track client's current educational attainment, in order to determine how best to serve clients who may be un- or underemployed. Additionally, clients with limited educational attainment may need additional intensive services, such as GED preparation, English language training, or else placement in vocational training programs.

The Inventory began collecting client educational attainment data in FY 2015-16. In FY 2016-17, the largest number of workforce system clients had earned less than a high school graduation equivalent. Figure 6). Almost one-third of City workforce clients had less than a high school education. The variation in client volume by educational attainment is in line with unemployment rate projections across these demographics.

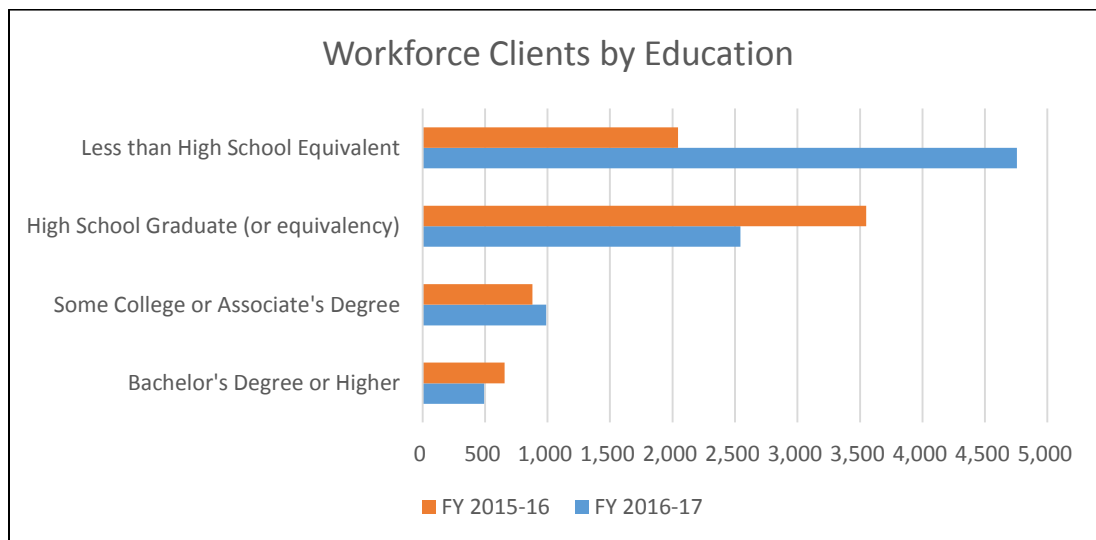


Figure 6. Workforce Clients by Educational Attainment, Last 2 Years.

Though only a small percentage of total workforce clients, clients with some college credit or higher ($n = 1,500$) reflect the diverse needs and capacity for service provision throughout the workforce system. Due to economic and other factors, even highly-credentialed individuals require services such as incumbent or dislocated worker training for recently laid-off workers. The workforce system acts as a protective factor for these individuals, in order to prevent San Francisco residents from underemployment or the onset of poverty.

According to data from the inventory, Workforce clients with less than a high school equivalent more than doubled from last year to this year. These data are not sensitive enough to detect causation, though it is possible that this change reflects the increase in service delivery to youth age 16 to 24, who may still be enrolled in high school or have recently become disconnected from the education system (Figure 7). Similarly, high school graduate clients increased, and this may also reflect the service increase for this age population.

Client Age

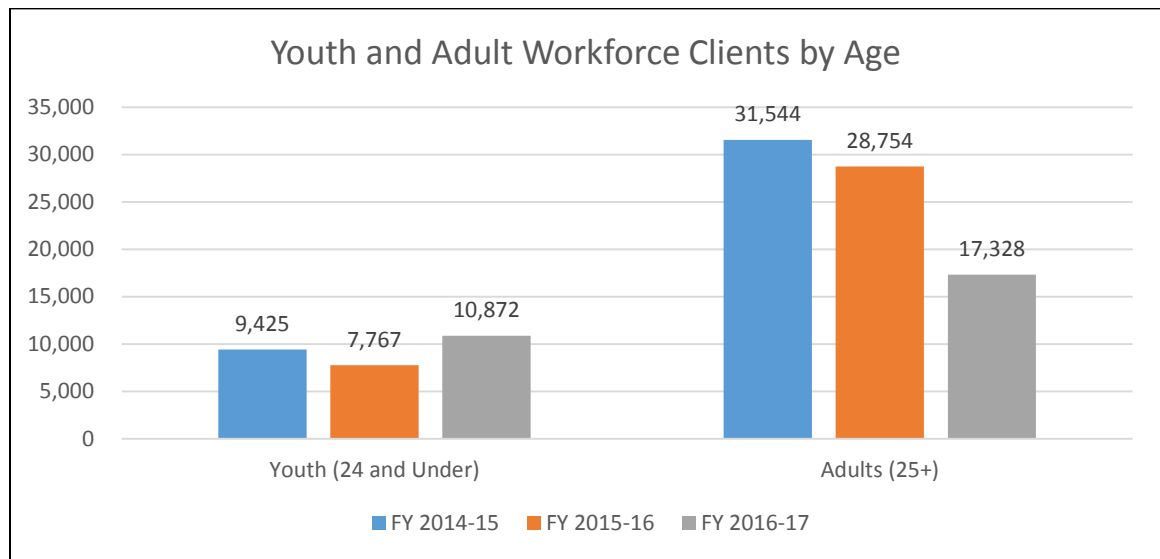


Figure 7. Youth and Adult Workforce Clients by Age, Last 3 Years.

Inventory results demonstrate growth in workforce programs serving youth but a decrease in reported adult clients. FY 2016-17 programs nearly 11,000 youth clients aged 14-24 years old, 41% more than the prior year (Figure 5). DCYF accounts for 42% of youth clients served. Workforce programs reported serving 17,328 adult clients, a significant drop compared to FY 2015-16.

City Expenditures and Funding Summary

Overview

In FY 2016-17, the City and County of San Francisco's workforce development system expended approximately \$108 million (Figure 8). FY 2016-17 results demonstrate that the total number of programs (n=209) across the system has remained about the same as last year. The majority of services is provided by external nonprofit service providers, many of which are funded by multiple city departments (Appendix B: Overview of Community Based Organizations by Funding Department).

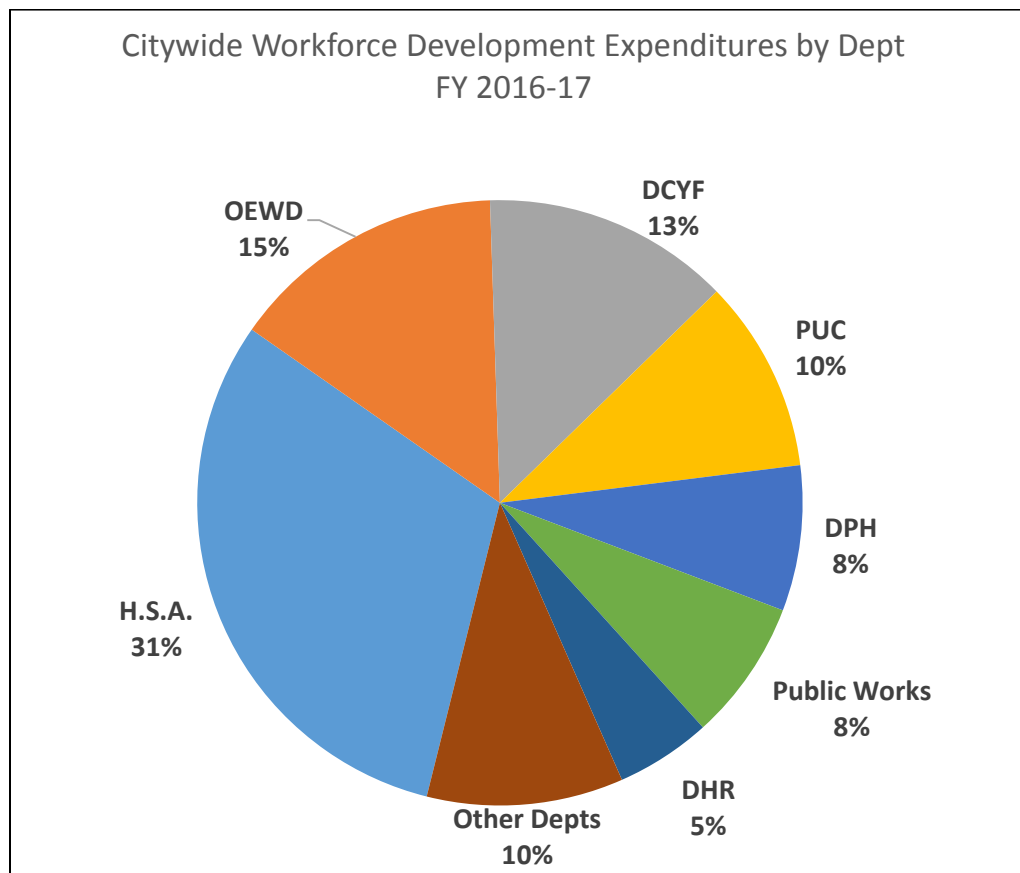


Figure 8. Departmental Share of Citywide Workforce Expenditures, FY 2016-17

The departments with the most workforce development spending are HSA (31%), OEWD (15%), DCYF (13%), PUC (10%), and Public Works (8%). These expenditures by department parallel the percentage of clients served by each department.

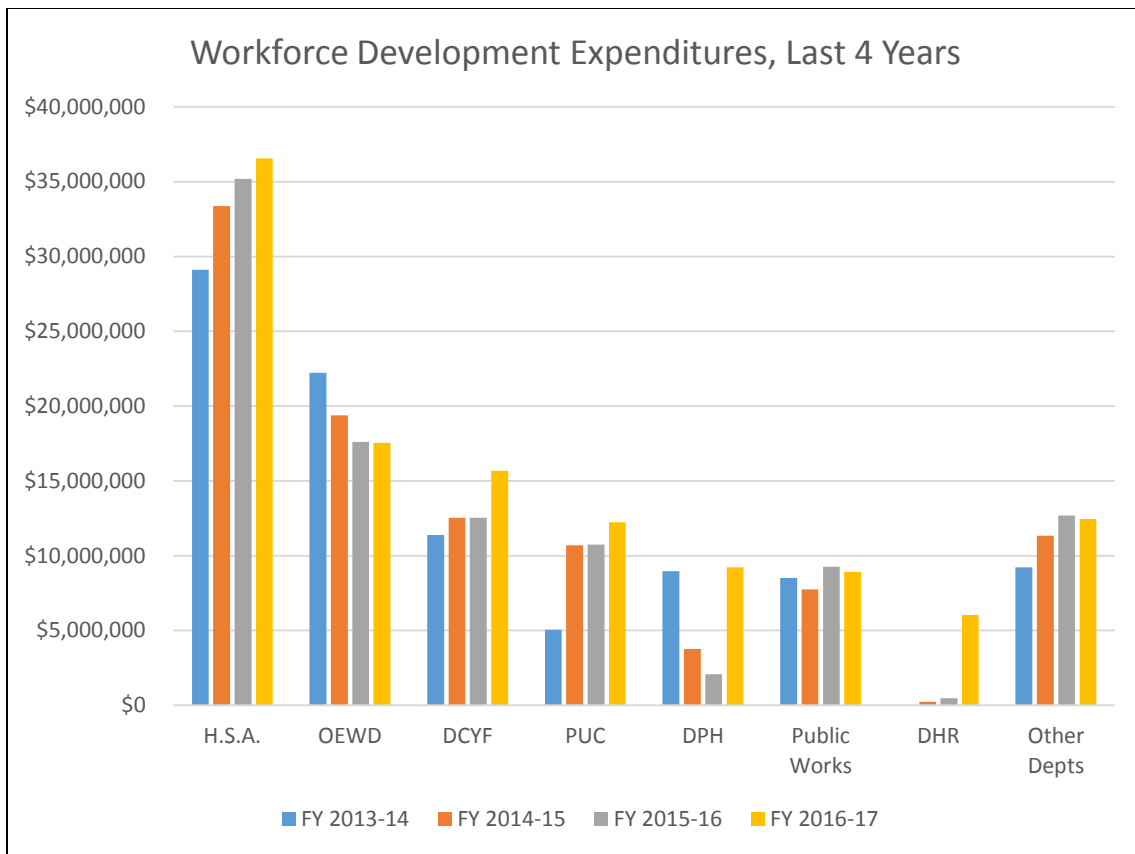


Figure 9. Workforce Development Expenditures by Department, Last 4 Years.

The inventory does not provide insights on the reasons for funding level changes over time. However, for departments with large portions of federal or state funding, changes in funding allocations may account for some of the changes. For departments that show big fluctuations, such as DPH or DHR, it is possible that inconsistencies with reporting of workforce programming are the root cause of the significant swings. Additional dialogue with those departments will be sought in preparation for next year's workforce inventory.

Funding Sources

Approximately \$108 million⁴ of workforce funding comes from the General Fund, City enterprise funds, State and Federal funding, and other local revenue (Figure 10). Most of the funding for workforce development programs were local in nature, with over \$46 million coming from the City's General Fund and over \$10 million coming from other local sources (most importantly the Prop C Children's Fund). Additionally enterprise departments, such as the PUC, invest over \$18 million from into workforce development services. State or federal funding accounted for over \$30 million of City workforce program funding.

⁴ The total of workforce funding may be slightly overstated as a result of double counting of work-orders. While OEWD analysts tried to eliminate any double counting of funds transferred between city departments in the form of work orders, the total may still reflect minor overlaps.

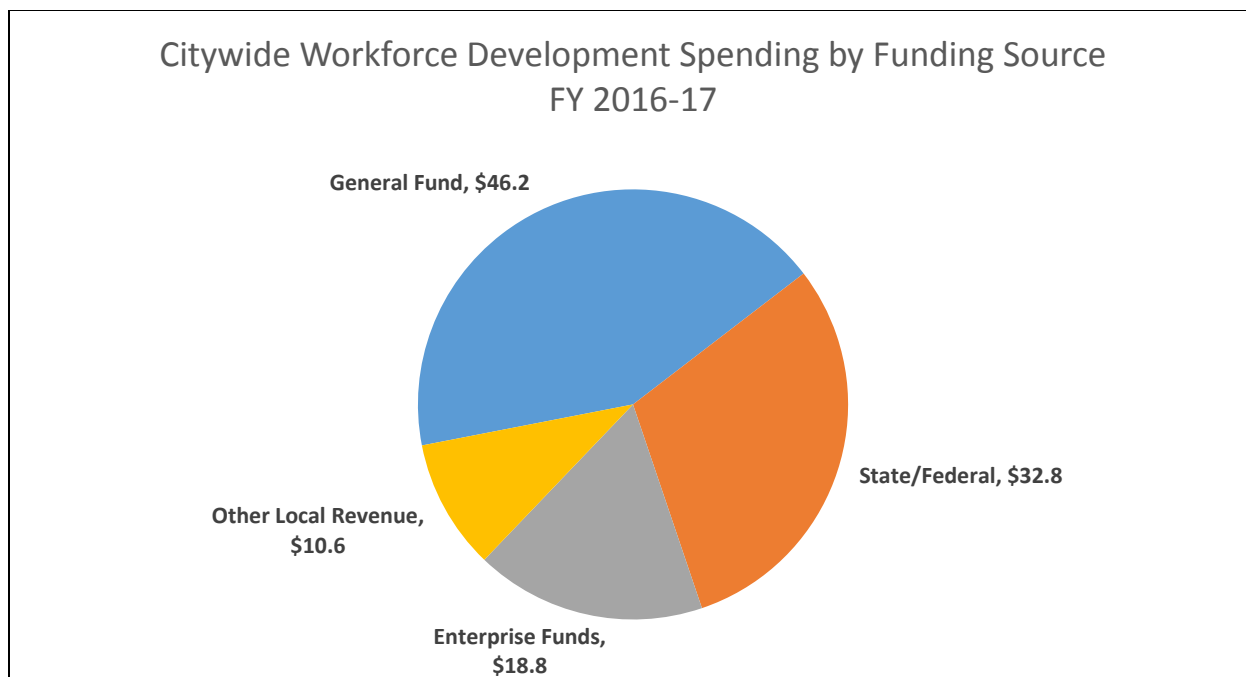


Figure 10. Citywide Workforce Development Spending by Funding Source, FY 2016-17

This year's Inventory required more detailed data input for funding allocation than in past years, therefore year-over-year comparison is not possible. These funding streams are typical for workforce development programs, though City departments are exploring private sector and non-governmental strategic fund opportunities to diversify revenue.

Client Training and Placement Outcomes

This year, the Inventory began requesting detailed client vocational and occupational training. This delay in collection was in recognition that not all workforce programs track this information. In an effort to move City agencies toward collecting and reporting this information, the Data Working Group recommended that these categories were added to this year's Inventory. Another year of coordination with member departments—and training on integration—will be necessary to gather enough information for a clear picture of the City's training landscape.

As is typical within the public-sector workforce development industry, workplace retention data is low-quality and does not reflect the real numbers of clients who remain in the workforce beyond the 3 month mark. This is due in part to client drop-off after service completion, limited capacity for retention tracking in program work flow, and underdeveloped data collection methods. Of the 17 departments participating in the Inventory, 13 failed to report any data. Even where data was reported reliability is likely low. Therefore, no analysis of retention data has been included in this report. However, OEWD has been exploring alternative methods for collecting this data outside of programmatic self-reporting.

One way to improve data that demonstrates whether clients remain in the workforce after placement would be to rely on the State of California's Unemployment Information (UI) data base. Unfortunately this data is only partially available. For example, OEWD is able to obtain verification of employment status from the state for clients whose services are funded through the federal Workforce Innovation and Opportunity Act allocation. Unfortunately, the same access is not available for clients whose services are funded from other sources. H.S.A through its memorandum of understanding with the California Department of Social Services is able to receive retention information for all its clients on a quarterly basis. It would greatly benefit the workforce system to replicate similar agreements with the State of California agencies.

Training Programs

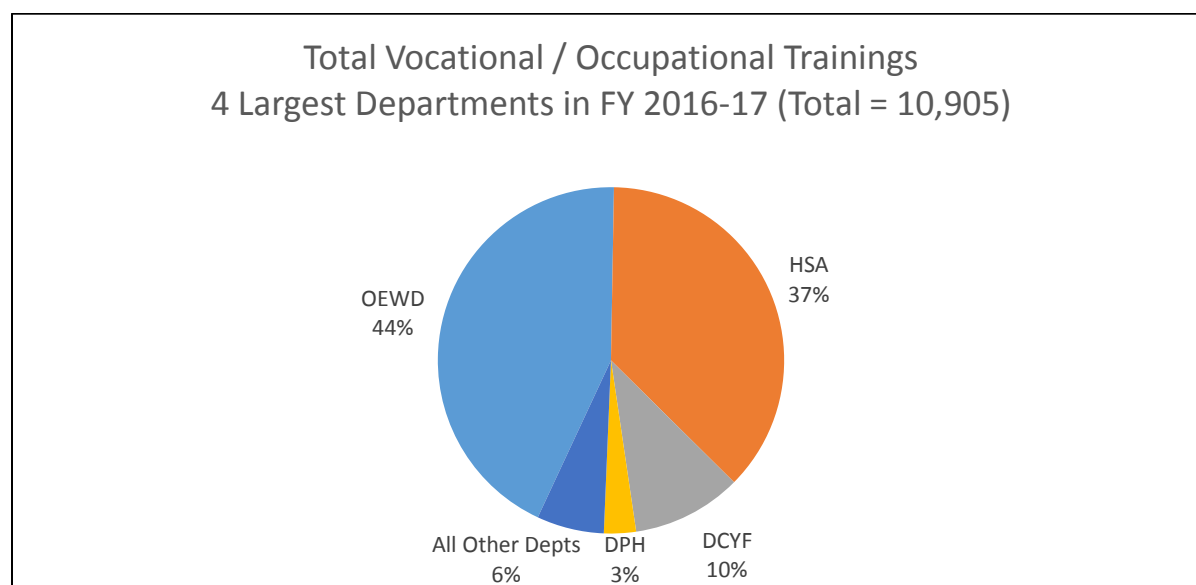


Figure 11. Completed Vocational and Occupational Training by Department (FY 2016-17)

Data for the “vocational and occupational training” category covers completed industry-specific vocational or occupational training programs. Unsurprisingly, OEWD and HSA, the two departments that provide workforce development services as their core function, carry the lion’s share of completed vocational and occupation training programs.

Client Placement Outcomes

Though more departments track client placement than training completion, reporting may improve in the future as all departments adjust their collection protocols. The Inventory differentiated unsubsidized and subsidized placements in departmental data collection (Figure 12).

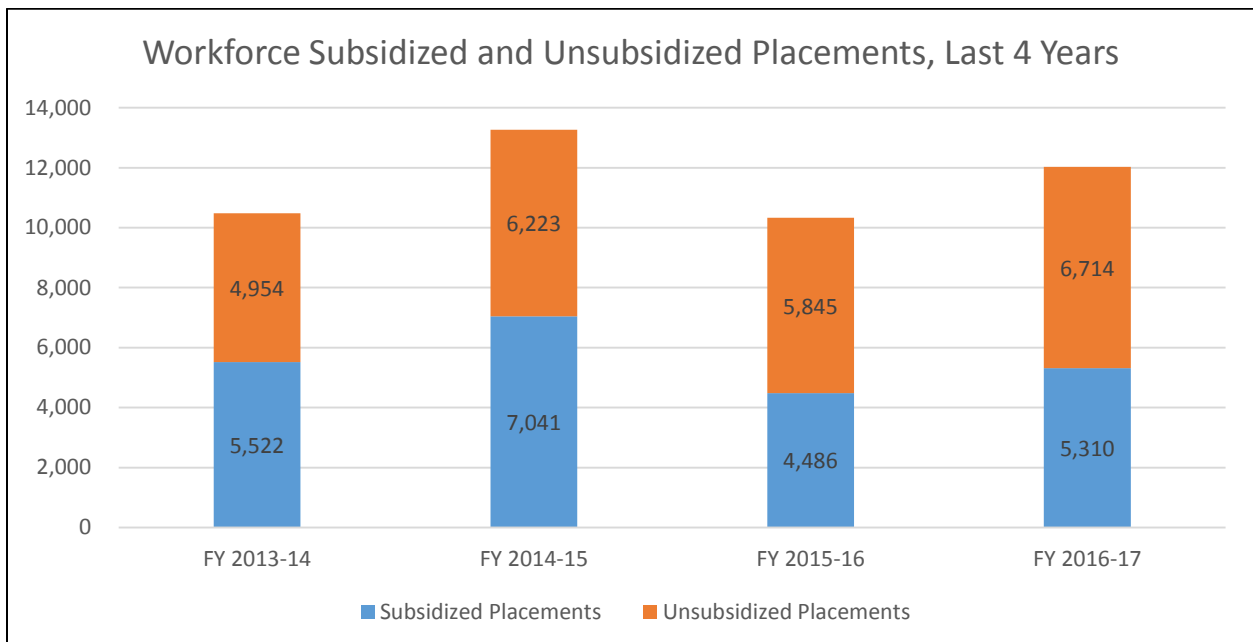


Figure 12. Workforce Subsidized and Unsubsidized Placements, Last 4 Years

Though the frequency of clients placed in unsubsidized employment fluctuates over the years, client placement as a percentage of workforce clients show an upward trend (Figure 13). This is significant because the number of clients served by the workforce system decreased on the whole, yet unsubsidized placements have increased over the years.

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Total Clients Served	41,571	35,046	33,805	30,505
Unsubsidized Placements	4,954	6,223	5,845	6,714
Percentage	11.9%	17.8%	17.3%	22.0%

Figure 13. Unsubsidized Placements as Percentage of Clients Served, Last 4 Years.

As unsubsidized employment is the ultimate goal of a healthy workforce system, these metrics demonstrate the workforce system's overall focus on mission critical outcomes.

CONCLUSION

In comparison to previous inventories, this year's collection efforts emphasized data consistency. For the first time, the Inventory included data element definitions, standardizing terms and fields across departments, which assisted interdepartmental analysts in collecting, cleaning, and compiling their data.

As an example, previous inventories combined data elements, such as zip code by age or zip code by race, based on common data collection processes at OEWD. This double-barrel questioning created confusion among analysts external to OEWD and led to unique Inventory modifications or incompleteness of all fields, ultimately resulting in problems with end-use data processing. With the support of the Data Working Group, this Inventory isolated each data point to prevent double-barreled entry, create categories which are mostly consistent across City agencies and workforce providers, and include aspirational categories to identify best practices in collection of non-standardized data.

In contrast to past years, the FY 2016-17 Inventory expanded data collection for priority populations, funding and expense categories, training and placement programs, demographic information (gender identity, sex at birth, and sexual orientation), refined client workplace retention, and client earnings. This additional data will have to be collected for a couple more years before an assessment of the information will provide valuable insights.

Despite more positive feedback from City analysts, OEWD analysts detected significant data quality issues for the FY 2016-17 compilation. Inventory data collection requires City agency self-reporting, which may not reflect consistency across analyst understanding, analyst methodology, agency definitions, program-level data, and/or data cleaning, despite the Working Group's best efforts to standardize terms and processes.

As the Inventory has evolved over time, new iterations of the instrument include fields unfamiliar to City agencies that have not participated in the revision process. Additionally, agency analysts vary by year, and experience with the instrument decreases as a consequence of significant staff turnover. Unfamiliarity with the instrument increases reporting error frequency. Moreover, though the data fields were assigned through the Alignment Committee Data Working Group and workforce providers, some analysts—notably ones that did not participate in the Working Group—reported that the new fields (e.g., gender, sexual orientation, age) were not legal to solicit in the context of their workforce programming. Additionally, analysts from a few departments were unable to include client zip code data because their provider intake processes do not gather this information.

As the Alignment Committee continues to standardize data elements and collection within departments, the accuracy of current data is expected to improve, and we may retrospectively recognize previous reporting errors. Consequently, comparison data may be flawed as we are in the beginning stages of developing reporting procedures. Creating a Citywide data collection protocol is an iterative process, which has improved every year since inception. We will continue to leverage this tool to gain a deeper understanding of Citywide workforce development programming.

Appendix A: FY 2016-17 Citywide Workforce Services Inventory

Summary

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

Purpose

programs. Now we are asking for information about your FY 2016-17 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

Instructions

Please refer to the Definitions tab for specific information about how program goals, service types and populations, and program metrics have been defined.

Questions?

Please contact Bryan Quevedo at OEWD with any questions or for further assistance. Bryan can be reached at (415) 554-6149, or bryan.quevedo@sfgov.org.

Deadline

10, 2018.

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	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	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	Career and educational advancement	The program's primary goal is to advance skills and/or further educational goals to upskill the current workforce or improve career opportunities for youth or adults	Alignment Committee
	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	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	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	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	Alignment Committee
	Active or Formerly Foster Care Youth	Adults or juveniles who have active involvement or were formerly involved with the foster care	Alignment Committee
	HOPE SF Residents	Individuals who reside at the Hunters View, Potrero Terrace, Potrero Annex, Sunnysdale or	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,	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	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	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;	Bureau of Labor Statistics
	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

Data Category	Data Element	Definition	Definition Source
	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	Bureau of Labor Statistics
	Veterans	A person who served in the active military, naval, or air service and who was discharged or	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	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	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	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	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	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	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	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-	Alignment Committee
Gender Identity	Female	A person with the behavioral, cultural, biological, or psychological traits typically associated	SFDPH
	Male	A person with the behavioral, cultural, biological, or psychological traits typically associated	SFDPH
	Trans Male	Transgender men, transmasculine, or transmen, sometimes referred to as female-to-male or	SFDPH
	Trans Female	Transgender women, transfeminine, or transwomen, sometimes referred to as male-to-female or	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	SFDPH
	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	SFDPH
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sex or	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
Sex at Birth	Female	A person with the behavioral, cultural, biological, or psychological traits typically associated	SFDPH

Data Category	Data Element	Definition	Definition Source
	Male	A person with the behavioral, cultural, biological, or psychological traits typically associated	SFDPH
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sex at birth	SFDPH
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the sex at birth 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	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-Gender Loving	A person who is emotionally, romantically or sexually attracted to members of the same	Human Rights Campaign
	Questioning or Unsure	A term used to describe people who are in the process of exploring their sexual orientation or	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	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	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
	Chinese alone	A person having origins in any of the original peoples of China	U.S. Census Bureau
	Pacific Islander alone	A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other	U.S. Census Bureau
	Other Asian alone	A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, India, Japan, Korea, Malaysia,	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,	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	U.S. Census Bureau
	Declined to state	This category provides the individual the opportunity to opt-out from stating their race and	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	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	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 Equivalent	A person who has not received a regular high school diploma, GED or alternative credential	U.S. Census Bureau
	High School Graduate (or equivalency)	A person whose highest level of education completed is a regular high school diploma, GED or	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	Alignment Committee

Data Category	Data Element	Definition	Definition Source
	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,	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
	Declined to state	This category provides the individual the opportunity to opt-out from stating their educational	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
Individual	Average Hourly Employment Earnings (\$)	A person's average hourly taxable wages at program intake; a person may self-certify where	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	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	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-	Alignment Committee
	HOPE SF Residents	A person who resides at the Hunters View, Potrero Terrace, Potrero Annex, Sunnydale or Alice Griffith public housing sites of San Francisco; if unable to match through data sharing	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	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more; obtain through client	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	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	U.S. Department of Housing and Urban Development

Data Category	Data Element	Definition	Definition Source
	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	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;	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	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	Alignment Committee
	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	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	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,	Alignment Committee
	Unsubsidized Employment at Program Exit	A person who attains or has retained employment in which wages are paid fully by the	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	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	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,	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	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	NAICS

Data Category	Data Element	Definition	Definition Source
	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,	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	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	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	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	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	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.	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	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	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	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	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	NAICS

Data Category	Data Element	Definition	Definition Source
	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	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	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	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	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	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	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	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,	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	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	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	NAICS

Data Category	Data Element	Definition	Definition Source
	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	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	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.	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	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	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	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	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	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	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	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	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	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	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	NAICS
Individual Employment	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 contacted for employment retention information at 3 months after placement	Among Unique Clients Placed in Unsubsidized Employment, a person who was attempted to be reached by phone, fax, email, social media or any other method (as documented in the client case file) three months after the employment placement date by the educational institution,	Alignment Committee
	Clients contacted for employment retention information at 6 months after placement	Among Unique Clients Placed in Unsubsidized Employment, a person who was attempted to be reached by phone, fax, email, social media or any other method (as documented in the client case file) six months after the employment placement date by the educational institution, social	Alignment Committee
	Clients contacted for employment retention information at 12 months after placement	Among Unique Clients Placed in Unsubsidized Employment, a person who was attempted to be reached by phone, fax, email, social media or any other method (as documented in the client case file) twelve months after the employment placement date by the educational institution,	Alignment Committee
	Clients who responded to employment retention follow-up at 3 months after placement	Among Clients contacted for employment retention information, a person who responded to the outreach method with employment retention information three months after the	Alignment Committee
	Clients who responded to employment retention follow-up at 6 months after placement	Among Clients contacted for employment retention information, a person who responded to the outreach method with employment retention information six months after the employment	Alignment Committee
	Clients who responded to employment retention follow-up at 12 months after placement	Among Clients contacted for employment retention information, a person who responded to the outreach method with employment retention information twelve months after the	Alignment Committee
	Clients employed 3 months after placement (regardless if different position or employer)	Among Clients who responded to employment retention follow-up, a person who is employed three months after the employment placement date, regardless of whether the position or	Alignment Committee
	Clients employed 6 months after placement (regardless if different position or employer)	Among Clients who responded to employment retention follow-up, a person who is employed six months after the employment placement date, regardless of whether the position or	Alignment Committee
	Clients employed 12 months after placement (regardless if different position or employer)	Among Clients who responded to employment retention follow-up, a person who is employed twelve months after the employment placement date, regardless of whether the position or	Alignment Committee

[illegible]

[illegible]

[illegible]

[illegible]

[INSERT NAME OF DEPARTMENT]

FY 2016-17 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2016-17 Program Metrics	Data Element	Total	Percent
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!
	Question not asked		#DIV/0!
	TOTAL	0	#DIV/0!
Sex at Birth (only for program clients age 12 and older)	Female		#DIV/0!
	Male		#DIV/0!
	Declined to state		#DIV/0!
	Question not asked		#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!
	Question not asked		#DIV/0!
	TOTAL	0	#DIV/0!
Age (for <u>all</u> program clients)	Youth (age 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!
	Question not asked		#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!
	Chinese alone		#DIV/0!
	Pacific Islander alone		#DIV/0!
	Other Asian alone		#DIV/0!
	Asian, total		#DIV/0!
	Other Race alone		#DIV/0!
	White alone		#DIV/0!
	Two or More Races		#DIV/0!
	Hispanic or Latino		#DIV/0!
	Declined to state		#DIV/0!
	Question not asked		#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!

[INSERT NAME OF DEPARTMENT]

FY 2016-17 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2016-17 Program Metrics	Data Element	Total	Percent
Residence (cont.) (for all program clients)	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!
	Zip Code 94133		#DIV/0!
	Zip Code 94134		#DIV/0!
	Zip Code 94137		#DIV/0!
	Zip Code 94139		#DIV/0!
	Zip Code 94140		#DIV/0!
	Zip Code 94141		#DIV/0!
	Zip Code 94142		#DIV/0!
	Zip Code 94143		#DIV/0!
	Zip Code 94144		#DIV/0!
	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!
	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!

[INSERT NAME OF DEPARTMENT]

FY 2016-17 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2016-17 Program Metrics	Data Element	Total	Percent
Residence (cont.) (for <u>all</u> program clients)	Homeless (using DSHS definition)		#DIV/0!
	Outside of San Francisco Resident		#DIV/0!
	Declined to state		#DIV/0!
	Question not asked		#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!
	Question not asked		#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!
	Question not asked		#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 (\$)	\$ -	
Priority Populations (for <u>all</u> program clients, unless noted otherwise; these populations are not mutually exclusive, so indicate all that apply per client)	English Language Learners		#DIV/0!
	Active or Formerly Justice-Involved Individuals		#DIV/0!
	Active or Former Foster Care Youth		#DIV/0!
	HOPE SF Residents		#DIV/0!
	Individuals with Disability		#DIV/0!
	Long-term Unemployed (only for program clients age 25 and older)		#DIV/0!
	Public Benefits Recipients		#DIV/0!
	Public Housing Residents		#DIV/0!
	Employed		#DIV/0!
	Underemployed (only for program clients age 25 and older)		#DIV/0!
	Unemployed		#DIV/0!
	Veterans (only for program clients age 25 and older)		#DIV/0!

[INSERT NAME OF DEPARTMENT]

FY 2016-17 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2016-17 Program Metrics	Data Element	Total	Percent
Performance Metrics (for <u>all</u> program clients)	Completed the Program		#DIV/0!
	Enrolled in English Language Service(s)		#DIV/0!
	Completed Basic Skills Training		#DIV/0!
	Completed Job Readiness Training		#DIV/0!
	Completed Vocational and/or Occupational Skills Training in the NAICS Industries Listed Below:		
	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!
	Completed Vocational Training, TOTAL	0	#DIV/0!
	Unsubsidized Job Placements		#DIV/0!
	Subsidized Job Placements		#DIV/0!
	Unique Clients Placed in Unsubsidized Employment		#DIV/0!
	Unique Clients Placed in Subsidized Employment		#DIV/0!
	Unsubsidized Employment at Program Exit		#DIV/0!
	[Insert your Department's Outcome Metric if not listed]		#DIV/0!
	[Insert your Department's Outcome Metric if not listed]		#DIV/0!
	[Insert your Department's Outcome Metric if not listed]		#DIV/0!
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!
Placement or Employment Industry (cont.)	Management of Companies and Enterprises		#DIV/0!

[INSERT NAME OF DEPARTMENT]

FY 2016-17 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2016-17 Program Metrics	Data Element	Total	Percent
(for <u>all</u> program clients)	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!
	TOTAL	0	#DIV/0!
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 (\$)	\$ -	
Employment Retention (for <u>all</u> program clients)	Clients contacted for employment retention information at 3 months after placement		#DIV/0!
	Clients contacted for employment retention information at 6 months after placement		#DIV/0!
	Clients contacted for employment retention information at 12 months after placement		#DIV/0!
	Clients who responded to employment retention follow-up at 3 months after placement		#DIV/0!
	Clients who responded to employment retention follow-up at 6 months after placement		#DIV/0!
	Clients who responded to employment retention follow-up at 12 months after placement		#DIV/0!
	Clients employed 3 months after placement (regardless if different position or employer)		#DIV/0!
	Clients employed 6 months after placement (regardless if different position or employer)		#DIV/0!
	Clients employed 12 months after placement (regardless if different position or employer)		#DIV/0!

Source: FY 2016-17 Workforce Services Inventory, November 2017.

[INSERT NAME OF DEPARTMENT]

FY 2016-17 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 Clients Served	0	#DIV/0!
		Cost Per Client Served	#DIV/0!	
		Number of Clients who Completed a Training	0	
		Number of Subsidized Job Placements	0	
		Number of Unsubsidized Job Placements	0	
	Outcomes	Number of Clients with Unsubsidized Employment at Program Exit	0	#DIV/0!
		Change in Average Hourly Earnings (\$)	0	#DIV/0!
		Number of Clients Employed 3 Months after Placement	0	#DIV/0!
		Number of Clients Employed 6 Months after Placement	0	#DIV/0!

Source: FY 2016-17 Workforce Services Inventory, November 2017.

Appendix B: Overview of Community Based Organization by Funding Department

Service Provider	MTA	PORT	ENV	DHR	APD	SFO	OCEIA	MOHCD	DPH	SHF	DPW	PUC	DCYF	OEWD	HSA	RPD	SFPL	COUNT
A Philip Randolph Institute	X										X			X				3
Academy of Truck Driving															X			1
America Works					X									X				2
Anders and Anders														X				1
APA Family Support Services								X										1
API Wellness Center									X									1
Arriba Juntos													X	X	X			3
Asian Neighborhood Design	X													X				2
Asian Pacific Islander Legal Outreach							X											1
Baker Places									X									1
Bay Area Community Resources													X					1
Bay Area Video Coalition														X				1
Bayview Hunters Point Center for Arts and Technology (BAYCAT)														X				1

Behavioral Health Services									X									1
Booker T. Washington Community Service Center								X										1
Brightline Defense												X						1
Build Public										X								1
California Academy of Sciences												X						1
California Institute of Integral Studies									X									1
California Lawyers for the Arts												X						1
California Maritime Academy											X							1
Caminar Jobs Plus									X									1
Catholic Charities							X								X			2
Causa Justa Just Cause							X											1
Center on Juvenile and Criminal Justice					X										X			2
Central City Hospitality House													X	X				2
Charity Cultural Services Center													X					1

Chinese for Affirmative Action	X						X							X				3
Chinese Progressive Association														X				1
City College of San Francisco									X					X				2
Code Tenderloin														X				1
Collective Impact														X				1
Community Housing Partnership													X	X	X			3
Community Youth Center of San Francisco	X							X			X		X	X				5
Compass Family Services														X				1
Cornerstone Institute for Anointing	X																	1
Donaldina Cameron House								X										1
Dress for Success															X			1
Enterprise for High School Students													X					1
EOC											X							1
Episcopal Community Services of San Francisco								X						X	X			3

[illegible]

Horizons Unlimited of														X					1
Hunters Point Family		X									X			X	X				4
Instituto Familiar de La														X					1
Interfaith Movement for							X												1
International Institute fo the							X												1
Japanese Community														X					1
Jewish Vocational														X	X	X			3
JobsNow (Human							X												1
Juma Ventures														X					1
La Raza Centro Legal							X												1
La Raza Community							X												1
Labor Center for Immigrant							X												1
Larkin Street Youth Services														X	X	X			3
Lavender Youth Recreation and														X					1
Legal Services for Children							X							X					2
LEN Institute																X			1
Life Learning Academy														X					1
Manpower															X				1
Marriott Foundation for People w Disabilities														X					1
Misison Hiring Hall	X														X	X			3
Mission Bit															X				1

Mission Economic Development Agency							X							X					2
Mission Graduates							X												1
Mission Language & Vocational School								X						X	X				3
Mission Neighborhood Center								X			X								2
Mujeres Unidas y Activas							X							X					2
New Door Ventures													X						1
Old Skool Cafe													X						1
OneJustice							X												1
OTTP									X										1
Pangea Legal Services							X												1
Poder												X							1
Positive Resource Center								X						X					2
Public Health Institute									X										1
Renaissance Parents of Success														X					1
Richmond Area Multi-Services (RAMS)									X							X			2
Richmond District Neighborhood Center													X						1
Safe & Sound													X						1

San Francisco Clean City Coalition																X			1
San Francisco Community College District																X			1
San Francisco Community Empowerment and Support Group, Inc.								X											1
San Francisco Conservation	X	X	X					X				X	X	X	X				8
San Francisco Goodwill			X											X					2
San Francisco Parks Alliance												X							1
Self Help for the Elderly	X													X	X				3
Seven Tepees Youth Program												X							1
SF Clean City											X								1
SF LGBT Center							X							X	X				3
Southeast Asian Community Center								X											1
Special Service for Groups													X						1
State of California Department of Rehabilitation															X				1
Success Center San Francisco	X												X	X	X				4

Sunset District Community Development									X					X					2
Sunset Youth Services													X						1
Swords to Plowshares															X	X			2
The Arc San Francisco									X										1
Tides Center													X	X					2
Together United									X										
Toolworks								X							X	X			3
UCSF Citywide Employment Program										X									1
Upwardly Global															X				1
Vietnamese Youth Development Center									X						X				2
Wardrobe for Opportunity																X			1
West Bay Pilipino Multi- Services, Inc.									X										1
Wu Yee Children's Services									X										1
YearUp															X				1
YMCA - Bayview									X					X					2
YMCA - Buchanan														X					1

YMCA - Chinatown								X										1
YMCA - San Francisco												X						1
YMCA - Urban Services								X					X					2
Young Community Developers	X						X					X	X	X	X			6
Youth Art Exchange												X						1
Total	10	2	0	1	2	0	19	24	11	1	8	11	34	45	27	0	0	196