



FY 2019-20
CITYWIDE
WORKFORCE
SERVICES
INVENTORY
RESULTS



TABLE OF CONTENTS

TABLE OF CONTENTS	1
ACKNOWLEDGMENTS	2
EXECUTIVE SUMMARY	3
INTRODUCTION	4
METHODOLOGY	7
INVENTORY RESULTS	12
CITY PROGRAMS AND CONTRACTS	24
CITY EXPENDITURES AND FUNDING SUMMARY	30
CITYWIDE WORKFORCE SERVICES FUNDING SOURCES	32
CLIENT TRAINING AND PLACEMENT OUTCOMES	34
QUALITATIVE PILOT SECTION	41
CONCLUSION	59
Appendix A: FY 2019-20 Citywide Workforce Services Inventory Instrument	59
Appendix B: FY 2019-20 Program Inventory	60
Appendix C: Community-Based Partners by Funding Department	61

ACKNOWLEDGMENTS

The annual Citywide Workforce Services Inventory data collection and report would not be possible without hundreds of hours of inputs, outputs, and outcomes analysis, as well as ongoing thought partnership from a collection of the City and County of San Francisco's brightest minds. For FY 2019-20, OEWD would like to thank:

- APD: Andres Coronado Salas, Steve Adami
- DCYF: Celeste Middleton, Ryan Sapinoso, Wally Abrazaldo, Sarah Duffy
- DHR: Jason Yamamoto
- DOSW: Elizabeth Newman
- DPH: Juan Ibarra
- DPW: Warren Hill, Jeremy Spitz, Althea O'Brien
- ENV: Shawn Rosenmoss
- HRC: Terry Jones, Dannielle Glover, Noah Frigault, Tuquan Harrison, Catherine Meyer
- HSA: Yunny Tai, Chris Shaw
- HSH: Dedria Black, Julieta Barcaglioni, Ali Schlageter
- MOHCD: Mike King
- OCEIA: Richard Whipple
- OEWD: Charles MacNulty, Andrew Chung, Craig Dermody, Holly Moala
- PRT: Kelila Krantz
- PUC: Todd Kyger, Yordanos Dejen, Benjamin Poole
- RPD: Thomas Borawski, Kin Gee
- SFDA: Tyrene Labutan
- SFPDR: Jacque Wilson, Kathy Asada
- SFMTA: Romika Williams, Rashid Herd
- SFO: Laurel Moelstein, Tony Tonnu
- SFPL: Jack Tilney, Randle Clure
- SHF: Ali Riker, Andy Dulay
- TIS: Karen Hong

In 2020, OEWD reconvened the Data Working Group to provide expertise and support to Inventory analysis and reports. OEWD would like to thank Andres Coronado Salas, Ryan Sapinoso, Sarah Duffy, Elizabeth Newman, Juan Ibarra, Mike King, Anitha Mohan, Charles MacNulty, Todd Kyger, Yordanos Dejen, Thomas Borawski, Yunny Tai, and Tony Tonnu for their participation, expertise, and partnership with OEWD in service of this work.

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 2019-20 report summarizes workforce programming for 22 City agencies, accounting for 292 programs, and approximately \$170 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 2019-20 Citywide Workforce Services Inventory, are varied and far-reaching, providing over 100,000 touch points to the San Francisco Workforce Development System¹ across 292 programs, 22 City departments, 297 contracts, and 150 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 (\$91.9m) to community-based organizations to provide place-based, culturally humble, accessible services, some agencies fund in-house staff (\$26.7m) or wages and stipends for participants (\$47.4m). 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 2019-20 Inventory.

On February 25, 2020, Mayor London N. Breed declared a local emergency in anticipation of community spread of novel coronavirus (COVID-19), with a shelter-in-place order to follow on March 16, 2020. While essential to protect thousands of lives and overwhelm of the Bay Area health systems, COVID-19 emergency response efforts effectively closed in-person publicly-funded services and private commerce, catalyzing an unprecedented closure of the economy and mass unemployment. In March and April, the unemployment rate was 12.6% for San Francisco County, and the economy has recovered to a 5.1% unemployment rate at the time of this writing².

The FY 2019-20 Inventory request covered programming through June 2020, which included the first three months of the COVID-19 pandemic. Despite mandated service location closures, the public workforce development system exceeded FY 2018-19 performance outcomes, and additional COVID-19 programming pushed the system to serve over 100,000 duplicated program participants.

² California Employment Development Department. (June 2021). San Francisco-Redwood City-South San Francisco Metropolitan Division Labor Market Report, May 2021.

METHODOLOGY

Instrument

The Inventory instrument is a multi-page Excel spreadsheet distributed by OEWD on behalf of the Alignment Committee to 24 City departments with workforce programs (Appendix A: FY 2019-20 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 Coordinator³ 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 24 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,

³ 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 and ongoing annual Inventory analyses, 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 reporting⁴. In 2020, OEWD formally reconvened the Data Working Group for quarterly meetings to oversee the Inventory collection and analysis process, as further described below.

Inventory Revisions

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 Analyst⁵.

Recommendations from the BLA audit, published in August 2020, were incorporated into the FY 2019-20 Inventory process. In light of the request to make significant structural changes to the Inventory instrument and process, OEWD incorporated additional recommendations from the San Francisco Economic Recovery Task Force (ERTF), Human Rights Commission's Office of Racial Equity (ORE), and feedback from OEWD's Strategic Initiatives unit and other City analysts (SI) in wholesale revisions. A summary of Inventory-specific recommendations and revisions are below:

- **BLA Audit Recommendation 1.2:** The Director of the Office of Economic and Workforce Development should: Work with the CCWA Data Working Group to expand the Annual Workforce Inventory to include program-level information and actual expenditures, as well as un-duplicated client counts, where possible.
 - The Inventory was amended to include program-level information, actual expenditures, and unduplicated client counts where available. These changes were included on the "Program Inventory" and "Program Metrics" tabs.

⁴ Changes over the last four years 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.

⁵ 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

- **BLA Audit Recommendation 1.3:** The Director of the Office of Economic and Workforce Development should present the estimated costs and a proposed implementation plan to enhance the Annual Workforce Inventory to the Board of Supervisors no later than January 31, 2021.
 - OEWD presented the proposed implementation plan to the Board of Supervisors by January 31, 2021. OEWD requested funding for a consultant to match over 40,000 City client records across non-standardized data sets. In preparation for this project, the Inventory included a “Data Structure” tab based on existing client identification data elements shared by OEWD and SFHSA. Departments were asked to identify whether they collect certain data elements (e.g., first name, last name, street address, zip code, social security number, et al.) and which systems hold these data. Responses on this tab were incomplete and poor quality. Follow up data collection and cleaning for this project will be necessary if this funding is approved in the future.

- **BLA Audit Recommendation 1.4:** The Director of the Office of Economic and Workforce Development should: Work with the CCWA Data Working Group to continue to identify opportunities to provide training and technical assistance to department staff completing the inventory template to ensure quality data collection.
 - The Inventory Data Working Group was reconvened in 2020 to support this work. OEWD continues to provide 2 – 3 technical assistance sessions to Inventory analysts and 1:1 technical assistance throughout the Inventory process.
 - Request completion of a narrative supplemental template which grounds the program analyses in labor market and sociocultural context and provides an opportunity to share program-level data and disaggregated performance data. Include narratives in annual Inventory report for department and program-level analysis. **(BLA/ERTF/SI)**
 - Add the following sub-populations to “Definitions: Race and Ethnicity” and “Program Metrics”: North African, Middle Eastern, Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, Native Hawaiian, Guamanian or Chamorro, Samoan, or Other Pacific Islander. **(HRC/SI)**
 - Add “people experiencing homelessness” to multiple areas within the Inventory (i.e., “Definitions: Priority Population” and “Program Inventory: Service Population.” **(BLA)**
 - Add “women and gender minorities” to multiple areas within the Inventory (i.e., “Definitions: Priority Population” and “Program Inventory: Service Population.”
 - Solicit leadership, data, and program points of contact for streamlined system coordination and subsequent data requests. **(SI)**
 - Request points of contact for Inventory programs and share program name, program description, priority population, online/in-person activity, and points of

contact to create a referral resource for community-based organization network.
(ERTF/SI)

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.

The FY 2019-20 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.

After many discussions with Inventory analysts around work planning during COVID-19, OEWD distributed the FY 2019-20 Inventory in January 2021, with a deadline for the end of March 2021. Agreement to public sharing of inventory data was a condition of participation. The 24 agencies solicited include:

- Adult Probation Department (APD)
- Department of Children, Youth and Their Families (DCYF)
- Department of Human Resources (DHR)
- Department on the Status of Women (DOSW)
- Department of Public Health (DPH)
- Department of Public Works (DPW)
- Department of the Environment (ENV)
- Fire Department (FIRE)
- Human Rights Commission (HRC)
- Human Services Agency of San Francisco (HSA)
- Department of Homelessness and Supportive Housing (HSH)
- Mayor's Office of Housing and Community Development (MOHCD)
- 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 Municipal Transportation Agency (SFMTA)
- San Francisco Public Defender (PDR)
- San Francisco Public Library (SFPL)
- San Francisco Public Utilities Commission (PUC)
- San Francisco International Airport (SFO)
- San Francisco Department of Technology (TIS)
- 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. FIRE and HSH did not have active FY 2019-20 programming, and all remaining (22) City departments completed their inventories by the end of May 2021.

From April 2021 – June 2021, 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.

This report was produced between May 2021 – July 2021, with final publication in August 2021.

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. The Inventory Data Working Group plans to release a dashboard of program-level outcomes by October 2021.

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 workforce-serving 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 methods⁶. 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 Committee⁷.

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

⁶ 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.

⁷ 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.

flawed. We cannot possibly determine the breadth of service delivery or conduct accurate gap 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.

For FY 2019-20, in adherence with the BLA's recommendations about program-level analysis, the Inventory requested departments provide unduplicated client data by program on the "Program Metrics" tab. Program-level analyses will be available in a dashboard under development with the Workforce Inventory Working Group, projected for completion by October 2021. While these data may assist with assessing program efficacy, these data do not support system analyses of unduplicated clients. Consequently, the Inventory continued to request data on unique clients by department and program participants by department.

As with all research and surveying, we must acknowledge the limitations of the instrument and the process. Still, 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 s/he 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 churn⁸ and program dosage⁹ in order to assess system efficiencies and assess program impact.

Client Count by Year (n=31,418)

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

⁸ The number of times a client returns to the City workforce development system.

⁹ The number of times a client must enroll in different programs before achieving the client's goals.

System. It is important to note that these are the data for clients accessing workforce services across agencies, and do not reflect unduplicated numbers¹⁰ across the entire system.

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 2018-19¹¹ (Figure 1).

¹⁰ 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

¹¹ See FN 8 for description.



Figure 1. Clients Reported by Department, FY 17-18 to FY 19-20.

In comparing across years, service increases were reported by DCYF, SFDA, and SFMTA.

Unique Clients by Department (n=26,721)

Departments reported data on unique clients that could be unduplicated within their department. 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.

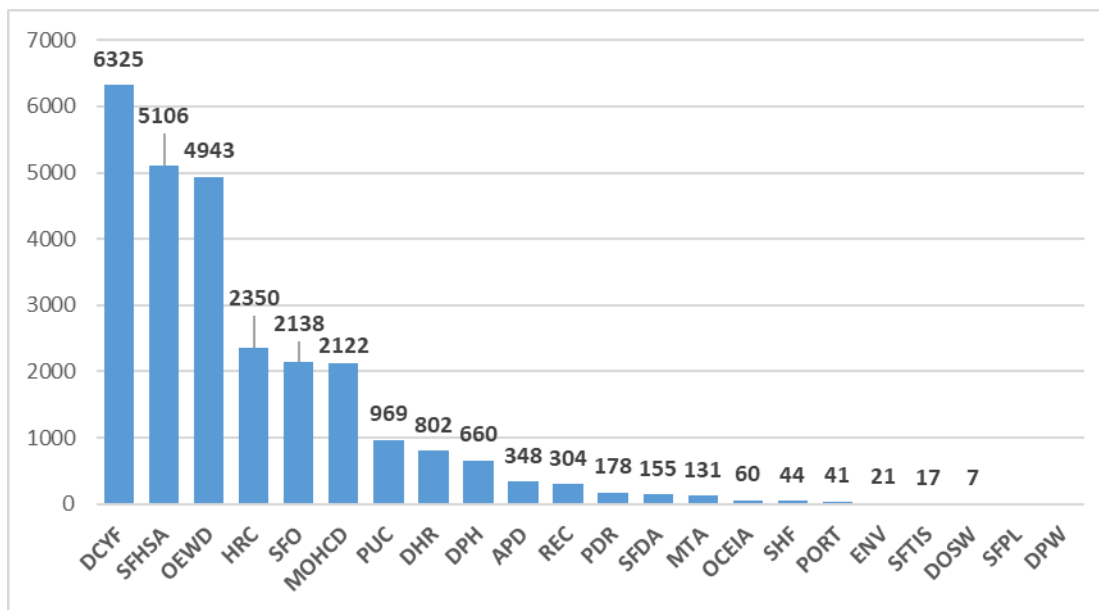


Figure 2. Unique Clients per Department, Duplicated Across System, FY 2019-20.

We see here that unduplicated client counts total 26,721 clients per department (Figure 2). 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 DPW and SFPL both reported duplicated numbers, so their numbers are null. In FY 2019-20, DCYF (n=6,325), SFHSA (n=5,106), OEWD (n=4,943), HRC (n=2,350), SFO (n=2,138), and MOHCD (n=2,122) served the greatest number of unduplicated clients by department. With the exception of HRC¹², this ordering is comparable to previous years, and these departments tend to serve the highest frequency of unduplicated workforce clients.

Program Participants by Department (n=100,664)

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

¹² FY 2019-20 marks the first year the Alignment Committee invited HRC, DOSW, SFTIS, and PDR to participate in the Annual Inventory process.

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 100,664 program participants and demonstrate duplication across the system and within programs (Figure 3).

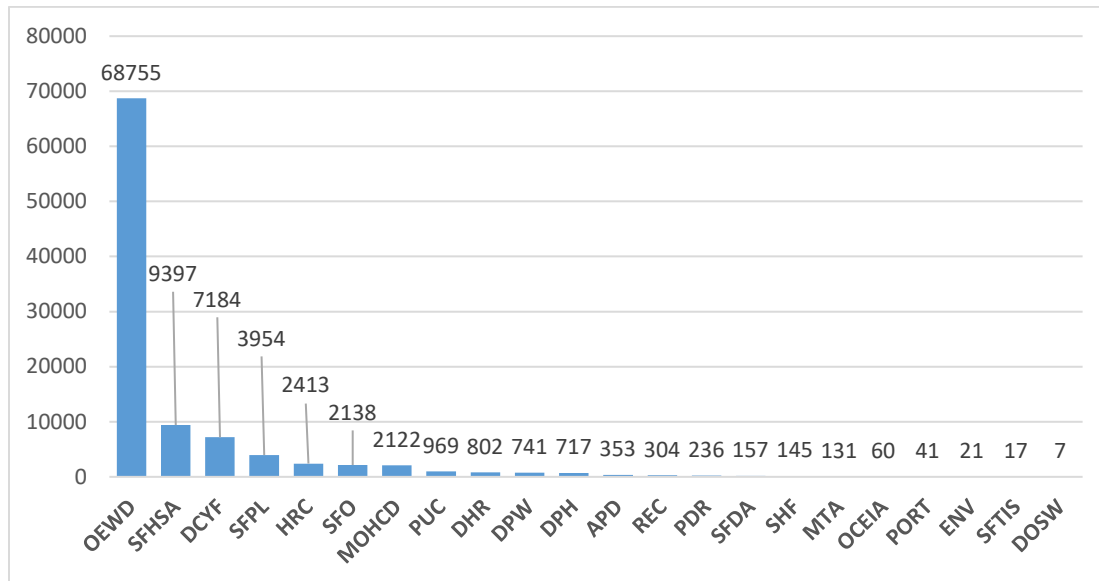


Figure 3. Program Participants, Duplicated Across System and Departments, FY 2019-20.

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. 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 programs, while or simultaneously participating in a 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.

In FY 2019-20, OEWD (n=68,755), SFHSA (n=9,397), DCYF (n=7,184), SFPL (n=3,954), HRC (n=2,413), SFO (n=2,138), and MOHCD (n=2,122) serve the greatest number of program participants.

The significant increase in program participants at OEWD is due to two programs stood up to rapidly respond to the COVID-19 recession. One is the COVID-19 Worker Hotline and another is the federally-mandated Rapid Response and Layoff Aversion program. The COVID-19 Worker Hotline fielded over 16,000 calls to triage unemployment insurance questions during FY 2019-20. The Hotline grew into a partnership between OEWD and SFHSA to offer access to crisis benefits and enrollment in job programs. 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 conducted virtual twice weekly orientations to inform 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. The Rapid Response program served over 44,000 individuals in FY 2019-20.

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 2017-18. Using program participant data, over 70% of participant data is unavailable. Nonetheless, the available data reflects similar outcomes from previous years.

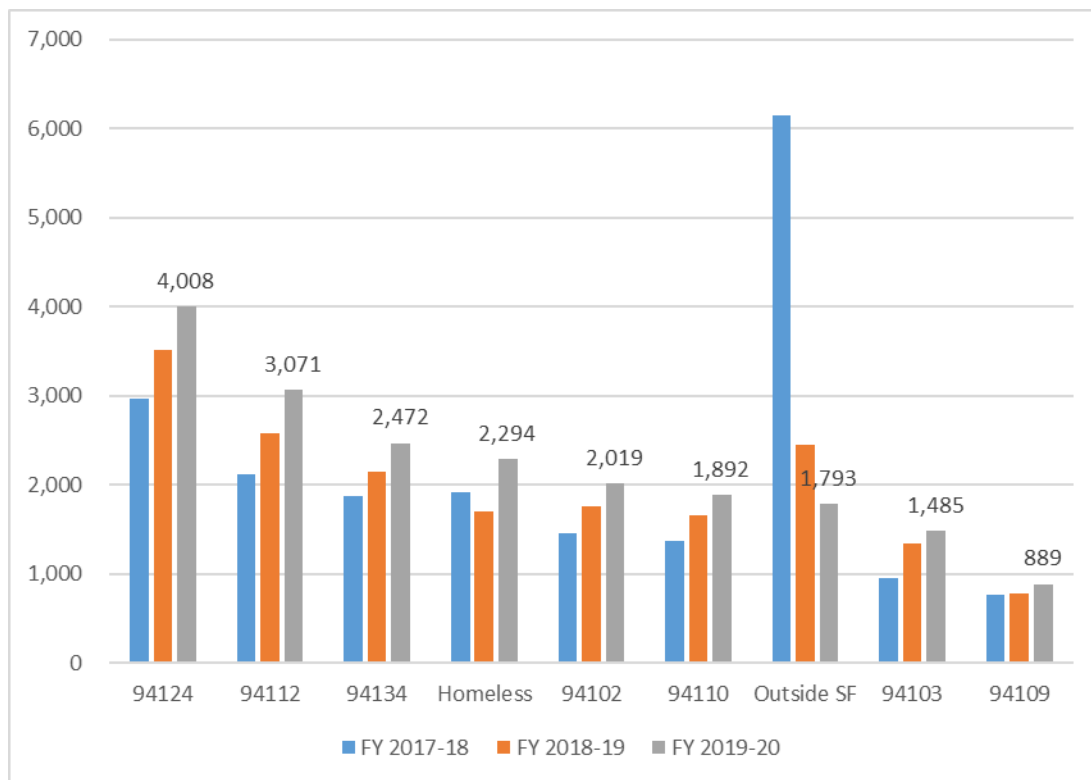


Figure 4. City Workforce Clients by Residential Location, FY 2017-18 to FY 2019-20.

Service delivery across zip codes remained mostly stable from FY 2017-18 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.

Client Demographic Data

The Inventory captures valuable demographic data across race, ethnicity, gender, sexual orientation, age, and educational attainment. Due to changes in the collection of program-level data, most demographic data reporting uses the approximately 100,000 client touch points as a baseline *n*.

Race and Ethnicity

In FY 2015-16, the Alignment Committee began requesting client race and ethnicity information for the Inventory. 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 made changes to the race and ethnicity categories to reflect recommendations from the Office of Racial Equity and the Department of Technology. The Inventory collects the following data elements: American Indian or Alaskan Native, alone; Asian, alone; Black or African-American, alone; Hispanic, Latino, or Spanish, alone; Middle Eastern or North African, alone; Native Hawaiian or Other Pacific Islander, alone; White, alone; Other Race, alone; Two or More Races; Declined to State; Data Unknown or Unavailable. These data elements are defined in Appendix A. In keeping with best practices in data collection for race and ethnicity, analysts were given the instruction and ability to add sub-categories within these race and ethnicity data elements.

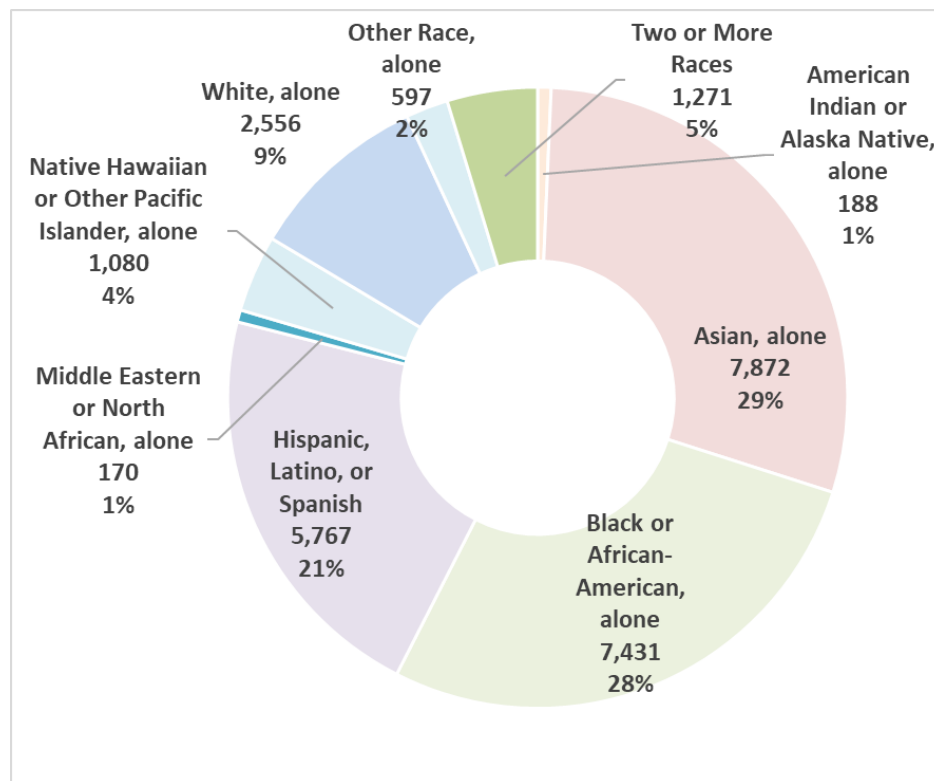


Figure 5. Percentage of Clients by Race and Ethnicity, FY 2019-20

FY 2019-20 results demonstrate that Asian or Pacific Islander clients (n=7,872) accounted for the largest share of workforce development services, followed by Black or African-American clients, alone (n=7,431); Hispanic or Latino (n=5,767); White, alone (n=2,556); Two or more races (n=1,271); Native Hawaiian or Other Pacific Islander, alone (n=1,080); Other race, alone (n=597); American Indian and Alaska Native, alone (n=188); and Middle Eastern or North African, alone (n=170). From FY 2018-19, client counts increased across all races and ethnicities, except for White, alone and Other Race, alone. Declined to State (n=1,158) and Data Unknown (n=70,722)—together representing 72.8% 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 Group¹³.

¹³ 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.

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 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 (01.91%, n=695), declined to state (0.21%, n=75), and data unavailable (26%, n=9,512) account for over 28% of unknown client information.

Due to changes in the program-level data collection, gender identity data covers 98,921 program participants, with 69.1% of data unavailable. Available FY 2019-20 Inventory data demonstrated the following: male (47%, n=14,355), female (51%, n=15,418), trans female (0.1%, 104), trans male (0%, n=45), genderqueer or non-binary (0%, n=86). Service delivery across all identities increased, though the extent is undetermined due to the amount of data unknown.

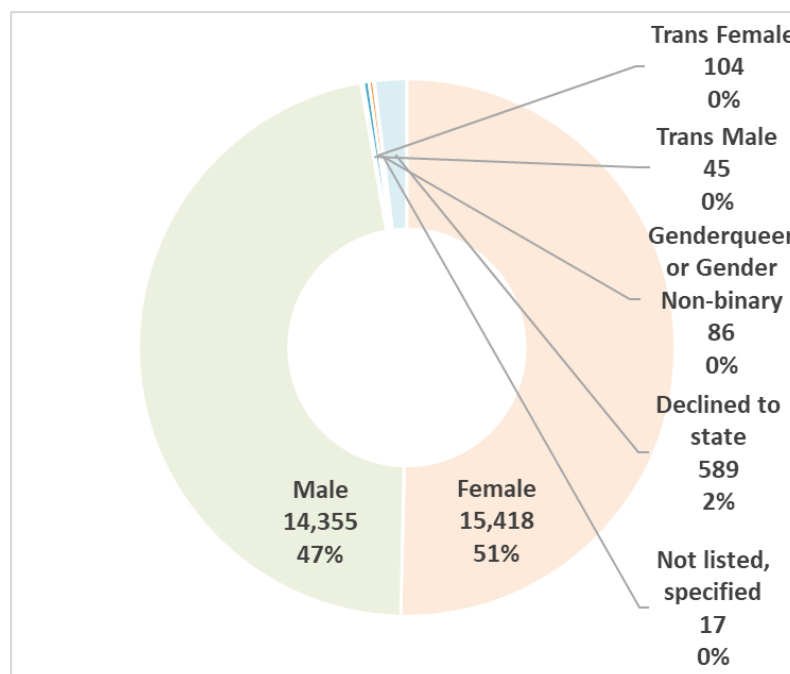


Figure 6. Workforce Clients by Gender Identity, FY 2019-20

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.

Due to changes in the program-level data collection, gender identity data covers 99,006 program participants, with 78.4% of data unavailable. Previous Inventory reports registered approximately 70 - 80% of client sexual orientation data was unavailable or unreported, which is consistent with FY 2019-20 data collection.

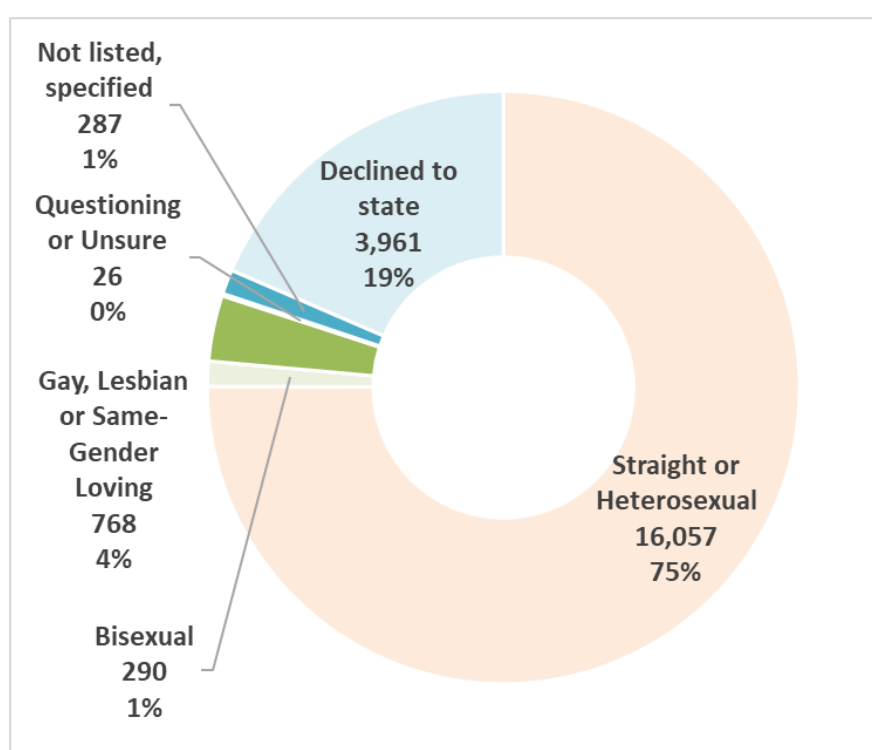


Figure 7. Workforce Clients by Sexual Orientation, FY 2019-20.

Of available data, the LGBTQ+ community represents over 5% of reported workforce development clients: bisexual (n=290); gay, lesbian, or same-gender loving (n=768); questioning or unsure (n=26). As reported in the Inventory, LGBTQ+ clients increased participation in the workforce system and increased from 2% of total clients served to 5%.

Client Age at Enrollment

As described by Figure 9, adults represent about 51% of clients served, while youth represent approximately 49%. Service dispersion across ages remains about the same as in previous years.

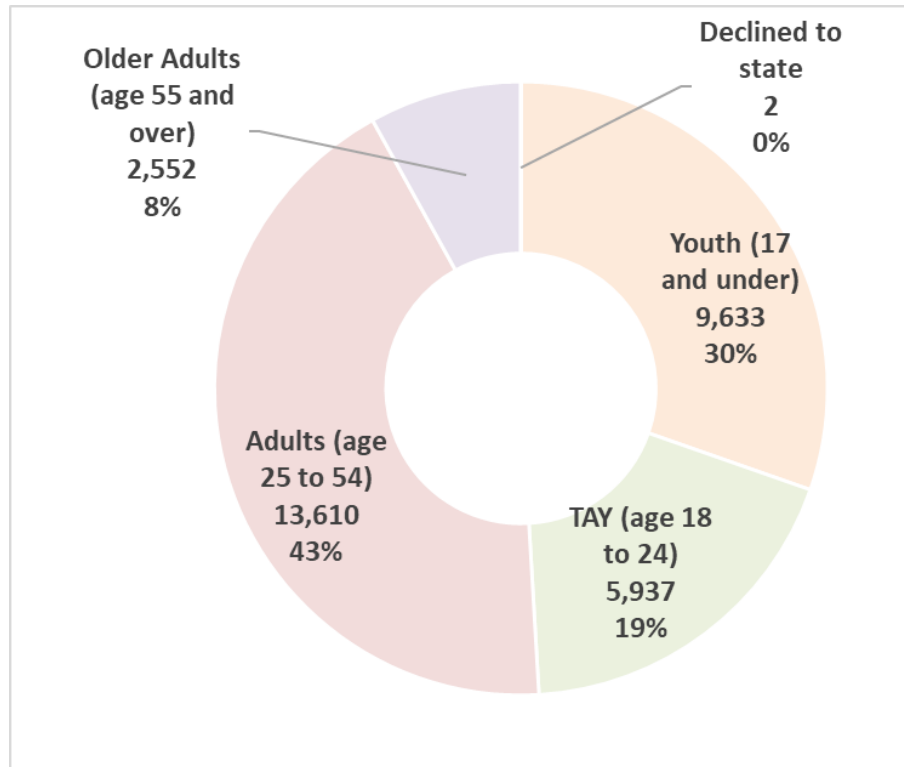


Figure 9. Percentage of Workforce Clients by Age, FY 2019-20.

City Programs and Contracts

Eighteen City departments reported 292 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 2019-20 City-Funded Workforce Programs by Department.

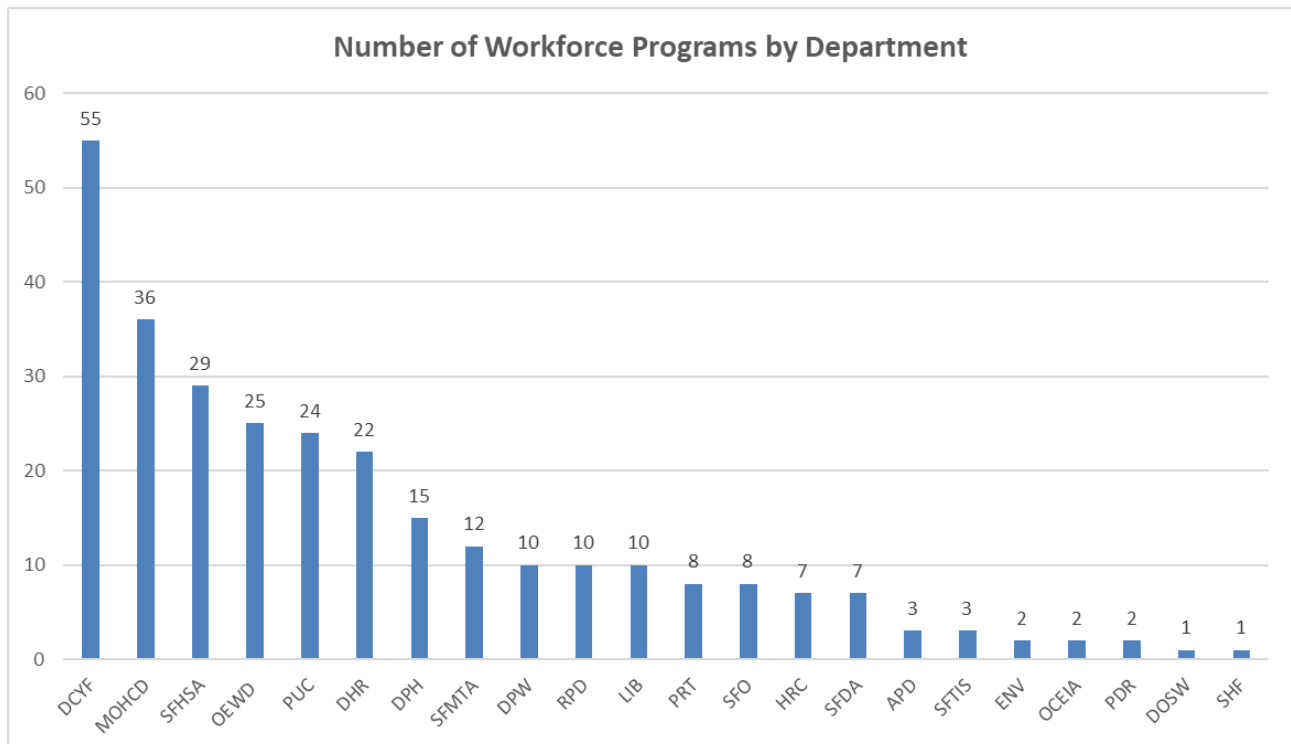


Figure 10. Count of FY 2019-20 Workforce Programs by Department

Departments reported the following number of programs: DCYF (55), MOHCD (36), SFHSA (29), OEWD (25), PUC (24), DHR (22), DPH (15), SFMTA (12), DPW (10), RPD (10), LIB (10), PRT (8), SFO (8), HRC (7), SFDA (7), APD (3), SFTIS (3), ENV (2), OCEIA (2), PDR (2), DOSW (1), and SHF (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. For example, OEWD's HealthCare Academy includes over 30 training tracks in high-demand occupations within the health care industry. Additionally, program analysis does not match programs across departments, so programs hosted by multiple departments, such as Project Pull or the Public Service Trainee program are included in each department's program count.

Programs are coded into the following sub-categories: service delivery (157), internship (101), apprenticeship (21), and work-orders (14).

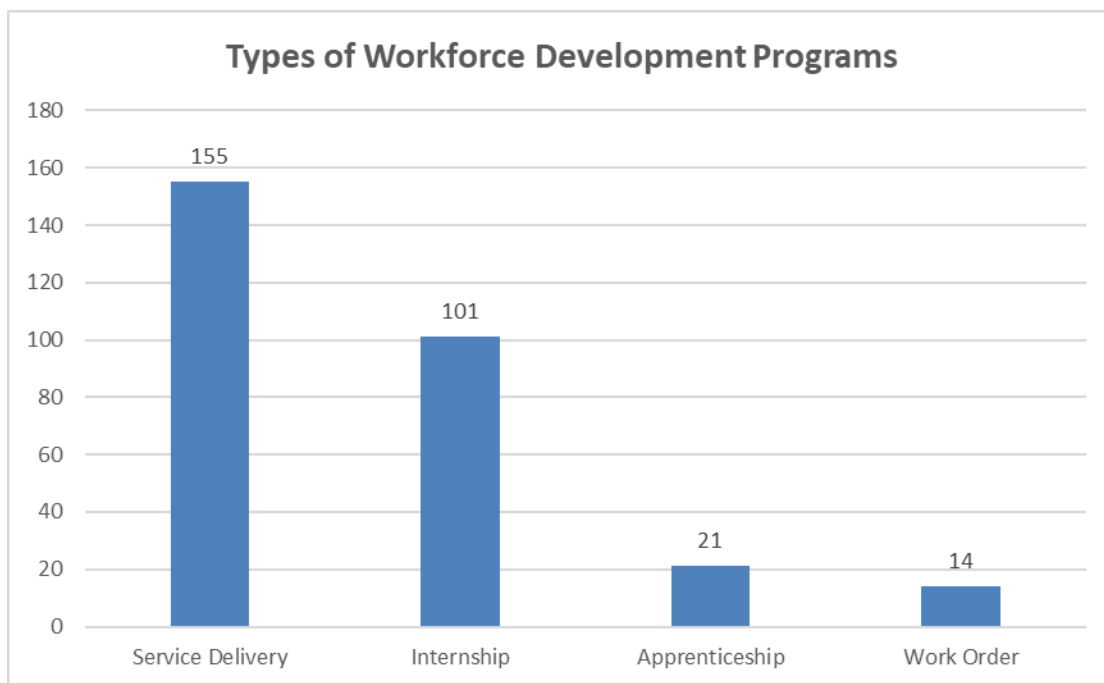


Figure 11. Count of FY 2019-20 Workforce Program Types

The service delivery sub-category broadly encapsulates programs which are not formal internships or apprenticeship programs. Service delivery programs enable participants to acquire the knowledge, skills, and attitudes needed for gainful employment or improved work performance. This category of programs covers traditional workforce, vocational, job readiness, and occupational skills training, and it can also include barrier remediation (e.g., transportation, clothing, child care, HS diploma/GED preparation), mental and behavioral services (e.g., support groups, referral to community clinic) or other wraparound services outside of workforce training which support a client's career pathway.

For example, DCYF's First Graduate – First Career service delivery program provides career exploration and job readiness training services to middle school students.

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- to 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 e-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.

Internship programs provide part-time or full-time experience at an organization for a discrete period of time. Internships, as compared to apprenticeships, are more exploratory and may not be formally registered with an accrediting agency as a training program. Internship programs are housed at DCYF, DOSW, DPW, HRC, SFPL, OCEIA, PDR, PRT, PUC, RPD, SFDA, SFHSA, SFMTA, SFO, and SFTIS. A few examples of internship programs are below:

Student Design Trainees (PRT): *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.*

Public Service Trainee Program (SFHSA): *Internships at City & County of San Francisco agencies for CalWORKs, General Assistance, CalFresh and IPO clients. Includes training provided by community-based organizations and HSA.*

The CORE Program (SFPL): *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.*

Comparatively, apprenticeship programs involve on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs may be sponsored by individual employers, joint employer and labor groups, and/or employer associations. Apprenticeship programs are housed at DPH, DPW, HRC, PDR, RPD, SFMTA, PUC, and SHF. A few examples of apprenticeship programs are below:

Behavioral Health Services Graduate Level Internship Program (DPH): *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.).

Volunteer Attorney Program (PDR): *Full-time Attorney Volunteers & Provisionally Licensed Lawyers are assigned to represent felony clients from arraignment through preliminary hearing with the attorney of record. Participants receive extensive training before starting the program and throughout.*

Gardener Apprenticeship Program (RPD): *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.*

San Francisco Machinist Apprenticeship Program (SFMTA): *This exciting program is geared to create opportunities for journey level training and employment for historically excluded racially and gender diverse people in trade classifications. The Machinist apprenticeship program for the automotive and maintenance machinist job classes serves as an important pathway career opportunities and mentorship.*

Departments coded each program with up to eleven service types, including: barrier remediation/support services, basic skills training, career awareness, employment support, general job readiness training, sector-specific job readiness training, job search and placement, mental and behavioral health, vocational assessment, vocational training, and workplace training. 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 coded each program with up to three service populations, including: adults (143 programs), English language learners (11 programs), individuals with cognitive or physical disability (10 programs), justice-involved individuals (22 programs), older adults (32 programs), public benefits recipients (26 programs), public housing residents (3 programs), homeless or formerly homeless (2 programs), transition-age youth (93 programs), underemployed (6 programs), unemployed (11 programs), and youth (88 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, while APD codes programs as serving justice-involved individuals, and SFHSA codes all programs as serving public benefits recipients.

City departments hold 296 contracts with 150 community-based organization service providers. Departments reported the following number of contracts: OEWD (84), DCYF (55), MOHCD (36), SFHSA (33), PUC (27), DPH (20), DPH (21), OCEIA (15), HRC (8), DPW (7), ENV (6), APD (3), SFMTA (1), SHF (1). The median workforce contract cost is \$154,500. For additional detail on programs by contracted providers, see Appendix B and Appendix C: Community-Based Organization by Funder.

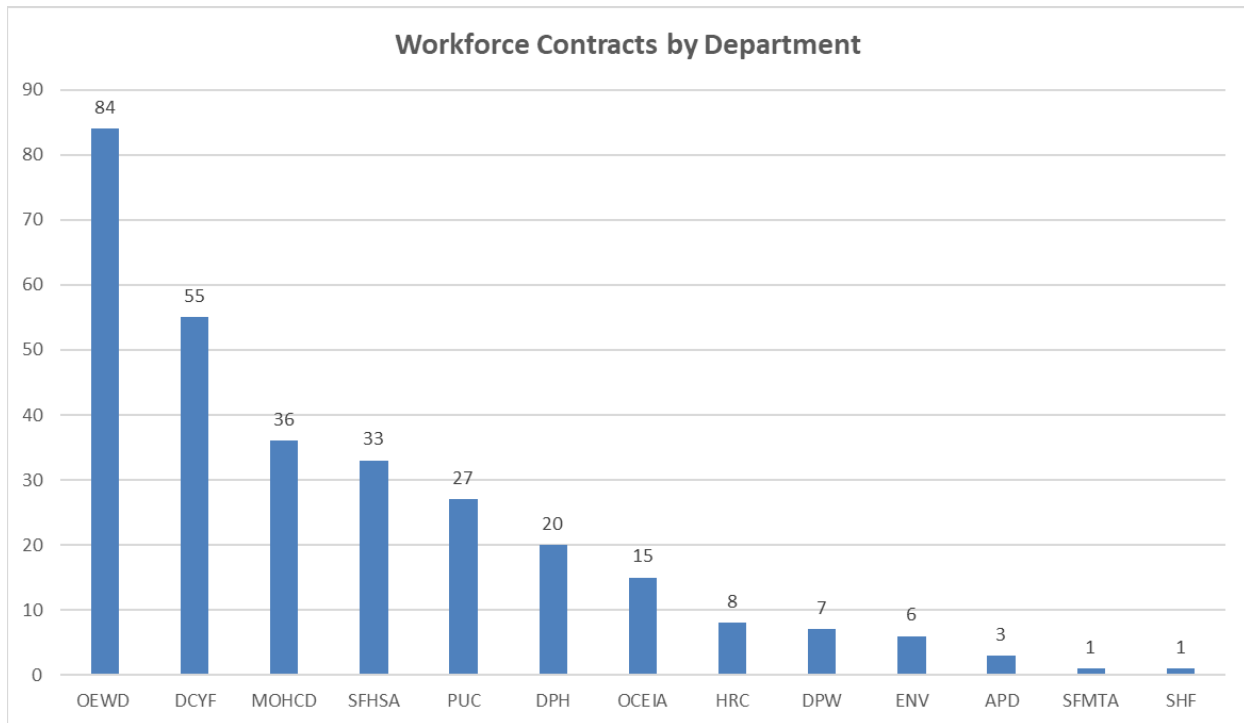


Figure 12. Workforce Contracts by Department, FY 2019-20.

Departments may hold multiple contracts with the same service provider. The below figure identifies the number of unique community-based organizations with which a department may contract for workforce development services.

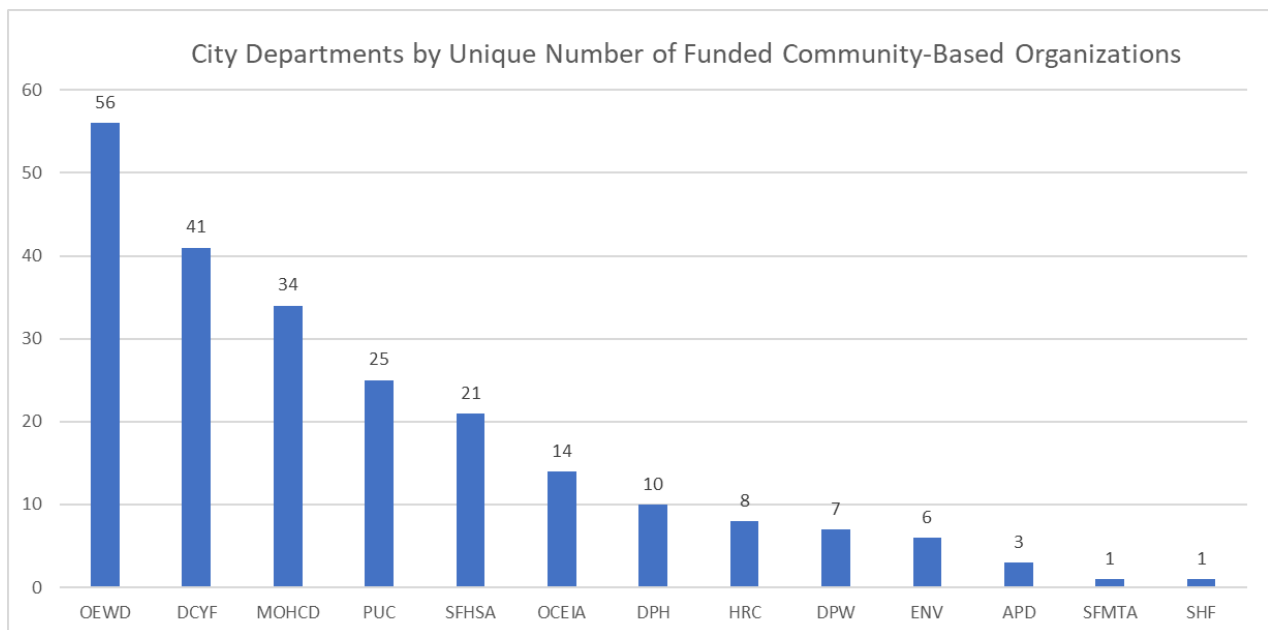


Figure 13. Unique Funded Community-Based Organizations by Department, FY 2019-20.

As described in Appendix C, over 40 community-based organizations contract with more than one City agency to provide workforce development services, with 20 organizations holding contracts with three or more City agencies.

These eight agencies represent the greatest quantity of contracts with City agencies: San Francisco Conservation Corp (6), Young Community Developers (6), Community Youth Center of San Francisco (5), Arriba Juntos (4), Bayview Hunters Point YMCA (4), Jewish Vocational Service (4), Larkin Street Youth Services (4), Mission Neighborhood Centers (4).



Figure 14. Community-Based Organizations by Number of City Funders, FY 2019-20.

City Expenditures and Funding Summary

In FY 2019-20, the City and County of San Francisco expended approximately \$170 million to fund its system of workforce development services.

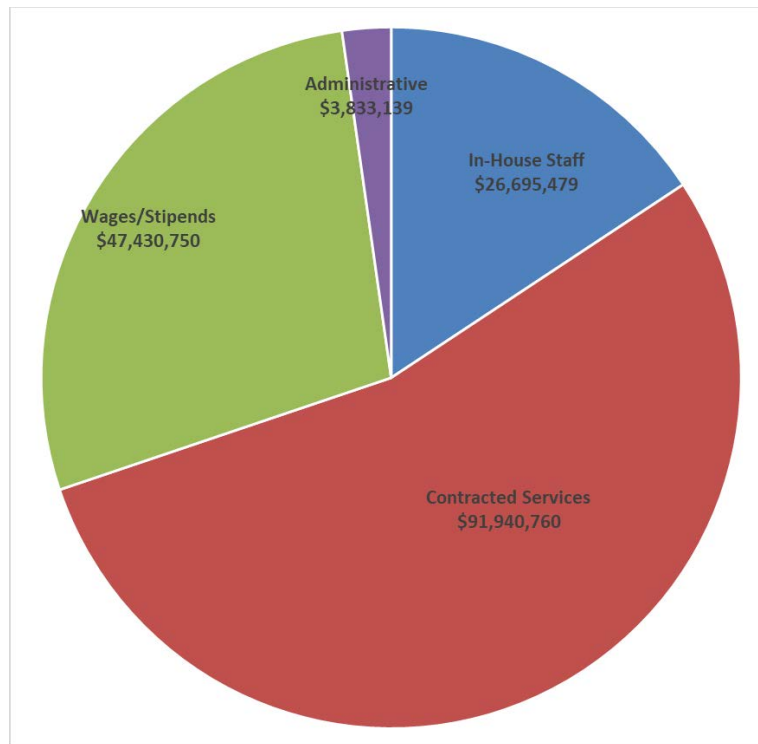


Figure 15. Citywide Workforce Services Expenditures, FY 2019-20

As is typical, the majority of funding was allocated to contracted services (\$91.9 m) with community-based organizations. Contracted services may include staffing at community-based organizations, materials, curriculum, books, supportive services, nonprofit operating expenses, et al. at community-based organizations. Wages and stipends for participants nearly doubled from \$24.3 m to \$47.4 m from the year prior. In-house staff decreased from \$35.5 m to \$26.7 m.

Here, administrative costs account for \$3.8 m of total reported expenditures. There is no standard method for reporting administrative costs, and it appears to be approximately 2% 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. The significant difference from last year (\$764,364) to this year's reporting is likely due to reporting error in approximating expenses.

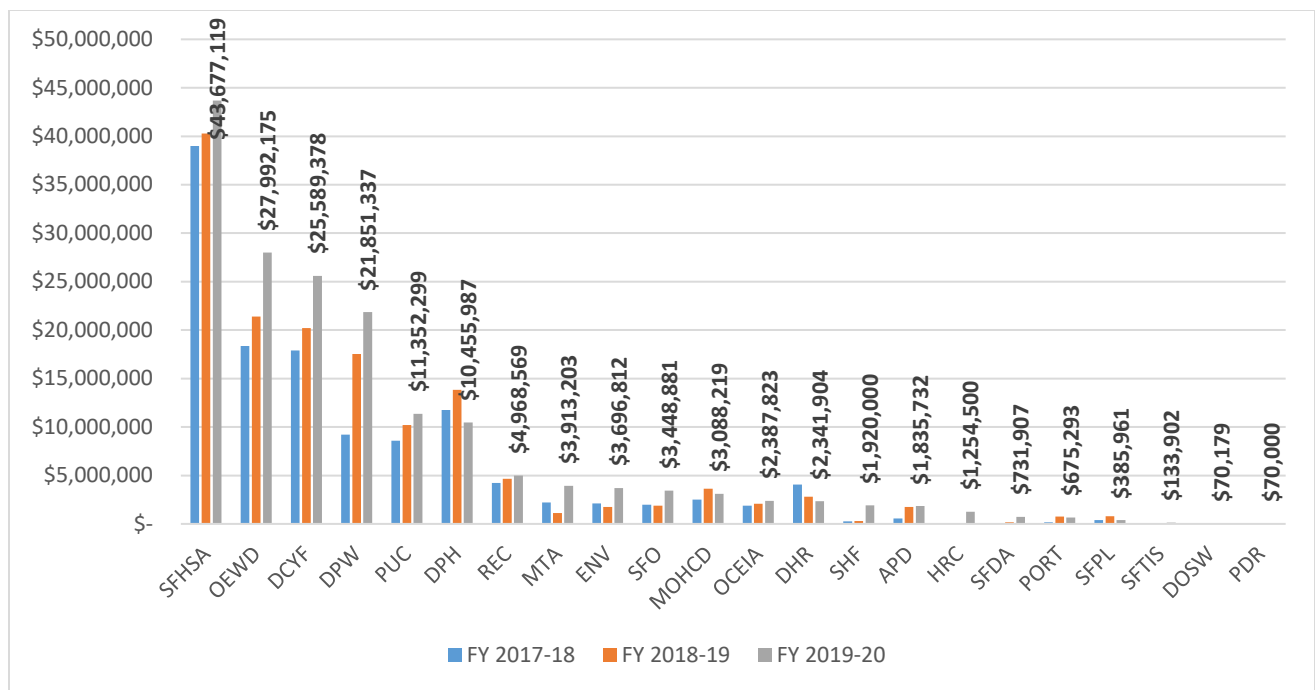


Figure 16. Workforce Development Expenditures by Department, Last 3 Years¹⁴

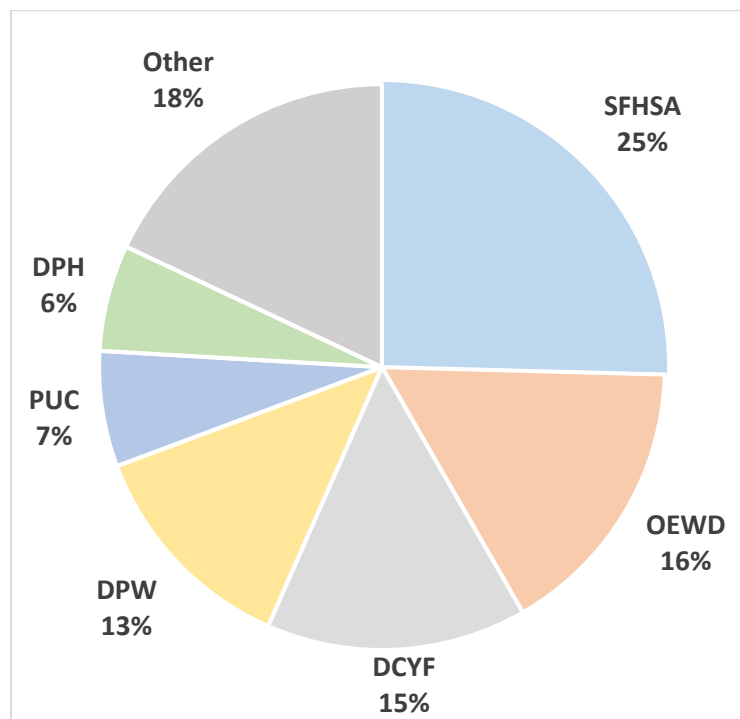


Figure 17. Departmental Share of Citywide Workforce Expenditures, FY 2019-20

¹⁴ 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.

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 (25%), OEWD (16%), DCYF (15%), DPW (13%), PUC (7%), and DPH (6%).

From FY 2018-19 to FY 2019-20, spending at DPH, MOHCD, DHR, and PRT decreased (Figure 17). Over the last three years of Inventory data, spending in all departments except for DPH and DHR increased.

Citywide Workforce Services Funding Sources

Approximately \$170 million of workforce funding comes from the General Fund, City enterprise funds, State and Federal funding, and other local revenue (Figure 18). The Inventory does not collect private and philanthropic funding sources.

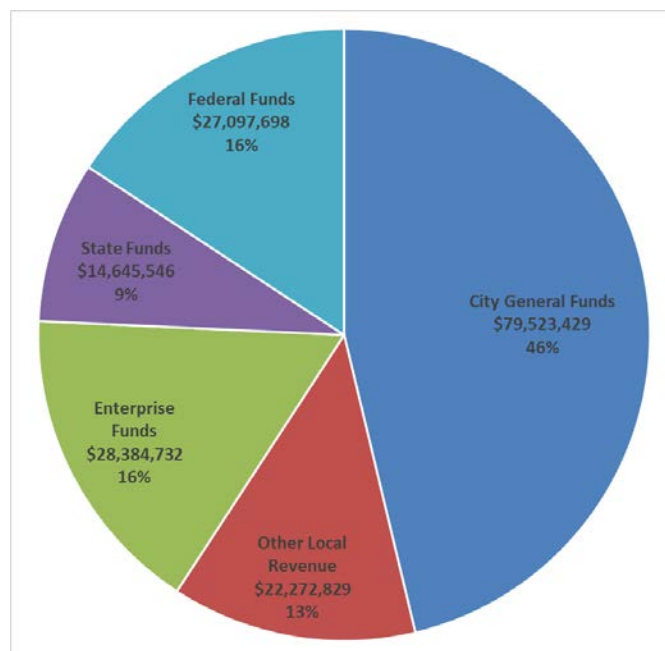


Figure 18. Citywide Workforce Development Spending by Funding Sources, FY 2019-20.

Most of the funding for workforce development programs was local, with over \$79 million coming from the City's General Fund and over \$22.2 million coming from other local sources. Additionally, funds generated by enterprise departments (e.g., PUC, PRT, PUC, ENV, and SFO) account for over \$28.4 million into workforce development services. City General Fund investments increased by \$10 million. Other Local Revenue and Enterprise Funds demonstrated year-over-year increases of approximately \$800,000 and \$8 million respectively.

This year, the Inventory requested State and Federal funding as separate items. State funds accounted for \$14.6 million and Federal funding accounted for over \$27 million. State funding is reported by DCYF, DPH, ENV, LIB, OEWD, SFDA, and SFHSA. Federal funding is reported by

DPH, MOHCD, OEWD, SFHSA, and SFMTA. After a significant decrease in FY 2018-19, State and Federal investments increased from the previous year to above FY 2017-18 investments.

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 2019-20, the San Francisco Workforce Development System counts 29,944 training completions (Table 1): Enrolled in English Language Services (181); Completed Basic Skills Training (893); Completed Job Readiness Training (7,855); Completed Training, Other (9,557); Completed Vocational/Occupational Skills Training (14,972). For comparison, training completions for FY 2017-18 totaled just over 8,000 and for FY 2018-19 were just over 20,000. This increase is in large part due to the increase in departments participating in the Inventory process.

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.

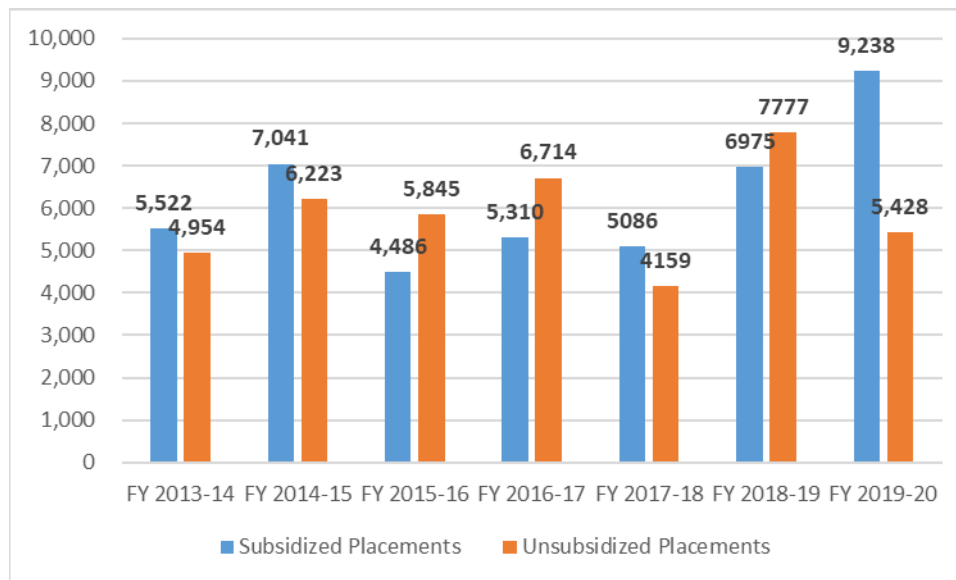


Figure 19. Subsidized and Unsubsidized Placement in Employment, FY 2013-14 to FY 2019-20.

From last year, subsidized placements increased, in large part due to HRC’s Opportunities for All programming which placed 2,300 youth and young adults into subsidized employment opportunities. Unsubsidized placements in employment cover 20.3% of unique clients served, with total placements in employment at approximately 55% of unique clients served. It is important to note that not all programs provide placement in employment as a service. Barrier remediation, career exploration, youth development, and other programs may provide pre-employment or supportive services to promote entry to a career pathway.

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Clients Served¹⁵	30,505	28,541	26,135	26,721
Enrolled in English Language Services	831	1,002	1,846	181 ¹⁶
Completed Basic Skills Training	497	2,041	7,155	893
Completed Job Readiness Training	3,468	4,254	7,855	9,557
Completed Vocational/Occupational Training	2,321	1,615	2,790	14,972
Completed Training, Other (Not Voc. Or Occ.)	--	61	1,287	4,341
Subsidized Placements	5,310	4,159	6,975	9,238
Unsubsidized Placements	6,714	5,086	7,777	5,428

Table 1. Outcomes by Total Clients Served, FY 2016-17 to FY 2019-20

¹⁵ Here, “Clients served” represents the general client count from past years. FY 2019-20 Clients Served reflects the “Unique Clients by Department” count described on p. 8.

¹⁶ This summation across the system is significantly reduced from last year and likely represents a reporting error.

On the whole, the system appears to be serving more clients with more substantive training and placement outcomes—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 Best Practices

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.

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.

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.

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 program. 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, AB 593 passed, allowing LWDBs to gain access to unemployment insurance wage base data starting in January 2020. As of August 2021, OEWD is negotiating with CA EDD for access to this information.

QUALITATIVE PILOT SECTION

While the quantitative data collected in the annual Citywide Workforce Services Inventory is invaluable for assessing system breadth, the instrument is limited in assessing best practices in workforce development or in determining system depth. In response to these limitations, OEWD included a pilot Qualitative Analysis Addendum to the FY 2019-20 Inventory (Appendix A). This section solicited qualitative report on racial equity analysis, labor market information, job quality, industry or sector partnerships, worker wisdom, occupational segregation, customer experience, and COVID-19 impacts. Departments were encouraged to provide an overview of all programs instead of providing program-level analysis.

After testing with City analysts in the Alignment Inventory Data Working Group, OEWD released the addendum as optional. APD, DCYF, OEWD, SFHSA, SFO, and RPD completed the addendum.

Adult Probation Department (APD)

*Racial Equity*¹⁷

What are the intended results of your workforce development programs?

In December 2020, the San Francisco Adult Probation Department's Racial Equity Work Group submitted its Phase 1 Racial Equity Action Plan (REAP), which focuses on internal policies and practices¹⁸. The department's Phase 2 REAP, which will be developed and submitted in the near future, will focus externally on the community and the vulnerable populations served by the department, including contracting/grants and delivery of service and programs.

APD is committed to maximizing equity and support for vulnerable populations. To inform this work, the department has begun reviewing and comparing the demographic characteristics of clients, workforce staff, and funded service providers to assess whether APD's workforce and providers are reflective of the individuals and community being served. Demographic data reveal diversity in APD's workforce and funded service providers and preliminarily show alignment with the clients and community being served. For example, more than half of APD's 21 professional service contracts are with black led organizations, 64% include women in executive leadership roles, and 47% include program staff with lived experiences.

APD's steadfast commitment to racial equity, justice reform, and the advancement of educational and economic opportunities to clients from areas of the city impacted by crime and violence is core to the department's work. APD's Workforce Development programs aim to help justice involved people find jobs, aspire to careers, remove barriers, and navigate the path to self-sufficiency and independence.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?

¹⁷ The questions on racial equity were adapted from the Government Alliance on Race & Equity Racial Equity Toolkit: An Opportunity to Operationalize Equity: https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf

¹⁸ https://sfgov.org/adultprobation/sites/default/files/SFAPD_Racial%20Equity%20Action%20Plan.pdf

68% of our clients receiving workforce development services are Black/African American or Latino. Our reentry employment programs serve justice involved adults who often experience a variety barriers and challenges. The array of opportunities offered are designed to provide participants with the necessary skills to be successful. As a City, we need to continually evaluate services in an effort to ensure inequities are addressed and clients have access to a livable wage and affordable housing.

RACIAL EQUITY TOOL	YES/NO
Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.	Yes
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	Yes
Programs eliminate barriers to resources, social services, public benefits, and institutions.	Yes
Programs advance full inclusion, belonging, and civic engagement for San Franciscans.	Yes
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Yes

Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?

The department's ability to disaggregate demographics in outcome analyses varies depending on the source of data. APD continues to refine efforts to collect, analyze, and report meaningful data designed to examine racial and ethnic disparities in both supervision practices and reentry services. The department continues work to implement a new case management system and related service provider data interfaces to automate processes, restructure key data fields, and capture additional data necessary to pivot from aggregate to individual-level data that will allow for analysis of descriptive and inferential statistics. Additionally, the department's reentry division continues to work intricately with funded service providers to support the reporting of individual-level client data rather than aggregate data to improve APD's ability to analyze and report meaningful process and outcome data on services.

If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?

The department is currently improving its ability to disaggregate demographics in outcome analyses.

Labor Market Context

How do your programs fit into the local labor market?

APD-funded employment services have vast connections to the local labor market. APD staff works in tandem with an array of other providers ensuring each client's needs are met and potential is maximized. Our programs fit into the local labor market by primarily utilizing the construction and service sector economy. Our providers also leverage subsidized employment programs with the Human Services Agency and opportunities through the Office of Economic and Workforce Development. Due to the pandemic, a lot of the City's construction and service sector economy came to a standstill in March of 2020 impacting employment opportunities for justice involved people.

Job Quality¹⁹

How do your programs promote job quality?

¹⁹ Job quality refers to jobs and careers with living wages, stable and predictable income, wealth-building opportunities; safe work places free from discrimination and harassment; stable and predictable hours; and

Our programs promote job quality by preparing clients for opportunities and careers in sectors that provide a livable wage, healthcare, promote equity, and embrace a work life balance. Our programs create an individualized employment and career plan with each client, continually exploring equitable opportunities that match the client's skills set and desire. Our programs infuse skills building and character development as core concepts.

Industry or Sector Partnership²⁰

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?

Through our Goodwill and IPO Reentry Employment Program we have strong connections to both the San Francisco Human Services Agency and the Office of Economic Workforce and Development (OEWD). Our connection with Human Service Agency allows us to be connected to the Jobs Now Program and their plethora of Job Opportunities for San Francisco Residents. Our connection with OEWD allows for our Reentry Employment Partners to be connected to the various Programs and Initiatives that are geared for a diverse community.

Worker Wisdom²¹

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?

Our Department works hand and hand with our Providers at Goodwill SF and the IPO Programs to always incorporate the Workers Voice in our Program and Services. Our Providers have strong roots to the Community and various Staff who have lived experiences. Our goal at APD is always find the best way and creative approach working with individuals both on Probation and Involved in the Justice System.

benefits packages that facilitate a healthy, stable life, including health insurance, paid sick and vacation time, family/medical leave, an adequate retirement savings plan, disability insurance, and life insurance. For more information about living and self-sufficiency wages for San Francisco, check out the Insight Center for Community Economic Development's Family Needs Calculator (2018): <https://insightcced.org/2018-family-needs-calculator/> For more information about job quality, check out The Aspen Institute's Job Quality Tools Library: <https://www.aspeninstitute.org/longform/job-quality-tools-library/>

²⁰ Industry or sector partnership refers to industry-driven and locally-based collaboration between key workforce stakeholders that are embedded in the existing workforce and education systems. Read more about building industry partnerships from the National Skills Coalition: <https://www.nationalskillscoalition.org/Partnering-Up-Brief-FIN-HIGH-RES.pdf>

²¹ Worker wisdom refers to engaging worker voice in the development of partnerships, programs, and evaluation. Worker voice may refer to engaging unions, community-based organizations, worker advocacy groups, employees, or other stakeholders.

*Occupational Segregation*²²

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?

All of the Reentry Employment Programs focus on improving our participant's livelihood. Although we understand that participants' convictions play a vital role in Employment Opportunities. Our programs' underlying goals are to connect individuals to unsubsidized employment opportunities, after an array of Training and both Personal and Professional Development. Currently our Employment Programs are geared and focused currently helping our Reentry Community with the "Digital Divide". Our providers focusing on the "Digital Divide" allows our programs and providers to open and discuss possibilities in the Tech World since there is an underrepresentation of our Reentry Community.

Customer Experience

Customer experience stories add a human element to research and evaluation. Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose.

A client success story from Goodwill SF from their employment program funded by the San Francisco Adult Probation Department at the Community Assessment and Services Center.

Heather Leach was incarcerated in county jail for 8 years. Upon her release, she hit the ground running and engaged in the CASC employment services managed by Goodwill SF. Ms. Leach got a job with Bowdry & Bowdry as a janitor and worked there for a few months until a greater opportunity opened up. Episcopal Community Services (ECS) was seeking to hire a justice-involved individual to work as a housing sustainability specialist. CASC/Goodwill knew Ms. Leach would be perfect for the role and had an interest in going into administration. After a resume revamp, some mock interview questions and discussing the role, Ms. Leach applied for the position and was hired by ECS. Ms. Leach has been in the position for over 11 months, and loves her role with ECS. This past weekend, Ms. Leach celebrated her one year anniversary of being free from incarceration.

COVID-19 Impacts

COVID has resulted in high unemployment rates and disparate impacts on BIPOC, transitional age youth, low wage workers, women, and undocumented workers. Discuss strengths, weaknesses, opportunities, or threats to your program since COVID-19, and what support you need for your workforce development programs.

Our Providers showed various strengths during this Pandemic quickly shifting to various Online Platforms. They were quick to think of creative ways to connect with clients via Phone, Email, Text, and being able to help clients

²² Occupational segregation occurs when one demographic group is overrepresented or underrepresented among different kinds of work or different kinds of jobs. In 2015, for example, men were 53 percent of the U.S. labor force, but held less than 30 percent of the jobs in education and more than 98 percent of the jobs in construction. Occupational segregation hurts economic growth for a multitude of reasons. See more on occupational segregation from Washington Center for Equitable Growth: <https://equitablegrowth.org/wp-content/uploads/2017/09/092717-occupational-seg.pdf>

from afar. I believe that our Providers can use some Computer/ Tech Upskills to strengthen their ability to guide clients in this “digital divide”.

Department of Children, Youth, and Their Families (DCYF)

Racial Equity

What are the intended results of your workforce development programs?

DCYF's Youth Workforce Development (YWD) programs include a continuum of tiered career exposure and work based learning opportunities that are developmentally appropriate and meet the needs of youth, especially those from our priority populations of African Americans, Latinos, Pacific Islanders and Low Income Asians. This continuum encompasses a range of services including opportunities for early career introductions, job skills training, exposure to the private sector and career-oriented employment, and targeted programming for high needs youth. YWD programs are important because they help prepare young people for adulthood by providing opportunities for exposure to career options, teaching skills and competencies that are relevant to both education and employment, and ensuring that young people have the ability to navigate the labor market.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?

During FY2019-2020, DCYF provided Youth Workforce Development activities to over 6,000 unique youth and TAYA. The majority of young people engaged self-identified as BIPOC. Representation of Black and Latino youth in DCYF's YWD programs are notably higher than their representation in the City's general population—20% vs 5% for Black youth and TAYA and 25% vs 15% for Latino youth and TAYA. In the same fiscal year as the onset of the Covid19 pandemic, DCYF's YWD programs effectively pivoted activities for youth to online formats, ensuring that opportunities for job readiness and career planning remained accessible for the City's most vulnerable youth when other critical areas of youth development and learning were compromised.

RACIAL EQUITY TOOL	YES/NO
Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.	Yes
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	No
Programs eliminate barriers to resources, social services, public benefits, and institutions.	Yes
Programs advance full inclusion, belonging, and civic engagement for San Franciscans.	Yes
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Yes

Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?

Yes, DCYF currently collects disaggregated data by race.

If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?

DCYF's [2019/20 Year End Reports](#) show the following trends for the programs in our Youth Workforce Development Service Area:

- DCYF YWD programs are reaching high percentages of our priority populations of African Americans, Latinos, Pacific Islanders and Low Income Asians
- DCYF YWD programs are serving a proportionally larger percentage of African American youth and TAY than are represented in the larger population of San Francisco

Labor Market Context

How do your programs fit into the local labor market?

DCYF YWD programs are designed to prepare youth and TAY for the local labor market through general skills development, training and work based learning opportunities. DCYF's YWD programs serve youth from middle school through age 24 and therefore focus more on exposure and general skill development rather than on specific labor sectors. This approach allows our programs to prepare a wide range of young people to participate in the labor market even before they have decided on specific career pathways.

Job Quality

How do your programs promote job quality?

DCYF YWD programs promote job quality but do not necessarily provide access to all the items listed above due to the nature of our programs and their focus on youth and TAY. Because our programs prepare youth for a range of careers through short term and mostly part time work and exposure opportunities they are unable to provide much of what is on the list. However some items remain relevant to our programs including access to appropriate wages and compensation, stable and predictable income, access to some benefits and the ability to participate in programs that free from discrimination and harassment. To ensure appropriate compensation especially for young people from low income backgrounds DCYF requires all programs providing work-based learning to pay wages and provide paid days off in compliance with the City's Minimum Compensation Ordinance. Our programs also mostly operate on set schedules and timelines which ensures consistent and predictable opportunities to work.

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?

DCYF partners closely with other key providers and systems that operate youth workforce development programs including the San Francisco Unified School District (SFUSD), OEWD, The Public Utilities Commission (PUC), the Mayor's Opportunities for All (OFA) initiative and our nonprofit grantees. While DCYF is one of the largest funders of youth workforce development programming in San Francisco we know that our success requires strong collaboration with our partner agencies. This collaboration helps us to ensure a consistent approach across systems, helps to coordinate our engagement of the private sector and actively works to lessen the barriers for participation for young people seeking to engage in the City's sprawling workforce development system.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?

DCYF incorporates worker voice both for the youth and TAY who benefit from our programs and the nonprofit CBO providers who implement it. DCYF requires all grantees to administer an annual survey to youth participants to gauge their experiences with our programs. This survey provides key information about whether our programs are reaching our overall goals in terms of how young people experience them. Additionally DCYF regularly engages with our YWD grantees through Service Area specific meetings and through regular contact with our staff. We use the information we gain from both young people and from grantees to refine our funding strategies, requirements, areas of focus and target populations.

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?

DCYF's YWD programs operate along a continuum that provides exposure to different jobs and careers and gives youth and TAY a chance to practice and experience them. While this approach doesn't explicitly target occupational segregation it does work against it by ensuring that young people have access to learn about and experience different industries, careers and jobs regardless of who they are.

Customer Experience

Customer experience stories add a human element to research and evaluation. Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose.

Participant Spotlight from a DCYF Grantee (personal identifying info redacted):

[YOUTH] showed incredible patience and dedication while applying for a job at Safeway. Most notably they overcame the obstacle of a new work permit requirement that they did not meet; even though they did not have the required 2.0 GPA on their most recent progress report, they had shown incredible improvement at school and had their teacher write a letter of appeal to the work permit office to allow them to receive the work permit. In addition, [YOUTH] showed dedication by consistently completing tasks quickly and efficiently and taking my advice and counsel seriously. Their curious nature works in their favor as they often ask great questions during lessons and before completely a task they are given. They were an instant favorite of the Safeway regional hiring manager and was offered a job at the end of their interview. [YOUTH] continues to work at Safeway and is doing well.

COVID-19 Impacts

COVID has resulted in high unemployment rates and disparate impacts on BIPOC, transitional age youth, low wage workers, women, and undocumented workers. Discuss strengths, weaknesses, opportunities, or threats to your program since COVID-19, and what support you need for your workforce development programs.

DCYF YWD programs have been heavily impacted by COVID. Many of our YWD programs have not been able to operate in their traditional way during the pandemic due to limitations related to health orders as well as because many of the traditional government, nonprofit and private sector employers where work based learning would normally happen are not able to take on youth. With a majority of our programs being reliant on outside businesses or agencies to provide those opportunities there has simply not been a way to replace these partners or easily move the types of experiences they offer to more virtual spaces. One opportunity that has emerged from COVID is that the limitations related to worksites has led grantees to try out new approaches for incentivized learning and in some cases virtual internships. Additionally the demand for our programs remains a strength and DCYF's willingness to allow our grantees to pivot from operating strictly within our funding strategies to services more focused on essential needs has allow some programs to continue to provide both training and support to help sustain their participants during this time.

Office of Economic and Workforce Development (OEWD)

Racial Equity

What are the intended results of your workforce development programs?

The WISF envisions a San Francisco Workforce Development System that is the bridge between employers and job seekers and follows a dual-customer approach, ensuring that workforce development programs and services are tailored to the needs of job seekers and provide a skilled and ready workforce for local businesses. Our mission is to create and guide a continuum of workforce services that improve economic vitality for people and businesses.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?

ENROLLMENT: 4,692 participants enrolled through Job Centers, Sector Training, and Subsidized Employment, Job Readiness and On Ramp Programs

TRAINING: 948 participants enrolled in Sector Training Programs • 822 completed (87% completion rate) • 561 placed (68% placement rate)

Additional workforce outcomes:

- CityBuild Special Training: 57 participants enrolled, 57 placed
- CityBuild On Ramps: 110 participants enrolled, 83 placed
- Advanced Manufacturing Pilot: 47 participants enrolled, 47 completed, 14 placed
- CityDrive: 328 participants enrolled, 188 completed, 154 placed COVID-19

Relief Programs - EDD Emergency Grants, Give2SF Programs (Immigrant Worker Fund, Family Relief Fund, Right to Recover Program), Unemployment and Supportive Services

RACIAL EQUITY TOOL	YES/NO
Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.	Yes. Through TechSF, we do targeted outreach to underrepresented groups in the Southeast. Services that are neighborhood based in geographically-based. Programs that serve justice-involved. CityBuild – agencies to assist with outreach.
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	<p>During our program monitoring review, we ensure that grievance and complaint procedures are posted to include but not limited to nondiscrimination and equal opportunity. In addition, during the participant interviews, questions are asked as to whether or not they have encountered any discrimination or felt that they were treated unfairly and who they need to go to for help. Providers are also aware about equal employment opportunity is the law and they must not discriminate based on race, color, sex, national origin, religion, age, equal pay, disability or genetic information.</p> <p>We do not currently have policies or explicit procedures for addressing racial violence, profiling or implicit/explicit bias.</p>
Programs eliminate barriers to resources, social services, public benefits, and institutions.	Supportive services are provided through all of our programs. Our Comprehensive Access Point, Goodwill, has social services co-located. HSA has done education with providers on available resources and accessing benefits programs.
Programs advance full inclusion, belonging, and civic engagement for San Franciscans.	<p>OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans. In 2020, OEWD Workforce Development Division staff with community input developed the following “Principles of Employment Equity” to guide strategic planning efforts:</p> <p>Employment equity ensures that OEWD's programs and services do not disadvantage, or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, disability, sexual orientation, immigration status, country of origin, language or justice system involvement.</p> <p>We acknowledge the intersectionality of each of these characteristics, particularly race and the continuing legacy of anti-Black racism, which disproportionately affects access and opportunity for each of these groups. OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies,</p>

	institutions, and systems that have limited employment and career success for too many San Franciscans.
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Through workforce development and facilitating employment opportunities, we address income disparities by providing job opportunities for communities disproportionately low rates of employment. In addition, programs work with those who are underemployed and offer skill advancement for the existing workforce.

Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?

Yes.

If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?

For FY 19/20, OEWD programs served primarily BIPOC – 28% A.A./Black; 30% Asian; 23% Latino/Hispanic; 5% Other/Multiracial.

Labor Market Context

How do your programs fit into the local labor market?

Historically, OEWD offered training programs in 4 industry sectors that offered entry and mid-level employment opportunities, higher entry wages, and opportunities for advancement (Hospitality, Health Care, Technology and Construction). Given the current labor market conditions due to the pandemic, we have reduced training in the Hospitality sector, provided support to workers affected by layoffs and business closures, and continued training in areas such as technology which has been less impacted.

Job Quality

How do your programs promote job quality?

Our programs promote job quality by prioritizing placement in full-time, above-minimum wage employment whenever possible. Our strong partnerships with local unions also provide employment opportunities with living wage and equitable benefits.

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?

Our four key industries and partnerships are as follows:

- We engaged with labor and employer partners through roundtables in the development of our recent RFP to get guidance on labor market information, industry hiring trends, and needed services to solicit for.
- Each of our sectors has individual relationships with employers through OEWD staff and the sector coordinators.
- One requirement of WIOA funding is that trainings must meet certain levels of certification. Rely on industry to review curriculum to approve and vet.
- Placement outcomes for racial groups with high unemployment are strengthened through our First Source program.

Through CityBuild, we work closely with the Building and Construction trades unions, state-certified apprenticeship, and employer organizations. Unions inform curriculum development, while local employers provide feedback on hiring practices and needed training which informs curriculum and training based on needs identified.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?

In planning for the release of our Request for Proposals, we utilized a range of approaches to engage stakeholders to share information about our process and thinking, assist in identifying community needs, and inform our workforce strategies.

Community Members – We conducted 2 virtual community listening sessions reaching 300 attendees and over 500 viewers on Facebook. In addition we convened a meeting with an immigrant workforce collaborative and conducted a survey that received 165 responses in English, Spanish, and Cantonese.

Service Providers – We conducted meetings with the Latino Task Force, Dignity Council, API providers, and MegaBlack-SF.

Employer & Labor Partners – We conducted focus groups with tech, healthcare, and union workforce partners.

Other Strategic Partners – We held planning meetings with key city departments, system partners and local foundations.

CityBuild currently conducts surveys of participants after each training cycle, a practice that is being explored for our other sector training programs. In addition, both clients and providers are interviewed during program monitoring visits.

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?

We address occupational segregation through outreach and targeting of communities underrepresented in certain industries such as Tech/Digital Media. In addition, we offer targeted outreach and training programs for young adults from communities that are underrepresented. This is also addressed through career awareness and exploration for young adults who may not be exposed to or consider certain occupations or industry sectors.

Many trades are highly ethnic specific in who is represented. Through CityBuild and the local hire program, they have been able to increase the hiring of those who are underrepresented in certain industries.

Customer Experience

Customer experience stories add a human element to research and evaluation. Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose.

Jennifer went from 2 part-time jobs to 1 full-time job in tech which pays a livable wage to support her family.

Jennifer was working two part-time jobs as an Immigration Legal Counselor and a tech support when she first heard of an IT training program through an organization called Dev/Mission. A friend's sister was an alumni of Dev/Mission's tech training program and got a job at a tech company. She wondered if the program could help her navigate the tech industry to a job that paid a livable wage.

Jennifer joined Dev/Mission's Pre-Apprenticeship training in 2019. Jennifer attended lectures and got hands-on experience with computer hardware. For Jennifer, Dev/Mission really helped her with career development advice, tips on how to excel in the tech industry and continuous support after the program.

With a Coursera Certificate in Google IT Support, Jennifer was ready to kick start her career in tech. Dev/Mission helped her get a full-time tech job as a Support Operations Specialist at Cisco Meraki, and now, she is able to support her family with one job.

COVID-19 Impacts

COVID has resulted in high unemployment rates and disparate impacts on BIPOC, transitional age youth, low wage workers, women, and undocumented workers. Discuss strengths, weaknesses, opportunities, or threats to your program since COVID-19, and what support you need for your workforce development programs.

Remote learning is the biggest challenge, both in terms of skills training and training that needs clinical hours. Our providers must tack technological disparities and the digital divide. Many low-income job seekers from communities of color lack the technology, familiarity with its use, or the skills to participate in remote trainings. This is further complicated by the social isolation resulting from only virtual interactions. Programs don't necessarily have the capacity or expertise to deal with these mental health issues. As a department, we have encouraged providers and supported through training their ability to provide remote services. Childcare and home schooling have also provided significant challenges to participants.

On the opportunity side, the relaxation of some policies such as using digital signatures and uploading of documents have helped with the remote provision of services. Remote service provision and online training has also expanded traditional outreach strategies and client participation.

San Francisco Human Services Agency (SFHSA)

Racial Equity

What are the intended results of your workforce development programs?

We seek to support low-income individuals, the majority of whom are BIPOC, on their path toward self-sufficiency. We recognize that individuals have diverse needs, backgrounds, strengths, challenges, and aspirations. We provide a variety of barrier removal, wraparound support, education/training and job placement/retention services to help clients on their individualized paths.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?

During FY19/20, we provided workforce services to 5,102 individuals, ranging from lighter-touch case management to more intensive job search, job readiness, education, and training activities. Ultimately, 499 of the individuals we served obtained an unsubsidized job, and 597 individuals obtained a subsidized job. Our workforce services also help clients meet work participation requirements so that they can continue to receive CalWORKs, CalFresh, or CAAP benefits.

RACIAL EQUITY TOOL	YES/NO
--------------------	--------

Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.	No (explicitly address racial disparities) Yes (implementation results in the reduction of racial inequities)
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	No
Programs eliminate barriers to resources, social services, public benefits, and institutions.	Yes
Programs advance full inclusion, belonging, and civic engagement for San Franciscans.	Yes
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Yes

Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?

Yes.

If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?

N/A

Labor Market Context

How do your programs fit into the local labor market?

Our JobsNOW program is structured to meet the demands of the local labor market. Employers apply to the program, and detail the specific job openings that they would like our assistance to fill. The top private-sector industries in which we placed clients in FY19/20 were generally in higher-demand industries, including health care and social assistance, administrative support and waster services, and transportation and warehousing. Our Public Service Trainee positions also help to meet the needs of city agencies to serve the San Francisco community and to give individuals with little work experience a foot in the door.

Job Quality

How do your programs promote job quality?

All employers partnering with us in our JobsNOW program must commit to a pay rate that is the San Francisco minimum wage or higher and must also comply with all San Francisco labor laws regarding employee health care and paid sick leave. We hope to help clients achieve high-quality, stable careers in the long-term by providing them with training, case management and coaching, and job opportunities that can serve as building blocks.

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?

We partner with SF Made to recruit participants for training and employment opportunities at local manufacturers, and many SF Made employers participate in our JobsNOW wage subsidy program. We also

partner with the San Francisco Chamber of Commerce and local merchants' associations to identify job opportunities for our clients in diverse neighborhoods, industries, and occupations. We are also a partner in the EXCEL health care administration and support training program, along with the Office of Economic and Workforce Development and University of California San Francisco. We subsidize part of EXCEL program graduates' wages when they begin employment at UCSF. Our programs also create pathways into public sector careers with the City & County of San Francisco.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?

We routinely incorporate employees' voices in our planning efforts for our workforce development programs. During fiscal year 19/20, we began a strategic planning and analysis effort for our JobsNOW program. We convened a core committee that included managers, supervisors, and staff. We also developed additional working groups that included supervisors and staff to identify specific strategies and process improvements. We have a Welfare to Work Advisory Committee at which community-based service delivery partners are represented, and periodically solicit CBO feedback to inform service design, as we did this FY in regard to helping job seekers bridge the digital divide.

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?

While we do not have specific programs designed to counter gender-based occupational segregation, we strive to place all clients into the best job opportunities available to them. 85% of our job placements in FY19/20 were to people of color.

Customer Experience

Customer experience stories add a human element to research and evaluation. Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose.

One individual was receiving CalWORKs in 2019 and participated in our JobsNOW! PST program. He was battling many demons, including drugs at that time. The PST Program helped lift him to a new level of confidence and toward self-sufficiency. After the PST Program he was able to secure a job as a grounds keeper and then a promotive opportunity to Property Manager in the complex where he lives. He also secured another job in the private-sector and was also exploring opening his own business.

Another CalWORKs recipient participated in our JobsNOW! Program and obtained a full-time, unsubsidized job with a private non-profit organization. She is not only self-sufficient, but is also helping others who are on the same path as she was.

COVID-19 Impacts

COVID has resulted in high unemployment rates and disparate impacts on BIPOC, transitional age youth, low wage workers, women, and undocumented workers. Discuss strengths, weaknesses, opportunities, or threats to your program since COVID-19, and what support you need for your workforce development programs.

In response to the COVID-19 pandemic, The Mayor proposed and the Board approved a significant expansion to the Agency's JobsNOW program budget in FY 20-21. The Agency revamped the program to make our JobsNOW wage subsidies available to assist employers as they struggle through this economic crisis. Our subsidies are now available to employers starting new businesses, who are restarting their businesses after a shut-down, and to retain existing employees at risk of being laid-off. In addition, we have expanded JobsNOW eligibility beyond individuals receiving HSA public benefits to assist those who have become unemployed during the COVID-19 pandemic and have household income below 300% of the federal poverty level. The pandemic also presented an opportunity for HSA to strengthen and expand existing partnerships with OEWD and EDD to ensure coordination of service delivery to employers and job seekers negatively impacted by the public health emergency. One challenge is that JobsNOW uptake to date in FY 20-21 has been lower than anticipated due to ongoing uncertainty about reopening for businesses, health and safety concerns for job seekers and the effects of federal, state and local stimulus programs. As a result, the Agency was able to quickly redirect dollars to where they were needed most, e.g., hardship assistance for low-income residents, digital services support for job seekers, and expanded career advancement opportunities for JobsNOW clients.

Recreation and Parks Department (RPD)

Racial Equity

What are the intended results of your workforce development programs?

We intend to provide expanded employment opportunities to communities of color in San Francisco, focusing on those included in SFRPD's Equity Zones and those not traditionally represented in the service maintenance and tech industries (women and BIPOC). We offer programs that target both youth and adults, hoping to reach clients at different stages of their life. We intend to provide youth with job readiness skills, empower them to pursue their passion, and open their perspective to multiple career paths. By employing at-risk youth we build their foundational life skills and simultaneously keep them busy and out of trouble. For aspiring service maintenance professionals we intend to provide them a space to learn and grow while meeting typical job expectations (ex: timeliness, attendance, consistency, effort).

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?

Considering the pandemic, we vastly exceeded expectations to meet the moment and provide San Francisco's youth with valuable work experience. Through all of our programs, we continue to increase diversity, especially in regards to the number of women that are now being exposed to and trained in traditionally male dominated industries. We continue to graduate a large amount of our Gardener Apprentices, which is literally *altering lives*. The change in life trajectory from a transitory employment situation to a full-time, permanent, benefited, journey-level Gardener position *cannot* be overstated.

RACIAL EQUITY TOOL	YES/NO
Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.	Yes. We proactively allocate labor resources into equity zones, take demographics into account when making rotation selections, adapt training methods to be culturally sensitive, and provide additional coaching to apprentices contending with barriers to success.
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	Yes, we hire a diverse array of demographics (Race, age, community) and maintain Implicit bias and respect in the workplace training as a part of the programs' core curriculum.

Programs eliminate barriers to resources, social services, public benefits, and institutions.	No, to ensure program participant success, we need more engagement with other city departments to provide wrap around services (i.e., childcare) to apprentices who need it.
Programs advance full inclusion, belonging, and civic engagement for San Franciscans.	Yes, hiring diversity is only a starting point and we ensure that clients are able to access SFRPD's equity events and trainings.
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Yes, our Requity Program focuses on empowering those from Equity Zones, we allocate labor resources to Equity Zones, and specifically target outreach to communities of color and women as part of the recruitment process.

Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?

Yes, we are able to track employment outcomes and disaggregate demographics if our clients obtain employment at RPD, however, we need greater access to Citywide employment data to track outcomes at other Departments and we do not currently have a formal tracking system for employment outcomes in the private sector. We would need dedicated staff to maintain contact with clients post-program to better track employment outcomes.

If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?

Racially, employment outcomes are generally proportional to representation in our programs, however, Asian clients are under-represented in employment outcomes. Further, although Black clients are over-represented in employment outcomes (as are White clients), Black clients need to be over-represented to a larger degree if we are going to make-up for generations of systemic racism and abuse throughout society.

Labor Market Context

How do your programs fit into the local labor market?

SFRPD maintains a set of labor market comparators in a dynamic Power BI Dashboard, however, these comparators need to be further refined to include more industry specific data at the EEO-4 level. By understanding how demographics are represented proportionally in specific industries, we will be better able to gauge our success with targeted outreach strategies. Compared to the general labor market, women and Asian clients are under-represented in our workforce development programs.

Job Quality

How do your programs promote job quality?

Our youth programs provide wages to San Franciscans that may not yet have access to other employment and we work to ensure schedules remain predictable around other activities (school, extracurricular activities). Our Gardener Apprentices remain with us for several years and their positions have the following benefits: full time work, living wage, and all the benefits and protections enjoyed by our PCS employees. In addition, the program pays for all school fees and expenses and provides all the tools, equipment and protective gear required.

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?

The apprentice program is a joint collaboration of Labor's International Union Local 261, City College of San Francisco, the City of San Francisco Department of Human Resources and the San Francisco Recreation and Parks Dept. If and when apprentices graduate, they are hired into permanent positions. Additionally, San Francisco State University partners with us to deliver internships to Recreation, Park, and Tourism major, with projects approved in collaboration with SFSU. Finally, the University of San Francisco McCarthy Fellows Program approves projects for SFRPD Fellows and provides regular coaching and check-ins to assist with the co-education of their Fellows.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?

SFRPD Racial Equity Action Plan Initiative 4.1.4. will involve provide participants with a digital, anonymous suggestion box. Feedback will be sent to senior leaders and expected to be incorporated into program improvements. Our Gardener Apprentice Program was developed in close collaboration with SFRPD Field Staff and L261 and the coordinators regularly reach out for feedback from the apprentices. This occurs both informally and as part of exit interviews when they graduate from the program and their feedback has resulted in adjustments to training content and method, assessment, and planning. Systematically, exit interviews occur for SFRPD staff that leave for another position and several internships require evaluations with feedback to be sent to the supervisor.

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?

We engage in targeted outreach to communities of color and women as part of recruitment process, attempting to disrupt a traditionally male dominated service maintenance industry. We also work diligently at adapting training methods to be culturally sensitive and to address differences in learning needs, thereby helping diverse applicants succeed and form permanent careers in their field. We also take extra care to coach and mentor apprentice gardeners based on regular assessment from field staff, resulting in a tailored approach to each individual.

Customer Experience

Customer experience stories add a human element to research and evaluation. Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose.

While SFRPD has many success stories, including several permanent workers that found housing programs due to our Homeless Outreach Team and went on to be employed in the Public Service Trainee Program, Gardener Apprentice Program, and then graduated to become a full-time Gardener – one story in particular stands out. The current supervisor of our Gardener Apprentice Program is a woman that found the position once she successfully graduated from the program and went on to become a high performing Gardener, and eventually a Gardener Supervisor. She now works with Apprentices to further develop their skills and pass on the benefits of stable work that she has enjoyed.

COVID-19 Impacts

COVID has resulted in high unemployment rates and disparate impacts on BIPOC, transitional age youth, low wage workers, women, and undocumented workers. Discuss strengths, weaknesses, opportunities, or threats to your program since COVID-19, and what support you need for your workforce development programs.

Hiring and recruiting diverse candidates has become more difficult during COVID since we have not been able to hold as many on-site recruitment events in Equity Zones. There are also less opportunities for youth workers, since we generally employ them to assist with schooltime activities and summer camps. However, we have continued to employ youth rather than closing the program altogether, and we are able to work with interns via remote work. We have also adapted the training and education components of the Gardener Apprentice Program to conform to Covid-19 protocols (no small feat).

For the Gardener Apprentice Program, housing, childcare, and commuting challenges continue to be the greatest threats to completion of the program and Covid-19 has only deepened those threats (particularly around childcare, which disproportionately effects women of color). We need to work on partnering with other city agencies to address these challenges as they come up in real time.

San Francisco International Airport (SFO)

Racial Equity

What are the intended results of your workforce development programs?

SFO's workforce programs aim to provide equitable access and professional development opportunities to youth and transitional aged youth (TAY); to improve job quality for incumbent employees of SFO's private tenant employers; and to aid jobseekers in finding employment at the Airport through increased access to transportation, financial services, childcare, and other services. These programs primarily target vulnerable populations in the broader Bay Area region, not exclusive to San Francisco. SFO's efforts working with employers include connecting them to diverse workers and building capacity to help them hire, retain, and build the skillsets of their workers.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?

We continue to have a diverse participation in our internship and worker supports programs that is generally representative of the City and County of San Francisco and San Mateo County's diversity. However, we do have more room to work with Hispanic, Latino, and/or Spanish communities. We'd also like to work with more Black and African American communities, as they are disproportionately underrepresented in the aviation industry.

RACIAL EQUITY TOOL	YES/NO
Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.	Yes
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	Yes

Programs eliminate barriers to resources, social services, public benefits, and institutions.	Yes
Programs advance full inclusion, belonging, and civic engagement for San Franciscans.	Yes
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Yes

Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?

We have some information that we are able to disaggregate, but we do not have comprehensive data as some participants elected not to provide some of their data. However, we have estimated that 75% of the workforce at SFO is comprised of people of color, with strong occupational segregation.

If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?

We have low visibility into the demographics of employees after they leave our program due to security concerns. This is something we'd like to work on and build capacity around.

Labor Market Context

How do your programs fit into the local labor market?

Beginning in FY19, growth was on par with the travel and hospitality industries. Tenant partners at the Airport were struggling to find workers in the tight labor market. However, our programs were heavily affected by the COVID-19 pandemic, which reduced our capacity to serve jobs in leisure and hospitality, food services, and hotels throughout the rest of the FY. Air traffic has been heavily negatively impacted by COVID-19 beginning in the latter half of FY19/20, with air traffic steadily declining to 95% lower levels year-over-year. Instead of aiding in job placements and professional development, the Airport is now supporting layoffs and this continues to be the pivot for this FY.

Job Quality

How do your programs promote job quality?

SFO has implemented several programs to improve and maintain job quality at the Airport: the Quality Standards Program (QSP), Ground Support Equipment Safety Inspection Program (GSESIP), and the Facilities Standards Inspection Program (FSIP).

- **Quality Standards Program (QSP):** Since 1999, QSP has set the standard for minimum wages (50 cents more than the City's Minimum Compensation Ordinance), health and welfare benefits, and safety and training standards.
- **Ground Support Equipment Safety Inspection Program (GSESIP):** Beginning in 2014, the GSESIP subjects all motorized and non-motorized airfield equipment operated by private companies to safety inspections to ensure the safety of all workers, and requires any equipment that does not pass the inspection checklist to be put out of service.
- **Facilities Standards Inspection Program (FSIP):** Beginning in 2019, the FSIP has set out to inspect all breakrooms leased by tenants to ensure that breakrooms meet the standards set by the Airport. These include cleanliness, safety, and wage/labor information postings. Since COVID-19, the FSIP has expanded to COVID-19 safety guidelines.
- **Financial Literacy & Other Supports:** Starting in 2019, SFO began offering a variety of different financial literacy and preparation resources, such as free tax preparation, financial literacy documents, free financial planning and coaching with a certified financial coach, and free and discounted legal

help for immigration services. We also provide transportation stipends and retention incentives and connect workers to other resources such as reduced childcare.

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?

The Airport houses more than 200 employers of different sizes, all with their own unique and specific issues. SFO partners regularly with all employers, whether large airlines or small concessions owned by socially and economically disadvantaged business owners, to connect them to qualified workers of diverse backgrounds. Prior to the COVID-19 pandemic, we also created the Workforce Employer Board (WEB), a coalition of tenant employers, to discuss job quality issues and collaborating on solving these issues to improve the work lives of their employees such as transportation and food access. Through the WEB, SFO's plan was to work on creating career lattices where incumbent employees could have moved between companies to develop their careers.

COVID-19 has placed significant strain on the Airport and its employers. Although SFO continues to work with its partners on relevant training and appropriate worker placement, the return to SFO's previous capacity to develop workforce programs and partner with industry partners will be limited.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?

In 2018, SFO conducted its first ever worker voice study to understand how the total airport workforce (of around 40,000) view and experience their jobs, which resulted in the kickoff of many worker-centered initiatives, such as commuter buses, food discounts, expanded transportation discounts, and better outreach to advertise the various services that SFO offers its workforce. Since 2018, SFO continues to conduct topical worker voice studies based on the results of the first worker voice study, focusing on transportation, food, employment opportunities, financial security, and others. These worker voice studies have resulted in collaboration with the Office of Financial Empowerment to develop a model for emergency grants; Nelson\Nygaard, the transportation planning firm, to develop an implementation plan for the commuter bus; Economic Development Research Group, Inc. to study the future of the workforce; and Accenture through the City's Civic Bridge Program to create principles around communicating with the Airport's frontline workers. Based on-going feedback, SFO continues to be responsive to the community's needs; due to the current pandemic, SFO has pivoted toward offering unemployment assistance and resource navigation services for the workforce.

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?

Leadership in the aviation industry has historically and currently been white- and male-dominated. However, service positions based at the airport, such as wheelchair pushers, janitorial staff, and lobby agents are monocultural and have racial and ethnic concentrations of workers. We have historically referred diverse candidates to sectors where there are occupational segregation patterns. Our Custodial Track Program specifically disrupts occupational segregation, as African Americans are heavily underrepresented in the custodial workforce at SFO. All our other workforce and internship programs help women gain experience in

aviation-related and aviation-adjacent industries, where women are historically underrepresented. Our internship programs tend to have more female-identified interns than male-identified interns.

Customer Experience

Customer experience stories add a human element to research and evaluation. Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose.

“My favorite memory here at SFO in summer 2019 was being promoted from a lobby agent to a dispatcher with in the first couple days of the internship. It was a pleasure to greet and direct passengers to their correct location. But as a dispatcher, I was able to engage with wheelchair agents and also many United Airlines Agents. As a dispatcher I was able to ensure that every passenger who requested a wheelchair, was able to be transported to the gate or next location.”

-Juan Nuñez, ABM

COVID-19 Impacts

COVID has resulted in high unemployment rates and disparate impacts on BIPOC, transitional age youth, low wage workers, women, and undocumented workers. Discuss strengths, weaknesses, opportunities, or threats to your program since COVID-19, and what support you need for your workforce development programs.

The COVID-19 pandemic greatly reduced the need and capacity for both our internship programs and our programs for jobseekers and incumbent workers. Due to the significant reduction in flight activity, many workers were laid off, and our private tenant employers are no longer able to support youth internships. SFO as a department also had to significantly reduce our internship program for FY20/21. Because of the pandemic, SFO's workforce programs shifted toward supporting recently laid off or furloughed workers by helping with unemployment claims, transportation navigation services and stipends (due to COVID-19's impact on public transportation), free safety resources (such as masks), and connections to outside resources. Our Facilities Standards Inspection Program (FSIP) has also been especially adaptable to the pandemic, as it focuses specifically on employee safety and well-being, and allows the Airport to have minimum quality standards around job quality.

We have been working closely with our Labor partners (such as, but not limited to, Local 2, Local 5, SEIU-USWW, Teamsters), as we've seen some vulnerabilities and inconsistencies related to benefits which has been of great concern to labor, their employees, and their employers. This has heightened the Airport's role as an intermediary between employers and their employees, and labor and employers, and how to best facilitate everyone's best interest.

CONCLUSION

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

Nonetheless, after seven 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 agencies²³.

This year, the Alignment Committee requested program-level data, system data elements for client matching, and qualitative report on programs and COVID-19 impacts. While the changes provided a deeper look into the workforce development system and yield rich data with which to evaluate the broader system, the Inventory process may benefit from the following improvements:

- Establish key performance indicators to improve results-based accountability and external evaluation.
- Some of the data collected may be expanded to an interactive public use document, and maintained under public scrutiny.
- A working group may collect and review financial data from F\$P financial systems to improve consistency, actual expenditure tracking, and cost allocations across departments.
- Solicitation of a consultant to match client data across City departments and report on longitudinal outcomes for clients.

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

²³ 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.

Appendix A: FY 2019-20 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 June 2021.

Purpose

As of FY 2019-20, more than (18) City departments host or fund workforce development programs. This annual inventory provides an opportunity for departments to reflect on the intended beneficiaries, outputs, and outcomes of these programs. Viewed across the years, data from the annual workforce inventory provides insights into the breadth and depth of the workforce system across these departments. These data 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 review our recorded training on completing this survey instrument. Please contact Jen Hand at OEWD with any questions or for further assistance: jennifer.hand@sfgov.org

Deadline

Please return completed surveys to jennifer.hand@sfgov.org by **FRIDAY, MARCH 26, 2021, 5:00 p.m. PST.**

Thank you very much for your time and efforts!

This section is for your department's internal project management of this request. Please note that this list may be used by the Committee on Citywide Workforce Alignment for outreach, data requests, and communications in furtherance of the goals of Workforce Alignment.

[illegible]

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	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 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. Departments may adjust youth age categories based on their definitions. Please do so on the Program Metrics page.	Alignment Committee
	English Language Learner (ELL)	Individuals who have limited proficiency 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
	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	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

Data Category	Data Element	Definition	Definition Source
	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
	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
	Women and Gender Minorities	This element includes female, trans male, trans female, or genderqueer individuals as defined in the Gender Identity section.	SFDPH
	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

Data Category	Data Element	Definition	Definition Source
Homeless	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
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
	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	American Indian or Alaska Native, alone	A person who identifies with any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment. It includes people who identify as "American Indian" or "Alaska Native" and includes groups such as Navajo Nation, Blackfeet Tribe, Mayan, Aztec, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, etc.	U.S. Census Bureau / DataSF
	Asian, alone	A person who identifies with one or more nationalities or ethnic groups originating in the Far East, Southeast Asia, or the Indian subcontinent. Examples of these groups include, but are not limited to, Chinese, Filipino, Asian Indian, Vietnamese, Korean, and Japanese. The category also includes groups such as Pakistani, Cambodian, Hmong, Thai, Bengali, Mien, etc.	U.S. Census Bureau / DataSF
	Black or African-American, alone	The category "Black or African American" includes all individuals who identify with one or more nationalities or ethnic groups originating in any of the black racial groups of Africa. Examples of these groups include, but are not limited to, African American, Jamaican, Haitian, Nigerian, Ethiopian, and Somali. The category also includes groups such as Ghanaian, South African, Barbadian, Kenyan, Liberian, Bahamian, etc.	U.S. Census Bureau / DataSF
	Hispanic, Latino, or Spanish	The category "Hispanic, Latino, or Spanish" includes all individuals who identify with one or more nationalities or ethnic groups originating in Mexico, Puerto Rico, Cuba, Central and South American, and other Spanish cultures. Examples of these groups include, but are not limited to, Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, and Colombian. The category also includes groups such as Guatemalan, Honduran, Spaniard, Ecuadorian, Peruvian, Venezuelan, etc.	U.S. Census Bureau / DataSF
	Middle Eastern or North African, alone	The category "Middle Eastern or North African" includes all individuals who identify with one or more nationalities or ethnic groups originating in the Middle East or North Africa. Examples of these groups include, but are not limited to, Lebanese, Iranian, Egyptian, Syrian, Moroccan, and Algerian. The category also includes groups such as Israeli, Iraqi, Tunisian, Chaldean, Assyrian, Kurdish, etc.	U.S. Census Bureau / DataSF

Data Category	Data Element	Definition	Definition Source
	Native Hawaiian or Other Pacific Islander, alone	The category "Native Hawaiian or Other Pacific Islander" includes all individuals who identify with one or more nationalities or ethnic groups originating in Hawaii, Guam, Samoa, or other Pacific Islands. Examples of these groups include, but are not limited to, Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, and Marshallese. The category also includes groups such as Palauan, Tahitian, Chuukese, Pohnpeian, Saipanese, Yapese, etc.	U.S. Census Bureau / DataSF
	White, alone	The category "White" includes all individuals who identify with one or more nationalities or ethnic groups originating in Europe. Examples of these groups include, but are not limited to, German, Irish, English, Italian, Polish, and French. The category also includes groups such as Scottish, Norwegian, Dutch, Slavic, Cajun, Roma, etc.	U.S. Census Bureau / DataSF
	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
	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 Some College, no degree)	A person whose highest level of education completed is a regular high school diploma, GED or alternative	U.S. Census Bureau
	Associate's Degree	A person who has received college credit but not a college degree	U.S. Census Bureau
		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
	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 Formerly 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, Sunnydale or Alice Griffith public housing sites of San Francisco; if unable to match through data sharing agreement(s), departments can match client	HOPE SF

Data Category	Data Element	Definition	Definition Source
	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
	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

Data Category	Data Element	Definition	Definition Source
	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
	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

Data Category	Data Element	Definition	Definition Source
	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
	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

Data Category	Data Element	Definition	Definition Source
	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
	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

Data Category	Data Element	Definition	Definition Source
	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
	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

Data Category	Data Element	Definition	Definition Source
	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 2019-20 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2019-20 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
Program Participants ("Duplicated" Clients)	TOTAL					0		#DIV/0!
Unique Clients ("Unduplicated" Clients)	TOTAL							100%
Gender Identity (only for program clients age 12 and older)	Female					0		#DIV/0!
	Male					0		#DIV/0!
	Trans Male					0		#DIV/0!
	Trans Female					0		#DIV/0!
	Genderqueer or Gender Non-binary					0		#DIV/0!
	Not listed, specified					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL					0	0	#DIV/0!
Sexual Orientation (only for program clients age 12 and older)	Straight or Heterosexual					0		#DIV/0!
	Bisexual					0		#DIV/0!
	Gay, Lesbian or Same-Gender Loving					0		#DIV/0!
	Questioning or Unsure					0		#DIV/0!
	Not listed, specified					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL					0	0	#DIV/0!
Age (for <u>all</u> program clients)	Youth (17 and under)					0		#DIV/0!
	TAI (age 18 to 24)					0		#DIV/0!
	Adults (age 25 to 54)					0		#DIV/0!
	Older Adults (age 55 and over)					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL					0	0	#DIV/0!
Race and Ethnicity (for <u>all</u> program clients; if your department captures sub-categories of race or ethnicity, consistent with recommendations from the Office of Racial Equity, please feel free to add additional lines and roll-up to the top category.)	American Indian or Alaska Native, alone					0		#DIV/0!
	Asian, alone					0		#DIV/0!
	Black or African-American, alone					0		#DIV/0!
	Hispanic, Latino, or Spanish					0		#DIV/0!
	Middle Eastern or North African, alone					0		#DIV/0!
	Native Hawaiian or Other Pacific Islander, alone					0		#DIV/0!
	White, alone					0		#DIV/0!
	Other Race, alone					0		#DIV/0!
	Two or More Races					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL					0	0	#DIV/0!
Residence (for <u>all</u> program clients)	Zip Code 94016					0		#DIV/0!
	Zip Code 94102					0		#DIV/0!
	Zip Code 94103					0		#DIV/0!
	Zip Code 94104					0		#DIV/0!
	Zip Code 94105					0		#DIV/0!
	Zip Code 94107					0		#DIV/0!
	Zip Code 94108					0		#DIV/0!
	Zip Code 94109					0		#DIV/0!
	Zip Code 94110					0		#DIV/0!
	Zip Code 94111					0		#DIV/0!
	Zip Code 94112					0		#DIV/0!
	Zip Code 94114					0		#DIV/0!
	Zip Code 94115					0		#DIV/0!
	Zip Code 94116					0		#DIV/0!
	Zip Code 94117					0		#DIV/0!
	Zip Code 94118					0		#DIV/0!
	Zip Code 94119					0		#DIV/0!
	Zip Code 94120					0		#DIV/0!
	Zip Code 94121					0		#DIV/0!
	Zip Code 94122					0		#DIV/0!
	Zip Code 94123					0		#DIV/0!
	Zip Code 94124					0		#DIV/0!
	Zip Code 94125					0		#DIV/0!
	Zip Code 94126					0		#DIV/0!
	Zip Code 94127					0		#DIV/0!
	Zip Code 94129					0		#DIV/0!
	Zip Code 94130					0		#DIV/0!
	Zip Code 94131					0		#DIV/0!
	Zip Code 94132					0		#DIV/0!
	Zip Code 94133					0		#DIV/0!
	Zip Code 94134					0		#DIV/0!
	Zip Code 94137					0		#DIV/0!
	Zip Code 94139					0		#DIV/0!
	Zip Code 94140					0		#DIV/0!
	Zip Code 94141					0		#DIV/0!
	Zip Code 94142					0		#DIV/0!
	Zip Code 94143					0		#DIV/0!
	Zip Code 94144					0		#DIV/0!
	Zip Code 94145					0		#DIV/0!
	Zip Code 94146					0		#DIV/0!
	Zip Code 94147					0		#DIV/0!
	Zip Code 94151					0		#DIV/0!
	Zip Code 94153					0		#DIV/0!
	Zip Code 94154					0		#DIV/0!
	Zip Code 94156					0		#DIV/0!
	Zip Code 94158					0		#DIV/0!
	Zip Code 94159					0		#DIV/0!
	Zip Code 94160					0		#DIV/0!

[INSERT NAME OF DEPARTMENT]

FY 2019-20 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2019-20 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
	Zip Code 94161					0		#DIV/0!
	Zip Code 94162					0		#DIV/0!
	Zip Code 94163					0		#DIV/0!
	Zip Code 94164					0		#DIV/0!
	Zip Code 94171					0		#DIV/0!
	Zip Code 94172					0		#DIV/0!
	Zip Code 94177					0		#DIV/0!
	Zip Code 94188					0		#DIV/0!
	Homeless (using DSHS definition)					0		#DIV/0!
	Outside of San Francisco Resident					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
School Enrollment (for all program clients)	TOTAL					0	0	#DIV/0!
	Not in School					0		#DIV/0!
	In Middle School					0		#DIV/0!
	In High School					0		#DIV/0!
	In GED Program					0		#DIV/0!
	In Vocational Education Program					0		#DIV/0!
	In Postsecondary Institution					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL					0	0	#DIV/0!
Educational Attainment (for all program clients)	Less than High School Equivalent					0		#DIV/0!
	High School Graduate (or equivalency)					0		#DIV/0!
	Some College, no degree					0		#DIV/0!
	Associate's Degree					0		#DIV/0!
	Bachelor's Degree					0		#DIV/0!
	Graduate Degree					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL					0	0	#DIV/0!
Priority Populations	English Language Learners					0		#DIV/0!
	Active or Formerly Justice-Involved Individuals					0		#DIV/0!
	Active or Former Foster Care Youth					0		#DIV/0!
	Homeless or Formerly Homeless					0		#DIV/0!
	HOPE SF Residents					0		#DIV/0!
	Individuals with Disability					0		#DIV/0!
	Long-term Unemployed (age 25 and older)					0		#DIV/0!
	Public Benefits Recipients					0		#DIV/0!
	Public Housing Residents					0		#DIV/0!
	Employed					0		#DIV/0!
	Underemployed (age 25 and older)					0		#DIV/0!
	Unemployed					0		#DIV/0!
	Women and Gender Minorities					0		#DIV/0!
	Veterans (age 25 and older)					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL					0	0	#DIV/0!
Performance Metrics (for all program participants)	Enrolled in English Language Service(s)					0		#DIV/0!
	Completed Basic Skills Training					0		#DIV/0!
	Completed Job Readiness Training					0		#DIV/0!
	Completed Training, Other (Not Voc or Occ)					0		#DIV/0!
	Completed Vocational and/or Occupational Skills Training For:					0		#DIV/0!
	Accommodation and Food Services					0		#DIV/0!
	Administrative and Support and Waste Services					0		#DIV/0!
	Arts, Entertainment, and Recreation					0		#DIV/0!
	Construction					0		#DIV/0!
	Crop and Animal Production					0		#DIV/0!
	Educational Services					0		#DIV/0!
	Finance and Insurance					0		#DIV/0!
	Government					0		#DIV/0!
	Health Care and Social Assistance					0		#DIV/0!
	Information					0		#DIV/0!
	Management of Companies and Enterprises					0		#DIV/0!
	Manufacturing					0		#DIV/0!
	Mining, Quarrying, and Oil and Gas Extraction					0		#DIV/0!
	Other Services (except Public Administration)					0		#DIV/0!
	Professional, Scientific, and Technical Services					0		#DIV/0!
	Real Estate and Rental and Leasing					0		#DIV/0!
	Retail Trade					0		#DIV/0!
	Transportation and Warehousing					0		#DIV/0!
	Utilities					0		#DIV/0!
	Wholesale Trade					0		#DIV/0!
	Other, Non-Specified					0		#DIV/0!
	Completed Vocational/Occupational Training, TOTAL	0	0	0	0	0	0	#DIV/0!
	Training Completions, TOTAL	0	0	0	0	0	0	#DIV/0!
	Unsubsidized Job Placements					0		#DIV/0!
	Subsidized Job Placements					0		#DIV/0!
	Unique Clients in Unsubsidized Employment					0		#DIV/0!
	Unique Clients in Subsidized Employment					0		#DIV/0!
	Unsub. Employment Placements at Program Exit					0		#DIV/0!
	Placements and Employment, TOTAL	0	0	0	0	0	0	#DIV/0!
	(Defining your Department's Outcome Metric if not listed above)							#DIV/0!

[INSERT NAME OF DEPARTMENT]

FY 2019-20 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2019-20 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
	[Insert your Department's Outcome Metric if not listed above]							#DIV/0!
Placement or Employment Industry (for all program clients)	Accommodation and Food Services					0		#DIV/0!
	Administrative and Support and Waste Services					0		#DIV/0!
	Arts, Entertainment, and Recreation					0		#DIV/0!
	Construction					0		#DIV/0!
	Crop and Animal Production					0		#DIV/0!
	Educational Services					0		#DIV/0!
	Finance and Insurance					0		#DIV/0!
	Government					0		#DIV/0!
	Health Care and Social Assistance					0		#DIV/0!
	Information					0		#DIV/0!
	Management of Companies and Enterprises					0		#DIV/0!
	Manufacturing					0		#DIV/0!
	Mining, Quarrying, and Oil and Gas Extraction					0		#DIV/0!
	Other Services (except Public Administration)					0		#DIV/0!
	Professional, Scientific, and Technical Services					0		#DIV/0!
	Real Estate and Rental and Leasing					0		#DIV/0!
	Retail Trade					0		#DIV/0!
	Transportation and Warehousing					0		#DIV/0!
	Utilities					0		#DIV/0!
	Wholesale Trade					0		#DIV/0!
Data Unknown or Unavailable					0		#DIV/0!	
	TOTAL					0	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 (\$)					#DIV/0!	#DIV/0!	
	Client Data Available					0	0	
	Client Data Unavailable					0	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 (\$)					#DIV/0!	#DIV/0!	
	# Client Data Available					0	0	
	# Client Data Unavailable					0	0	
Employment Retention (for all program clients)	Clients employed 1 month after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed 3 months after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed 6 months after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed 12 months after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed 18 months after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed 24 months after program exit (regardless if different position or employer).					0		#DIV/0!
	# Client Data Available					0		
	# Client Data Unavailable					0		
	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.]							
	# Client Data Available							
	# Client Data Unavailable							

[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	\$ -	#DIV/0!
		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!
		Total Expenditures	\$ -	#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 (\$)	#DIV/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 2019-20 Workforce Services Inventory, Fall 2020.

CONTEXT
The Budget and Legislative Analyst Office audited OEWD's workforce programs during FY 2019 - 2020 and FY 2020 - 2021. Among other policy points, the auditors recommended that OEWD de-duplicate client data across all workforce-serving agencies. This may be accomplished through client data matching or through data system alignment. If you have additional recommendations for this project, please feel free to share.

INSTRUCTIONS
Please share the data elements available in your data system to help us appropriately scope this request. Identify which of these elements your department has available (Y/N), in which system they are housed (e.g., database name, paper form, etc.), and whether your department has a different naming convention for the element. Please add notes where you would like to clarify any items or ask questions.

Where did this taxonomy come from?
OEWD and SFHSA participated in a data system mapping project with the Controller's City Performance Unit from 2018 - 2020. This request is based off of work product completed by the Controller.

OEWD Data Element Category	OEWD Data Element - Sub Category	OEWD Data Element Name	Available (Y/N)	System Name(s)	DEPT Notes (e.g., naming convention, etc.)
Client Identification Information	Name	Client ID			
Client Identification Information	Name	Upload ID			
Client Identification Information	Name	First Name			
Client Identification Information	Name	Last Name			
Client Identification Information	Name	Internal ID			
Client Identification Information	SSN	SSN			
Client Identification Information	DOB	DOB			
Client Contact Information	Address	Residence Address			
Client Contact Information	Address	Mailing Address			
Client Contact Information	Address	Zip code			
Client Contact Information	Phone	Phone			
Client Contact Information	Email	Email Address			

Do you have a specific methodology for assigning unique identifiers for clients within your data systems?

FY 2019-2020 CITYWIDE WORKFORCE SERVICES INVENTORY

QUALITATIVE ANALYSIS ADDENDUM

(OPTIONAL PILOT)

CONTEXT

The Workforce Inventory collects essential quantitative data to measure the inputs and outputs of the San Francisco Workforce Development System. While the quantitative data may be rich and vibrant, they may be best informed by your discussion of the questions below which assess the depth and impact of your programming and communicate the value of the system to key stakeholders. The below sections cover essential information related to workforce development programs: racial equity components, labor market context, job quality, industry or sector partnership, worker wisdom, dismantling occupation segregation, customer experience, and the current COVID context.

We are testing this qualitative analysis section to pilot a substantive change for next year's Inventory. As appropriate, your responses to this optional form will be used in the FY 2019-20 Annual Inventory to spotlight your programs. Data from this section may be used to build network connections among programs and departments, and may be used for discussion or presentation at the Alignment Committee meetings. As a note, all City work product is subject to public review.

INSTRUCTIONS

Please provide a short paragraph of 3 - 5 sentences in response to each section below. We are interested in qualitative analysis of your programs as a whole. **Please speak to specific programs as appropriate, but please do not itemize your programs in response to these questions.**

RACIAL EQUITY is core to the mission of workforce development. The below questions are adapted from the Government Alliance on Race & Equity Racial Equity Toolkit: An Opportunity to Operationalize Equity: https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf

RACIAL EQUITY: What are the intended results of your workforce development programs?

RACIAL EQUITY: Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?

RACIAL EQUITY TOOL

YES/NO

Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.

Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.

Programs eliminate barriers to resources, social services, public benefits, and institutions.

Programs advance full inclusion, belonging, and civic engagement for San Franciscans.

Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.

<p>RACIAL EQUITY: Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?</p>
<p>RACIAL EQUITY: If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?</p>
<p>LABOR MARKET CONTEXT: Please review the labor market information included with this instrument or request updated information from Jen Hand (jennifer.hand@sfgov.org).</p>
<p>How do your programs fit into the local labor market?</p>
<p>JOB QUALITY: Job quality refers to jobs and careers with living wages, stable and predictable income, wealth-building opportunities; safe work places free from discrimination and harassment; stable and predictable hours; and benefits packages that facilitate a healthy, stable life, including health insurance, paid sick and vacation time, family/medical leave, an adequate retirement savings plan, disability insurance, and life insurance.</p> <p>For more information about living and self-sufficiency wages for San Francisco, check out the Insight Center for Community Economic Development's Family Needs Calculator (2018): https://insightcced.org/2018-family-needs-calculator/</p> <p>For more information about job quality, check out The Aspen Institute's Job Quality Tools Library: https://www.aspeninstitute.org/longform/job-quality-tools-library/</p>
<p>How do your programs promote job quality?</p>
<p>INDUSTRY or SECTOR PARTNERSHIP is industry-driven and locally-based collaboration between key workforce stakeholders that are embedded in the existing workforce and education systems.</p> <p>Read more about building industry partnerships from the National Skills Coalition: https://www.nationalskillscoalition.org/Partnering-Up-Brief-FIN-HIGH-RES.pdf</p>
<p>Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?</p>
<p>WORKER WISDOM refers to engaging worker voice in the development of partnerships, programs, and evaluation. Worker voice may refer to engaging unions, community-based organizations, worker advocacy groups, employees, or other stakeholders.</p>
<p>How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?</p>

OCCUPATIONAL SEGREGATION occurs when one demographic group is overrepresented or underrepresented among different kinds of work or different kinds of jobs. In 2015, for example, men were 53 percent of the U.S. labor force, but held less than 30 percent of the jobs in education and more than 98 percent of the jobs in construction. Occupational segregation hurts economic growth for a multitude of reasons.

See more on occupational segregation from Washington Center for Equitable Growth:

<https://equitablegrowth.org/wp-content/uploads/2017/09/092717-occupational-seg.pdf>

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?

CUSTOMER EXPERIENCE adds a human element to research and evaluation, and grounds the data in human experience. This reporting also allows us to communicate the value of programming from a humanistic and whole person approach.

Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose. If your agency does not have permission to disclose, please write "N/A."

COVID has resulted in high unemployment rates and disparate impacts on BIPOC, transitional age youth, low wage workers, women, and undocumented workers.

Discuss strengths, weaknesses, opportunities, or threats to your program since COVID-19, and what support you need for your workforce development programs.

FY 2019 – 20 Citywide Workforce Services Inventory Timeline

Thank you for participating in our FY 2019 – 20 Citywide Workforce Services Inventory. Below, please find the timeline of trainings, deadlines, and follow-up.

Date	Time	Event	Location
Monday, 1/18	COB	Release & Instructions	via e-mail
Monday, 1/18	COB	Inventory Training	via e-mail
Friday, 3/26	COB	Inventory Due	via e-mail
1/18 – 3/26	Business Hours	Technical Assistance	Via e-mail & phone
3/29 – 4/30	Business Hours	OEWD Follow Up & Analysis	via e-mail & phone
4/16 – 5/14	Business Hours	Data Working Group Review	via e-mail & Teams
June 2021	TBD	OEWD Final Report	via e-mail

Memorandum

To: Workforce Program Analysts
From: Office of Economic and Workforce Development
Date: January 18, 2021

Thank you for participating in the FY 2019-20 Citywide Workforce Inventory! Your department/division/unit participated in the Inventory last year, and we look forward to receiving your submission by **[INSERT YOUR DEPARTMENT'S INTERNAL DEADLINE. THE INVENTORY IS DUE TO OEWD MARCH 26th.]**

The Inventory is an instrument designed by the Committee on Citywide Workforce Alignment ("Alignment Committee"), a body composed of the heads of the Human Rights Commission, San Francisco Human Services Agency, Office of Economic and Workforce Development, Department of Children Youth and Their Families, Public Utilities Commission, Department of Public Works, Department of Human Resources, Department of Public Health, and Department of Homelessness and Supportive Housing. San Francisco Administrative Code Chapter 30 mandates the Alignment Committee to advise departments on best practices in workforce development, coordinate services for maximum social and financial impact, and ensure equity in the provision of services to clients.

Since 2014, OEWD and the Alignment Committee have requested an annual survey of City workforce programs, organized by type, funding source, spending, client demographic data, and program metrics. The City spends over \$100 million on workforce programs, and the Alignment Committee oversees these programs to ensure that the City limits duplication of services, invests in the appropriate channels, improves program outcomes, and conducts gap analysis for client populations and service delivery.

We appreciate the thoughtfulness and thoroughness with which you approach this year's Inventory. Your responses are invaluable for creating a clear and accurate picture of one of our greatest endeavors as a City: eliminating poverty through job readiness, training, placement, and retention.

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 with your General Counsel to determine if any modifications to your data collection protocols would constitute an unlawful pre-employment inquiry.

If you have any questions, please feel free to contact **[your department's lead analyst and/or Jennifer Hand, Jennifer.Hand@sfgov.org]** for guidance.

EMPLOYMENT DEVELOPMENT DEPARTMENT
Labor Market Information Division
745 Franklin Street
San Francisco, CA 94102

Contact: Amanda Ha
(415) 749-2002

SAN FRANCISCO-REDWOOD CITY-SOUTH SAN FRANCISCO METROPOLITAN DIVISION (SAN FRANCISCO AND SAN MATEO COUNTIES)

Trade, transportation, and utilities recorded a month-over growth, but a year-over decline

The unemployment rate in the San Francisco-Redwood City-South San Francisco MD was 5.4 percent in November 2020, down from a revised 6.3 percent in October 2020, and above the year-ago estimate of 1.9 percent. This compares with an unadjusted unemployment rate of 7.9 percent for California and 6.4 percent for the nation during the same period. The unemployment rate was 5.7 percent in San Francisco County, and 5.1 percent in San Mateo County.

Between October 2020 and November 2020, the total number of jobs in the San Francisco-Redwood City-South San Francisco MD, which includes the counties of San Francisco and San Mateo, increased by 6,200 jobs to total 1,090,100 jobs.

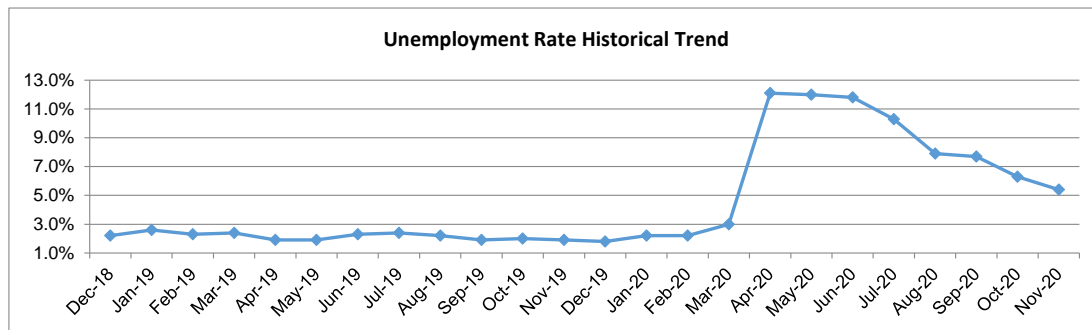
- Trade, transportation, and utilities (up 5,300 jobs) ramped up hiring in time for the holiday shopping, an increase that surpassed the ten-year average change of 3,300 jobs. On the detailed industry level, retail trade added 3,200 jobs, transportation, warehousing, and utilities moved up by 1,800 jobs, and wholesale trade increased by 300 jobs.
- Professional and business services added 1,800 jobs. Professional, scientific, and technical services (up 1,500 jobs) was responsible for the bulk of the gain.
- Other industries that grew include other services (up 700 jobs), private educational and health services (up 600 jobs), and government (up 600 jobs).
- On the flipside, leisure and hospitality (down 2,000 jobs) spiraled down after six months of consecutive month-over increases. Losses in food services and drinking places (down 1,800 jobs) and hotels and motels (down 500 jobs) far outweighed boosts in arts, entertainment, and recreation (up 300 jobs).

Between November 2019 and November 2020, the total number of jobs in the counties of San Francisco and San Mateo decreased by 111,400 jobs or 9.3 percent.

- Leisure and hospitality (down 48,500 jobs) led year-over job declines. Food services and drinking places (down 33,000 jobs) contributed to two-thirds of the contraction, while hotels and motels fell by 9,800 jobs and arts, entertainment, and recreation dropped by 5,700 jobs.
- Trade, transportation, and utilities (down 15,200 jobs), government (down 12,300 jobs), information (down 10,100 jobs), and private educational and health services (down 8,200 jobs) all shrank.
- Other services shed 6,300 jobs. Religious, grant-making, civic, professional, and similar organizations cut 4,400 jobs, about 70 percent of the total loss, while personal and laundry services lost 900 jobs.
- Financial activities (up 2,200 jobs) was the only major industry to grow on the year-over level. Finance and insurance (up 1,500 jobs) and real estate, rental, and leasing (up 700 jobs) both expanded.

IMMEDIATE RELEASE
SAN FRANCISCO-REDWOOD CITY-SOUTH SAN FRANCISCO METROPOLITAN DIVISION (MD)
(San Francisco and San Mateo Counties)

The unemployment rate in the San Francisco-Redwood City-South San Francisco MD was 5.4 percent in November 2020, down from a revised 6.3 percent in October 2020, and above the year-ago estimate of 1.9 percent. This compares with an unadjusted unemployment rate of 7.9 percent for California and 6.4 percent for the nation during the same period. The unemployment rate was 5.7 percent in San Francisco County, and 5.1 percent in San Mateo County.



Industry	Oct-2020	Nov-2020	Change		Nov-2019	Nov-2020	Change
	Revised	Prelim				Prelim	
Total, All Industries	1,083,900	1,090,100	6,200		1,201,500	1,090,100	(111,400)
Total Farm	1,400	1,500	100		1,700	1,500	(200)
Total Nonfarm	1,082,500	1,088,600	6,100		1,199,800	1,088,600	(111,200)
Mining, Logging, and Construction	40,800	39,600	(1,200)		43,300	39,600	(3,700)
Mining and Logging	100	100	0		100	100	0
Construction	40,700	39,500	(1,200)		43,200	39,500	(3,700)
Manufacturing	36,100	36,000	(100)		39,100	36,000	(3,100)
Trade, Transportation & Utilities	137,500	142,800	5,300		158,000	142,800	(15,200)
Information	90,000	90,300	300		100,400	90,300	(10,100)
Financial Activities	89,500	89,600	100		87,400	89,600	2,200
Professional & Business Services	290,100	291,900	1,800		297,900	291,900	(6,000)
Educational & Health Services	140,000	140,600	600		148,800	140,600	(8,200)
Leisure & Hospitality	102,700	100,700	(2,000)		149,200	100,700	(48,500)
Other Services	34,800	35,500	700		41,800	35,500	(6,300)
Government	121,000	121,600	600		133,900	121,600	(12,300)

Notes: Data not adjusted for seasonality. Data may not add due to rounding
Labor force data are revised month to month
Additional data are available on line at www.labormarketinfo.edd.ca.gov

Appendix B: FY 2019-20 Program Inventory

Department	Name of FY 2019-20 Workforce Program	One or Two Sentence Description of Program	Type of Workforce Program
APD	Young Community Developers	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.	Service Delivery
APD	Arriba Juntos	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.	Service Delivery
APD	SF Goodwill (CASC Employment Services)	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.	Service Delivery
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.	Internship
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.	Internship
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.	Internship
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.	Internship
DCYF	Code on Point - Coding Bootcamp (Formerly Code Ramp) (Success Center San Francisco)	Code on Point Phase 1 is a 16- week coding boot camp designed for marginalized young people who lack the access to technology but have an interest in Web Development, Design or Information Technology/Computer Hardware. Success Centers, in partnership with industry professionals and offer the Code on Point Phase 1 program, a free of charge 300+ hour technology training course. The course prepares students to have a fundamental working knowledge of IT, Design, and Software/Web Development. To be eligible, you must be between the ages of 17-24 and interested in learning more about the requisite skills of the tech industry. Laptops and equipment are provided at Code on Point, which covers the basics Information Technology, Fundamentals Design (UX and UI Design), HTML, CSS, and JavaScript. Completers will know more about the industry and be prepared for advanced training, internships and entry level opportunities. Moreover, Completers of the first 16-weeks of Phase 1 earn a free laptop to foster continued and lifelong learning.	Internship
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 supports that is culturally and linguistically appropriate. Our program will serve atotal of 40 youth through 5 cycles of 8-week sessions, serving 10-12 youth per cycle during afterschool andsummer. Using our best practice workforce models as a platform, CYC staff will adapt and tailor make acurriculum that will help middle school aged youth gain and understand a diverse range of career andeducational pathways that match their interests and identifying potential future careers. Curriculum topicswill 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 campusvisits, workplace tours, guest speakers, and career fairs to explore their many options. We will organize culminating events where youth can share their personal portfolio sand career plans with their peers, parents and family.	Service Delivery
DCYF	CYC High School Partnerships Program at SF International HS (Community Youth Center of San Francisco)	The High School Partnerships Program at SF International HS assists 11th graders with the knowledge, skills, abilities, and experiences that will prepare them for the world of college and career. Through a close working partnership with the SF International HS, the program will provide all 11th graders with an integration of career readiness curriculum and work-based learning opportunities. Through job shadowing and work-based learning internships, participants will develop skills and competencies needed for future workforce success. In addition, job readiness and employment workshops will be offered to interested youth in all other grades.	Internship
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.	Internship
DCYF	Early College Student Internship (San Francisco Unified School District)	Early College is a joint effort between San Francisco Unified School District and City College of San Francisco to prepare students for post-secondary success before they graduate from high school. Students--both on and off track--will achieve academic and career success when provided with an on-ramp to postsecondary education that is connected to real jobs. We support students to acquire the necessary skills to be successful in college and the workplace and serve as a liaison between CCSF and SFUSD (e.g., administrators, school counselors).	Internship
DCYF	Edible Schoolyard at Willie Mays Boys & Girls Club at Hunters Point (Boys & Girls Clubs of San Francisco)	Moose Juice: Happy Moose Juice is a San Francisco based cold-pressed fruit and vegetable juice company. They launched their first Corporate Social Responsibility program geared towards teaching teens at Willie Mays Boys & Girls Club entrepreneurial skills, product development, marketing and sales know-how, and business management.Cooking & Gardening: All three D10 Clubhouse offer cooking and gardening programs for members. Cooking programs focus on nutrition, math skills through measurement and recipe creation, and independence through meal preparation. Through our gardening programs youth engage in beautification projects, maintain planters, and learn about horticulture and healthy eating.	Service Delivery
DCYF	Employment & Education Reengagement Program (Young Community Developers)	The Employment and Education reEngagement program serves disconnected youth and provides youth with a positive support system and supports their sense of purpose as individuals, family members and future community leaders. EReE will serve youth 14-24 and provide the participants with Job Readiness Training, Life skills Workshops, Subsidized Employment, Case Management and Wrap-Around Services.	Internship
DCYF	ENVISION (Oasis For Girls)	Oasis For Girls ENVISION Program is an 8-11 week long career exploration program offered three times a year to 15-18 girls each session. Girls are awarded a stipend for completion of the program. Each cycle begins with an orientation, a mid cycle check in, a program celebration and all program graduation. ENVISION 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. The program includes a hands-on medical internship at the UCSF Department of Neurosurgery in partnership with LinkedIn and one-on-one transition planning after the program graduation to support girls in their professional and academic goals. Specific ENVISION workshop topics include: wage exploitation, interviewing, networking, code switching, resumes, cover letters, time management, mental health, workplace discrimination, post-secondary options like college, financial literacy, and transition plans	Internship

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.	Service Delivery
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, Uissoft, 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.	Service Delivery
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.	Internship
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.	Internship
DCYF	Jamestown Community Apprentice Workforce Program (Jamestown Community Center)	Jamestown places teens as paid youth staff in its after-school, community arts and summer programs. Meaningful work experience is supplemented with financial capability training, family planning counseling, post high school college and career counseling, leadership training and community involvement, and healthy lifestyle coaching.	Internship
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.	Internship
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 3 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. Field trips will also be incorporated to companies of interest.	Internship
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 Program Coordinator 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 with opening 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.	Internship
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 \$16.50 per hour. The Mission Violence Safety Plan, in partnership with HOMEY, was developed as a multi-pronged approach to help curb violence and promote peace in line with best practices. Subject activities and actions include: 1) developing and offering pro-social activities and exposure to cultural and other opportunities/outings to some of our most at-risk youth, 2) providing a safe space to conduct these activities after hours and during some of the most volatile dates/time of the week (Friday Nights), 3) conducting targeted street outreach in the high risk areas to connect clients to services and promote peace, and 4) promoting a community wide response and commitment to peace through intentional Calls to Action via Peace Marches/Rallies.	Internship
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.	Internship
DCYF	LYRIC Fellowship (Youth Employment/Organizing Components) (Lavender Youth Recreation and Information Center (LYRIC))	The LYRIC Fellowship program will engage Transgender/Gender NonConforming (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.	Internship

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 40 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.	Internship
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.	Service Delivery
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.	Internship
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 Bay Area residents ages 14-17 years old. Participants learn how to tell their own story through audio, video, animation 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.	Internship
DCYF	Occupational Therapy Training Program-San Francisco (Special Service for Groups)	OTTP provides youth programming at Buena Vista Horace Mann, Everett Middle School, and Presidio 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 each semester (two groups of non-duplicated youth weekly at each school) of 6th, 7th, and 8th graders, for a total of 12 distinct groups over the course of the school year. 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.	Service Delivery
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 for information and referral. □	Internship
DCYF	Opportunities for All Intermediary (Japanese Community Youth Council)	As the Opportunities for All Intermediary, JCYC facilitates, supports, coordinates the implementation of Mayor London Breed's Opportunities for All Initiative as it strives to provide a developmentally appropriate workforce opportunity for every interested San Francisco young person. The role includes provide payroll services, vetting and training work sites, training staff and youth, supporting initiative logistics, and servings as employer of record for youth.	Internship
DCYF	Pathways (Enterprise for Youth)	The Enterprise job readiness training and internship program (formerly Pathways) operates 2 program cycles on-site annually, school year and summer, using a cohort model to focus on 25 to 30 youth at a time. Additionally, we partner with a high schools in San Francisco to train youth on their campus. In the 19-20 fiscal year, we plan to partner with Mission, Independence, and Gateway. 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. Additionally, youth have multiple opportunities to practice their presentation skills during both the job readiness training and during their work-based placements. □ 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 SF Made 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 network of trained volunteer mentors who support their professional development. Staff provide follow-up support via email and individual check-ins for at least 3 months after youth complete the program. Increasingly, youth are opting to participate in internships for 1-2 years following their first work experience.	Internship
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!	Internship

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 utilizing inventories such as WOW! career assessment, group trainings (communication skills, on-the-job work etiquette, financial literacy and etc), 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 focus on job search activities and networking to find the desired employment (and when appropriate, internships). Ongoing services will include job coaching, supportive employment, continued needs assessment, and case management. Phase 4 begins when the participant starts working. Weekly check-in will be provided in the first 90 days of employment, to assess each participant's individual plan, as well as continued job coaching and case management. Phase 5, when the TAY participants reach 90 days of employment, have been satisfied with the employment and do not foresee the need for further services, the JDS/CM will assist the TAY participants to create a discharge/future plan, providing linkages to other community-based resources and services, and supportive employment as needed by participants. Possible extension in this phase can be arranged on a case by case basis.	Internship
DCYF	RDNC Beacon (Richmond District Neighborhood Center)	The Youth Workforce Development program of The Richmond Neighborhood Center are based on the campus of George Washington High school. Youth Employment programming includes job placement at TRNC afterschool program sites, ongoing case management, and professional development opportunities.	Internship
DCYF	Safe Haven (Mission Neighborhood Centers)	Safe Haven will have 3 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) Technology & Business, and 3) Youth Development Work. Precita Center houses a commercial kitchen. The program offers 3 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-ins 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.	Service Delivery
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, participant 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.	Internship
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.	Internship
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.	Internship
DCYF	Sequoia Leadership Institute for LGBTQ 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%) LGBTQ 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.	Internship
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.	Internship
DCYF	SFCC Youth Workforce Development (San Francisco Conservation Corps)	Our Education and Job-Readiness program will provide disconnected, out-of-school San Francisco youth (average 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 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.	Internship
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.	Service Delivery
DCYF	Spotlight on the Arts (California Lawyers for the Arts)	Spotlight on the Arts is a multidisciplinary arts workforce development program that includes summer and school year internships and artist apprenticeships for youth ages 14-17.	Internship
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 (YWDECP) provides a pipeline from high school student to independent employed adult which includes assessment, education, and employment.	Internship
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.	Internship
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.	Internship
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.	Service Delivery
DCYF	UndocuWorkforce for LGBTQ 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 LGBTQ and ally TAY (ages 16-24, as defined by the field). In the current political climate, undocumented youth struggled 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 LGBTQ and ally undocumented youth.	Internship

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.	Internship
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 build 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 and guest speakers. 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.	Service Delivery
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.	Internship
DCYF	Workforce Development (Sunset Youth Services)	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 • Paid Employment Placements • Upstar Records: 15 youth to engage in work-based learning 10-20 hrs/wk in 6-month internships at our in-house 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 • Transition Planning (ongoing): to set learning and career goals, build resumes, practice interview skills, search for and find a job	Internship
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.	Internship
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.	Internship
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.	Internship
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to expose recent college graduates to local government.	Service Delivery
DHR	Fish Fellowship in Civic Leadership	1 year fellowship to bring a Teach For America alumnus to explore civil service in San Francisco	Service Delivery
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	Service Delivery
DHR	Access to City Employment (ACE) Program	Program targeting job seekers with severe disabilities into City Employment	Service Delivery
DHR	Apprenticeships SF - General Plumber	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.	Apprenticeship
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.	Apprenticeship
DHR	Apprenticeships SF - Gardener	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.	Apprenticeship
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.	Service Delivery
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.	Apprenticeship
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.	Apprenticeship
DOSW	Public Policy Fellowship/Internship	The program offers valuable government and policy experience and mentorship to develop the next generation of leaders for gender equity.	Internship
DPH	CA 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.	Service Delivery
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.	Service Delivery
DPH	Janitorial Services	6-9 month paid work experience positions in janitorial field.	Subsidized Employment
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
DPH	Café and Catering Services	The Café and Catering Services program provides café, barista, catering and customer service vocational training to behavioral health consumers.	Service Delivery
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.	Service Delivery
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.	Service Delivery

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.	Service Delivery
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.)	Apprenticeship
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.	Apprenticeship
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.	Service Delivery
DPH	Child and Adolescent Community Psychiatry Training Program (CACPTP)	The Child and Adolescent Community Psychiatry Training Program works to train the next generation of public mental health care leaders who will provide children and adolescent-centered care to vulnerable populations with severe mental illness. This program provides fellowships throughout BHS' Child, Youth and Families System of Care.	Apprenticeship
DPH	Community Mental Health Academy	The Community Mental Health Academy is a 16-week program for frontline staff of community based organizations that do not provide mental health services, but they could benefit from foundational knowledge about community mental health and basic counseling skills to help someone who may be in mental health distress and link them with mental health supports. Moreover, each Community Mental Health Academy cohort can have additional community mental health related learning modules to boost their direct service work.	Service Delivery
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.	Service Delivery
DPW	MNC - IPO - Yr Round	Year-round litter reduction, recycling and composting workforce development grant. IPO stands for interrupt, predict, and organize.	Service Delivery
DPW	MNC - EOC Program	Year-round litter reduction, recycling and composting workforce development grant.	Service Delivery
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	Apprenticeship
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.	Apprenticeship
DPW	2020 Summer Student Internship Program	Interns 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.	Internship
DPW	Citywide Tree Watering	Citywide tree watering program to ensure safe, clean, and maintained public planting areas at designated project locations within San Francisco.	Service Delivery
DPW	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.	Service Delivery
DPW	Tree Planting and 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.	Service Delivery
DPW	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.	Service Delivery
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 in areas of environment/sustainability while carrying out tasks necessary to meet department and city sustainability goals.	Service Delivery
ENV	AmeriCorps Fellows	The Department of the Environment employs Civic Spark and Climate Corps Fellows, that are primarily funded through the Federal AmeriCorps program. The Fellows receive a solid experience and training in working in fields of Climate, Energy, and Zero Waste for the government while carrying out tasks necessary to meet department and city sustainability goals. The Department applies to participate in the programs and agrees to pay a small match for each fellow.	Service Delivery
HRC	Opportunities for All	Mayoral initiative to provide paid work-based learning opportunities for youth and people ages 13-24.	Internship
HRC	My Brother and Sister's Keeper Initiative	A community call to action to the systemic challenges faced by our most underserved youth in San Francisco. The community recognized that there had been plenty of talk about youth "failure," but little commitment to interrupting the long-term systems of inequity across the Life Course. The Alliance actively confronts racialized trauma, supports healing, builds trust and works to transform systems with the goal of improving the life outcomes for our most vulnerable. The Youth Council holds the vital role of ensuring youth influence and youth voice is incorporated in the implementation and execution of the MBSK.	Internship
HRC	Transgender Safety and Wellness	Leadership academy for transwomen of color interested in becoming in peer-based community advocate and organizers for social justice work.	Apprenticeship
HRC	Clinical Program with University of California, Hastings College of the Law (January-April 2020)	HRC periodically partners with UC Hastings' clinics to provide law students hands-on experience in specific issue or practice areas. For the Spring 2020 semester, HRC partnered with Hastings' Social Change Lawyering and Community Group Advocacy Clinic to connect two students with a public policy project.	Internship
HRC	Summer Law Student Internship Program (June-August 2020)	HRC selects summer law student interns through local law schools' annual Public Interest/Public Sector Day to develop their legal skillsets on a variety of issue or practice areas within HRC's jurisdiction. In the Summer of 2020, two interns worked for HRC, one in the Office of Racial Equity (ORE) and one in the Office of Sexual Harassment and Assault Response and Prevention (SHARP).	Internship
HRC	Fall College Student Internship Program (September-November 2020)	For the Fall 2020 semester, HRC partnered a college-level intern with the Office of Racial Equity to work on special policy projects of interest to the intern.	Internship
HRC	Violence Prevention and Intervention Services for LGBTQI Survivors of Violence	The purpose of this funding opportunity is to strengthen the capacity of community-based organizations that provide critical support services to LGBTQI survivors of violence. The scope of work shall involve the following: 1) developing or further strengthening new and innovative services, based on local and national best practices, to support LGBTQI survivors of violence; 2) developing or further strengthening new partnerships with local organizations to increase culturally competent and accessible service sites for LGBTQI survivors of violence; and 3) providing services to LGBTQI survivors of violence in the areas of trauma counseling, support groups, and/or leadership development.	Service Delivery
LIB	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.	Service Delivery
LIB	Job Seeker's Lab	Weekly open lab and additional support for adults, assisting with job searching, resume writing, and other job-seeking activities.	Service Delivery
LIB	Career Online High School	Fully digital, fully accredited high school diploma earning program, focused on career readiness.	Service Delivery
LIB	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.	Service Delivery
LIB	ESOL Tutoring	One-on-one volunteer-based tutoring for adult English language learners wishing to improve their speaking, reading or writing skills.	Service Delivery
LIB	Y.E.L.L. (Youth Engaged in Library Leadership)	Teen Leadership program for youth aged 16-18 to learn basic work skills through assisting with select youth programs. Participants receive \$500 scholarship deposited into the Kindergarten To College (K2C) account or 529/educational saving account with ScholarShare. Funded by San Francisco Public Library.	Service Delivery
LIB	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.	Internship

LIB	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.	Service Delivery
LIB	Career Coaching	One on one appointments offering guidance on career assessment, guidance on best practices, and resources for practical skill building and job searches.	Service Delivery
LIB	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.	Service Delivery
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	Service Delivery
MOHCD	Adult Education Center	Foundational competencies programming, primarily for homeless adults	Service Delivery
MOHCD	Adult ESL instruction to primarily low-income immigrants	Provides adult ESL instruction to primarily immigrants	Service Delivery
MOHCD	API Workforce Readiness Program	Workforce readiness for API community	Service Delivery
MOHCD	Bilingual services for API community	Bilingual services for API community	Service Delivery
MOHCD	Bilingual services for API community	Bilingual services for API community	Service Delivery
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	Service Delivery
MOHCD	Building Personal Effectiveness and Other Capacities for SFCC Corpsmembers	Academic foundational competencies programming for transitional aged youth	Service Delivery
MOHCD	CARE Transition	Foundational competencies programming and case management, primarily for transitional aged youth in Bayview	Service Delivery
MOHCD	College Prep Program	Provide college preparatory services to increase access to higher education for underserved youth, particularly recent immigrant and/or first generation youth in SoMa	Service Delivery
MOHCD	Communities United for Health & Justice	Integrated and wraparound services to achieve economic self-sufficiency	Service Delivery
MOHCD	Communities United for Health & Justice	Wraparound services to achieve economic self sufficiency - Employment Barrier Removal	Service Delivery
MOHCD	Digital Literacy Programming at RAD and Access Point Sites	Digital Literacy Programming at RAD and Access Point Sites	Service Delivery
MOHCD	ESL Survival English and Computer Training Program	ESL and job readiness classes primarily for immigrants	Service Delivery
MOHCD	Expanding Development-Related Employment Opportunities	Expanding Development-Related Employment Opportunities	Service Delivery
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	Service Delivery
MOHCD	Foundational Competencies in the Portola	Foundational competencies, primarily for immigrant API and senior residents of the Portola.	Service Delivery
MOHCD	Functional Competencies for Adults with Developmental Disabilities	Foundational competencies programming for adults with developmental disabilities	Service Delivery
MOHCD	Good Samaritan English as a Second Language Program	Provide English as a Second Language and literacy instruction, primarily for Spanish-speaking families	Service Delivery
MOHCD	HOMEY Life Skills Development Program	Foundational competencies programming, primarily for individuals re-entering from the correctional system	Service Delivery
MOHCD	HOPE SF Services - Academic Support and Case Management	Academic support and case management services for HOPE SF residents	Service Delivery
MOHCD	Job skills and placement for transitional aged youth - SoMa	Job skills and placement for transitional aged youth	Service Delivery
MOHCD	Latino Workforce Readiness in the Excelsior	Resources to build the workforce readiness of and remove employment barriers for Latino residents of the Excelsior	Service Delivery
MOHCD	Mission Neighborhood Centers-GED Preparation Program	Academic foundational competencies programming and GED preparation for transitional aged youth	Service Delivery
MOHCD	MLVS Foundational Academic Competencies for Disconnected Adults in San Francisco	Foundational academic competencies and job training program	Service Delivery
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	Service Delivery
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	Service Delivery
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	Service Delivery
MOHCD	TAY Case Management	Foundational competencies programming and intensive case management on youths at risk or involved with the juvenile justice system	Service Delivery
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	Service Delivery
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	Service Delivery
MOHCD	Transitional Aged Youth (TAY) Program	Foundational competencies programming primarily for transitional aged youth in the Excelsior	Service Delivery
MOHCD	Translation Services and ESL Instruction for Southeast Asian Community	Translation Services and ESL Instruction for Southeast Asian Community	Service Delivery
MOHCD	VYDC Education Support Services	Academic foundational competencies programming, primarily for immigrants and transitional aged youth in the Tenderloin	Service Delivery
MOHCD	Youth Career Pathways Initiative	Youth Career Pathways Initiative	Service Delivery
MOHCD	Youth Leadership Council	Youth peer leaders to provide guidance, support, while integrating academic support, skills-based themes, service learning, advocacy and leadership opportunities	Service Delivery
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.	Service Delivery
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.	Internship
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
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 service 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.	Service Delivery
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.	Service Delivery

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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
OEWD	TechSF On-Ramp	Sector Onramps, formerly known as Bridge programs, deliver sector-contextualized foundational learning and career exploration within the Technology Sector Workforce Programs. □	Service Delivery
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.	Service Delivery
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.	Service Delivery
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. Additionally, CityBuild Academy hosted a special training for Alice Griffith public housing residents in FY 19-20.	Service Delivery
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.	Service Delivery
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.	Service Delivery
OEWD	CityBuild Employment Network Services	CityBuild ENS is a retention service to connect registered construction industry workers to immediate employment opportunities.	Service Delivery
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
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.	Service Delivery
OEWD	COVID-19 Worker Hotline	The San Francisco Workforce Hotline is a resource to assist community members in accessing essential workforce services. The Hotline is a partnership between OEWD and HSA who offer access to programs such as health and food services and additional job programs.	Service Delivery
OEWD	Overhead	Allocated across programs by fund source	Service Delivery
PDR	Volunteer Attorney Program	Full-time Attorney Volunteers & Provisionally Licensed Lawyers are assigned to represent felony clients from arraignment through preliminary hearing with the attorney of record. Participants receive extensive training before starting the program and throughout.	Apprenticeship
PDR	Legal Internship and Externship Program & High School and College Mentorship Program	Law students and recent graduates perform legal work under the supervision of a staff attorney for credit, for work-study, for a school stipend or as a volunteer for experience. Program is Full-time only during the summer and part-time or full-time during the school year. Onboarding orientation, regular training sessions and weekly intern meetings are required. A limited number of high school and college students are referred from various programs - Opportunity for All, Mayor's YouthWorks Program, MAYEEP, SFSU Willie Brown Fellowship, Paralegal Programs, SFUSD and Nueva.	Internship
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.	Work-Order to another department
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.	Work-Order to another department
PRT	Youth Stewards Program	Traditional-age youth, typically new college graduates, lead environmental education programs at Heron's Head Park and the EcoCenter.	Work-Order to another department
PRT	Greenagers Program	The "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.	Work-Order to another department
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.	Work-Order to another department
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 internship are year round and can be limited to school year or include the summer.	Work-Order to another department

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 on an exposure to intercity agency work as well	Internship
PRT	San Francisco Fellows Program	The mission of the San Francisco Fellows program is to foster community stewardship by preparing recent college graduates and young professionals for roles in public service and administration. The Fellows program is a unique opportunity to learn about public administration in local government while working full time as a City employee.	Work-Order to another department
RPD	Workrecreation	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. Trainees are exposed to ways they can turn their passion into a career and the reentry group of this program prioritizes trainees in public housing, unhoused, and equity zone areas.	Internship
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.	Apprenticeship
RPD	San Francisco State Internship Program	SF State students complete a six month internship with a Rec and Park Division and gain college credit.	Internship
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.	Internship
RPD	Community Outreach	Community outreach/Special events – Assist Public Relations office with outreach and working recreation events.	Service Delivery
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.	Service Delivery
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.	Internship
RPD	Public Service Trainee	Provides administrative support to either RPD Administrative HQ's front desk or Capital & Planning's records retention unit. May involve providing customer service to inquiring citizens, clerical support, document retention and destruction, and interpretive services as-needed.	Service Delivery
RPD	University of San Francisco McCarthy Fellows	Students will build the skills, knowledge, and dispositions to be informed participants in democratic life while also contributing to local policy-making, administration, and politics aimed at shaping San Francisco into a more inclusive and equitable city. Students will explore the theory and practice of ethical public service by taking an academically rigorous community engaged course and participate in a professional public service internship focused on the common good.	Internship
RPD	University of San Francisco Urban & Public Affairs	Graduate students work on policy projects with our Capital & Planning Division	Internship
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.	Internship
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.	Internship
SFDA	Paid 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.	Internship
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.	Internship
SFDA	San Francisco Law Clerk Internship Program (unpaid)	Law students may assist in the preparation of felony and misdemeanor prosecutions and be allowed to observe courtroom activities. Law students will be responsible for a wide variety of both clerical and legal tasks including review of case files and production of discovery.	Internship
SFDA	San Francisco High School and Undergraduate Program (unpaid)	The San Francisco District Attorney's Office offers unpaid internship positions for high school and Undergraduate 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).	Internship
SFDA	9914 Public Service Aide - Administrative Trainee	Trainees in the 9914 Public Service Administrative Training Program are hired by the Department as employees, and receive full time paid on the job training in government services covering topics to include legal support services, community outreach, consumer advocacy, victim support, information technology, depending on assignment.	Service Delivery
SFHSA	Community Jobs Program (CJP and CJP1)	1-6 month program that provides work experience, job search/job readiness, and GED preparation for CalWORKs, General Assistance and CalFresh clients.	Service Delivery
SFHSA	Public Service Trainee Program	Internships at City & County of San Francisco agencies for CalWORKs, General Assistance, CalFresh and IPO clients. Includes training provided by community-based organizations and HSA.	Internship
SFHSA	Transitional Employment Support Services	Job readiness training provided by community-based organizations to participants in the Public Service Trainee program	Service Delivery
SFHSA	Public Service Trainee Program -- Transitional Employment Support Services (TESS) for IPO Participants	Internships at City & County of San Francisco agencies for justice-involved participants.	Service Delivery
SFHSA	Wage Subsidy/OJT	Provides wage reimbursement to participating private-sector and non-profit employers when hiring clients on public benefits or are low-income and unemployed in San Francisco. Also includes reimbursement to employers for on-the-job training	Internship
SFHSA	Student Work Experience (SWEP) work order	Provides summer jobs for students age 14-18 in families on CalWORKs or who are foster youth.	Work-Order to another department
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.	Service Delivery
SFHSA	Individual Referral (IR) Vocational Training	Provides training for specific occupations for CalWORKs, General Assistance, and CalFresh clients.	Service Delivery
SFHSA	Vocational Immersion ESL (VIP)	Provides work experience and English-as-a-Second-Language education for CalWORKs, General Assistance and CalFresh clients with limited English proficiency.	Service Delivery
SFHSA	Transitional Employment	1-month work experience program for CalWORKs clients unengaged from work participation requirements.	Service Delivery
SFHSA	Work Participation Activities	Case management of CalWORKs clients to help them become and remain engaged in work activities.	Service Delivery
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.	Service Delivery
SFHSA	Work Study at City College	Provides part-time employment for CalWORKs participants enrolled at City College of San Francisco.	Internship
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.	Service Delivery
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.	Service Delivery
SFHSA	Department of Rehabilitation (DOR)	Provides vocational rehabilitation services to HSA clients with disabilities	Service Delivery
SFHSA	Refugee Employment Services	Provides benefits and services linkages to newly arrived refugees, asylees, and trafficking victims resettled in San Francisco County	Service Delivery
SFHSA	Job Readiness Assessment (JRA) & Employment Plan Development	Assess clients' skills, education, and job readiness. Develop individualized employment plans. May include vocational testing.	Service Delivery
SFHSA	Job Search/Job Club	Individual and group job search/job readiness assistance provided to CalWORKs, General Assistance, CalFresh, and MediCal clients. Includes pre-vocational and/or behavioral health services provided through a community-based organization.	Service Delivery
SFHSA	Workfare	Required community service activity for General Assistance and selected CalFresh clients determined to be able to work.	Service Delivery
SFHSA	Light Duty Community Services	Light duty community service activity for General Assistance and selected CalFresh clients determined to be able to do light-duty or administrative work.	Service Delivery
SFHSA	Interview Clothing	Provides business suits and professional attire to clients for job interviews.	Service Delivery

SFHSA	Domestic Violence Counseling	Provides counseling and support to CalWORKs clients who have experienced domestic violence.	Service Delivery
SFHSA	Prevocational & Behavioral Health Services	Provides counseling, assessment and behavioral health support to CalWORKs, General Assistance and CalFresh clients.	Service Delivery
SFHSA	Educational Assessment, 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	Service Delivery
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	Internship
SFHSA	Smart Money Financial Coaching	Provides financial coaching to families and individuals to support movement towards self-sufficiency and financial literacy/empowerment.	Service Delivery
SFHSA	Individualized Legal Services	Provides individual legal services to address barriers to employment	Service Delivery
SFHSA	Career Pathways	Funds 3-year temporary positions at city agencies for individuals currently or previously on public benefits who completed a Public Service Trainee and met requirements for completing a Career Pathways Certificate	Internship
SFMTA	SFMTA Employment Training Program	Most SFMTA Contracts over \$500,000 that contain the program. On the job training for nonconstruction entry level positions.	Internship
SFMTA	SFMTA Central Subway Job Readiness Allowance	Barrier removal, job readiness services, and workforce training for participants. One-time, up to one year contract between SFMTA and various entities for services.	Service Delivery
SFMTA	HSA Public Service Trainee	As a destination site, SFMTA supports on site work experience for PSTs. PSTs are exposed to the inner workings of a municipal transit agency, are provided experience of various work deliverables in support of a particular department, and are provide opportunities of mentorship by practitioners and professionals withing SFMTA.	Work-Order to another department
SFMTA	Project Pull	Summer internship program for High School and recent college students	Internship
SFMTA	Genesys Works	SFMTA's program with GenesysWorks gives underserved students the opportunity to succeed in a professional work environment while still in high school. SFMTA provides work skills and technical exposure in various work teams.	Internship
SFMTA	Automotive Pathway Program (Washington HS) - On-site career pathway program	A very important ant SFUSD and SFMTA partnership to provide local students exposure to the career opportunities that exist at SFMTA. Through the summer automotive program, SFMTA endeavors to outreach to diverse youth in typically underserved neighborhoods to expose them to the automotive trades at SFMTA and cultivate a relationship by extension to the communities we serve.	Internship
SFMTA	ABU / OEWD Collaboration (9916s)	Job experience	Internship
SFMTA	ABU / OEWD Collaboration (9910s)	Job experience	Internship
SFMTA	SF Machinist Apprenticeship Program	This exciting program is geared to create opportunities for journey level training and employment for historically excluded racially and gender diverse people in trade classifications. The Machinist apprenticeship program for the automotive and maintenance machinist job classes serves as an important pathway career opportunities and mentorship.	Apprenticeship
SFMTA	1649 Program (Accountant Intern to 1652 Accountant I Program)	SFMTA's Accountant Intern program	Internship
SFMTA	1402 Career Pathways Program to Connect Public Assistance Clients to Civil Service Jobs)	The Career Pathways Program provides a way for clients who successfully graduate from the PST program to continue gaining work experience for up to an additional three years as well as receiving additional classroom training. At SFMTA, 1402 serve on a number of different teams providing exposure for the clerk to gain insight into the work of a transit organization and how their work contributes to the greater mission of SFMTA.	Internship
SFMTA	Muni Transit Ambassador Program (MTAP)	The MTAP program is a training program to provide young adults to adults in racially and gender diverse, underserved communities equitable access to employment opportunities in the area of transit customer service, assistance, and community partnerships an engagement. Those hired into the program work in and around transit stations and system, interface with local CBOs and schools, and are prepared and trained not only for internal opportunities including 9166, 9167, and 9168 as well as other similarly situated programs such as the BART civilian ambassadors patrol and other City roles involving service in community or to communities.	Internship
SFO	Custodial Track Program	Paid custodial training for current and displaced San Francisco transitional age youth with barriers to traditional employment. Goal is to transition to permanent custodial positions at the Airport.	Internship
SFO	Opportunities for All	An internship program for youth ages 14-24 managed by the Human Rights Commission, San Francisco Mayor's Office, HOPE SF, and community agencies. Opportunities for All interns at SFO work in a variety of airport career pathways, including with tenant business.	Internship
SFO	Employment Track	Paid internships for San Francisco transitional age youth with barriers to traditional employment.	Internship
SFO	SFO College Interns	Internship program targeting college students, including those highly successful interns from our at-risk programs who are pursuing higher education.	Internship
SFO	SFO High School Interns	Internship program for high school students (including graduating seniors) in which participants gain work experience and airport career exposure.	Internship
SFO	Student Design Trainees	A citywide three-tier progression training program for college students studying engineering, architectural, mathematics, planning, and ITT. Trainees work on construction and planning projects at SFO's Facilities, Design and Construction, Planning, and ITT divisions.	Internship
SFO	Business and Career Center	SFO's Business and Career Center is similar to a One Stop Center for jobs and incumbent worker supports at SFO. Airport jobs are listed in the BCC, and job seekers can apply for positions and receive assistance, supportive services, and referrals (such as to reduced childcare, transportation benefits, free tax preparation, immigration services, etc.) from staff.	Service Delivery
SFO	Airport Trainees and Apprenticeships		Service Delivery
SFHSA	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.	Internship
SFHSA	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.	Internship
SFHSA	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.	Internship
SFHSA	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	Internship
SFHSA	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.	Internship
SFHSA	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 the Wastewater Enterprise: SEP/OSP/NPTI/525 GG-Living Machine	Apprenticeship
SFHSA	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.	Apprenticeship
SFHSA	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	Internship

SFHSa	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.	Internship
SFHSa	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 Wastewater Enterprise - SEP/OSP	Internship
SFHSa	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.	Apprenticeship
SFHSa	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 assists 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.	Apprenticeship
SFHSa	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.	Apprenticeship
SFHSa	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.	Apprenticeship
SFHSa	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.	Service Delivery
SFHSa	Interim Greenhouse Grant Program	Grant program that connects residents of the Southeast community to job training and barrier removal services in compliance with the historic mitigation.	Service Delivery
SFHSa	CityWorks	CityWorks, a paid internship program, provides interns aged 16-19 years old from San Francisco's Southeast neighborhoods with work-based learning and mentorship opportunities through summer internship opportunities with the San Francisco Public Utilities Commission and private engineering firms working with our Sewer System Improvement Program (SSIP).	Internship
SFHSa	SFUSD Fellows	SFUSD fellows work with organizations to give youth early access to workforce-readiness skills and inspire youth to pursue careers in a particular field. SFUSD Fellows allows academy or pathway students to expand learning outside of the classroom with an industry partner.	Internship
SFHSa	John O'Connell High School CTE	John O'Connell CTE is an opportunity for a second-semester high school senior to get career exposure with an industry partner of interest.	Internship
SFHSa	Project Pull Internship Program (High School Interns)	Paid summer internships at SFPUC and other City departments for San Francisco high school students.	Internship
SFHSa	Project Pull Internship Program (College Level Interns)	Paid summer internships at SFPUC and other City departments for San Francisco high school students. Project Pull has a Team Leader position for college level students to work in collaboration with program staff to develop curriculum, and supervise high school level students.	Internship
SFHSa	OEWD Annual Work Order	Pre-Apprenticeship construction training, Local Hire and First Source Hiring Ordinance, and other Enterprise-related workforce services	Work-Order to another department
SFHSa	Ecojobs/Horticulture Program (SF Sheriff's Department & SFPUC)	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.	Work-Order to another department
SFHSa	SF Fellows Program	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.	Work-Order to another department
SFTIS	Summer College Engineering Internship Program	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.	Internship
SFTIS	Project Pull	Project Pull is committed to diversifying the San Francisco City and County workforce so that it reflects the San Francisco community. Through mentoring and work experience, local youth learn skills and values in leadership, teamwork, integrity, creativity, community service and self-empowerment. Their achievements provide the foundation necessary for future success in college and career.	Work-Order to another department
SFTIS	Mayor's Youthworks	The San Francisco YouthWorks (SFYW) program is a citywide year-round program that teaches 11th and 12th graders crucial job skills while sparking their interest in public service careers. The program provides work based learning opportunities for participants at a San Francisco City government department, job readiness training and support to ensure that youth are developing career-related knowledge and skills.	Work-Order to another department
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.	Apprenticeship
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.	Internship
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.	Internship
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.	Internship

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	Internship
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.	Internship
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 the Wastewater Enterprise: SEP/OSP/NPTI/525 GG-Living Machine	Apprenticeship
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.	Apprenticeship
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	Internship
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.	Internship
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 Wastewater Enterprise - SEP/OSP	Internship
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.	Apprenticeship
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 assists 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.	Apprenticeship
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.	Apprenticeship
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.	Apprenticeship
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.	Service Delivery
PUC	Interim Greenhouse Grant Program	Grant program that connects residents of the Southeast community to job training and barrier removal services in compliance with the historic mitigation.	Service Delivery
PUC	CityWorks	CityWorks, a paid internship program, provides interns aged 16-19 years old from San Francisco's Southeast neighborhoods with work-based learning and mentorship opportunities through summer internship opportunities with the San Francisco Public Utilities Commission and private engineering firms working with our Sewer System Improvement Program (SSIP).	Internship
PUC	SFUSD Fellows	SFUSD fellows work with organizations to give youth early access to workforce-readiness skills and inspire youth to pursue careers in a particular field. SFUSD Fellows allows academy or pathway students to expand learning outside of the classroom with an industry partner.	Internship
PUC	John O'Connell High School CTE	John O'Connell CTE is an opportunity for a second-semester high school senior to get career exposure with an industry partner of interest.	Internship
PUC	Project Pull Internship Program (High School Interns)	Paid summer internships at SFPUC and other City departments for San Francisco high school students.	Internship
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 has a Team Leader position for college level students to work in collaboration with program staff to develop curriculum, and supervise high school level students.	Internship
PUC	OEWD Annual Work Order	Pre-Apprenticeship construction training, Local Hire and First Source Hiring Ordinance, and other Enterprise-related workforce services	Work-Order to another department
PUC	Ecojobs/Horticulture Program (SF Sheriff's Department & SFPUC)	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.	Work-Order to another department
PUC	SF Fellows Program	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.	Work-Order to another department

Appendix C: Community-Based Partners by Funding Department

Service Provider	APD	DCYF	DPH	DPW	ENV	HRC	MOHCD	OCEIA	OEWD	PUC	SFSA	SFMTA	SHE	COUNT
San Francisco Conservation Corps (SFCC)		X			X		X		X	X			X	6
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
Bayview Hunters Point YMCA		X					X		X	X				4
Jewish Vocational Service		X					X		X	X				4
Larkin Street Youth Services		X				X			X		X			4
Mission Neighborhood Centers		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
City College of San Francisco			X						X		X			3
Episcopal Community Services of San Francisco							X		X		X			3
Five Keys Schools and Programs							X		X		X			3
Goodwill Industries	X								X		X			3
Hunters Point Family		X		X							X			3
Japanese Community Youth Council (JCYC)		X								X	X			3
Lavender Youth Recreation and Information Center (LYRIC)		X				X				X				3
Richmond Area Multi-Services (RAMS)		X	X								X			3
The Arc San Francisco		X					X		X					3
Urban Services YMCA		X					X		X					3
A Philip Randolph Institute									X	X				2
Bay Area Community Resources		X							X					2
Chinese for Affirmative Action							X		X					2
Chinese Progressive Association							X		X					2
Climate Action Now!					X					X				2
Code Tenderloin						X			X					2
Collective Impact						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
Literacy for Environmental Justice					X					X				2
Mission Economic Development Agency								X	X					2
Mission Language & Vocational School							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 Center									X		X			2
San Francisco Unified School District		X								X				2
Self-Help for the Elderly									X		X			2
Southeast Asian Development Center (fka VYDC)							X		X					2
Success Center San Francisco		X							X					2
Sunset Youth Services		X					X							2
100% College							X							1
Academy of Truck Driving											X			1
African Advocacy Network								X						1
Alive & Free of San Francisco								X						1
America Works									X					1
Anders and Anders Foundation									X					1
Asian Pacific America Community Center					X									1
Asian Pacific America Family Support Services							X							1
Asian Women's Shelter						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
Booker T. Washington Community Service Center							X								1
Boys and Girls Club		X													1
Brightline Defense									X						1
California Academy of Sciences		X													1
California Lawyers for the Arts		X													1
Caminar Jobs Plus			X												1
Catholic Charities								X							1
Central City Hospitality House									X						1
Charity Cultural Services Center									X						1
Chinatown Community Development Center										X					1
Chinatown YMCA							X								1
Civic				X											1
Community Grows										X					1
Community Technology Network of the Bay Area							X								1
Compass Family Services									X						1
Construction Industry Workforce Initiative										X					1
Crossing Edge Consulting			X												1
Dalberg Consulting LLC						X									1
Dev Mission									X						1
Donaldina Cameron House							X								1
Dress for Success											X				1
Excelsior Works!							X								1
Exploratorium		X													1
FACES-SF									X						1
Filipino-American Development Foundation							X								1
First Graduate		X													1
Galvanize									X						1
GenesysWorks												X			1
Golden Gate University									X						1
Good Samaritan Family Resource Center of San Francisco							X								1
Gum Moon Residence Hall							X								1
Health Initiatives for Youth		X													1
Hearing and Speech Center of Northern California		X													1
Homebridge									X						1
Homeless Advocacy Project								X							1
Homies Organizing the Mission to Empower Youth (HOMEY)							X								1
Horizons Unlimited of San Francisco, Inc		X													1
Interfaith Movement for Human Integrity								X							1
Jamestown Community Center		X													1
Jubilee Immigration Advocates								X							1
Juma Ventures		X													1
La Casa de las Madres											X				1
La Raza Community Resource Center								X							1
Labor Center for Immigrant Justice/ We Rise SF								X							1
Labor X									X						1
Legal Services for Children								X							1
Life Frames										X					1
Life Learning Academy		X													1
Manpower									X						1
Marriott Foundation for People w Disabilities		X													1
Mission Asset Fund								X							1
Mission Bit									X						1
Mission Graduates								X							1
Mission Hiring Hall									X						1
Northern California Laborers									X						1

[illegible]