



SAN FRANCISCO

Office of Economic and Workforce Development

**Workforce Innovation and Opportunity Act
San Francisco Local Plan
2021-2024**

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Introduction

The Office of Economic and Workforce Development (OEWD), on behalf of Workforce Investment San Francisco (WISF), has prepared this Strategic Local Plan for Program Years 2021-2024 (“Local WIOA Plan”), as required by the Workforce Innovation and Opportunity Act (WIOA § 108). The plan is laid out in accordance with the guidance and requirements outlined in the California Employment Development Department (EDD)’s Workforce Services Draft Directive 216.

San Francisco’s Workforce Development Board (WISF), which was designated by the State as a High Performing Board for 2020-2023, has responsibility for the local workforce development system (“San Francisco Workforce Development System”). WISF provides a forum for business, labor, education, government, community-based organizations and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the workforce and local economic development. The WISF’s operational arm is the Office of Economic and Workforce Development (OEWD). As a local government agency, OEWD leverages WIOA, local General Fund, and other funding to provide a diverse portfolio of services in the San Francisco Workforce Development System. This Local WIOA Plan describes this network with particular emphasis on specific populations and programs impacted by WIOA funding and in congruence with EDD Workforce Services Draft Directive 216. As reciprocal partners in overseeing the San Francisco Workforce Development System, OEWD and WISF are referred to interchangeably throughout this plan.

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

1. Fostering “demand-driven skills attainment.”
2. Enabling upward economic mobility.
3. Aligning, coordinating, and integrating programs and services.

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.

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

The San Francisco Workforce Development System is designed to be accessible to diverse job seekers and employers through OEWD’s network of Job Centers (formerly “Access Points”) and

complementary workforce programs carried out by community-based service providers. Each Job Center plays an important role within San Francisco's workforce system, customizing services and facilitating access to residents of target neighborhoods, job seekers with barriers to employment, and those seeking to enter or advance in a specific industry sector. Collaboration and coordination of service offerings among the Centers is critical in developing flexible and responsive programs and services that meet the needs of all San Francisco job seekers. The Job Centers are complemented by several dozen community-based programs for youth and adults that help prepare, train, and connect San Franciscans through specialized programming to career pathways into strong local industry sectors that provide opportunities for living wage employment and economic self-sufficiency.

Commitment to Equity

OEWD advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency.

To further opportunities for all San Franciscans, we create equitable pathways to good paying jobs, addressing challenges to diversity and inclusion in the local job market. We invest in the retention and stabilization of small businesses, nonprofits, and community organizations, addressing the displacement that challenges the civic vitality of San Francisco's diverse and vibrant neighborhoods. We also lead the approval and implementation of significant development projects that create more housing, especially affordable housing, while maximizing jobs, community benefits, and services. All of these efforts support broader social and economic goals that improve the quality of life for our residents.

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 developed the following "Principles of Employment Equity" to guide strategic planning efforts:

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.

We acknowledge the intersectionality of each of these characteristics, particularly race, 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, institutions, and systems that have limited employment and career success for too many San Franciscans.

Every resident of San Francisco deserves the opportunity to achieve employment and economic success. Our goal is to create a skilled and equipped workforce that reflects the diversity and assets of all of the City's residents.

As we continue to grow programs and services, we recognize the deep and pervasive impacts that past and present structural and institutional inequities have created in many of our communities, and in particular, our communities of color. The unprecedented, pre-pandemic economic opportunities realized in San Francisco have not been accessible to all. Many OEWD services are designed to reach those who have been traditionally excluded from that prosperity.

Nonetheless, systemic discrimination in San Francisco has resulted in significant disparities for Black, Indigenous, or people of color (BIPOC) communities, including an unemployment rate that is three times higher than the average rate. While the COVID-19 pandemic has certainly exacerbated these racial disparities, they are not new. In fact, the pandemic has only further illuminated what so many within BIPOC communities have long known, faced and worked to address: that these disparities and associated persistent and negative impacts on health and economic outcomes are the predictable and inevitable result of systemic racism in this country.

After the COVID-19 pandemic landed in San Francisco, San Francisco's unemployment rate quickly rose from 1.9% to an all-time high of 12.6% in May 2020, and San Franciscans submitted over 360,000 applications for unemployment insurance. The totality of the economic trauma is not yet known, but workers who are BIPOC, transitional age youth, without college degrees, women, or have children, have been most heavily impacted. Members of these groups make up a disproportionate share of the workforce for San Francisco's hardest hit industries and were least likely to have benefited from San Francisco's prosperity before the pandemic. OEWD will continue to develop innovative programs and opportunities to support BIPOC communities as a focus of San Francisco's relief and recovery efforts, and beyond.

WIOA Core and Required Partners

The Local Plan Content shall include discussion of WIOA Core and Required Partner Coordination as outlined in WIOA Section 121): How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12 - WIOA Memorandums of Understanding; How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 - Strategic Co-Enrollment – Unified Plan Partners; How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means; How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services; How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01 - Nondiscrimination and Equal Opportunity Procedures.

Coordination of MOU services

The WIOA core partners are critical partners in the San Francisco Workforce Development System. WISF envisions a system where there is no “wrong door,” and OEWD service providers as well as partner organizations seamlessly cross refer and serve job seekers in a coordinated manner. The local board will work with WIOA core partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

While the San Francisco Workforce Development System implements a “no wrong door” approach to service delivery, the Comprehensive Job Center—also referred to as the One-Stop or America’s Job Center of California—provides the full menu of workforce development services in the San Francisco Workforce Development System and provides opportunities for formal and informal co-location with WIOA core partners. The One-Stop Operator plays a leadership role in facilitating partnerships, holding regularly scheduled partner meetings to ensure the successful implementation of services across the San Francisco Workforce Development System to enhance collaboration amongst partners. Invitees of these meetings include the WIOA core partners, state strategic partners, and the Comprehensive Job Center. At these meetings, partners discuss shared initiatives and common challenges. Recent examples of collaborative efforts include, but are not limited to: San Francisco Human Services Agency and OEWD collaboration on client co-enrollment, EDD and OEWD plans to better promote services for veterans, and OEWD assisting the Department of Rehabilitation (DOR) with outreach to underserved areas of San Francisco. OEWD has also been in strategic conversations with City College of San Francisco to discuss outreach to young adults and improved coordination among the college and OEWD’s Young Adult portfolio.

OEWD entered into Memorandums of Understanding (MOU) with the WIOA core partners to define their respective roles and responsibilities in meeting policy objectives and service goals. The MOUs outline all parties’ agreement to support the state plan’s objectives of fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating and integrating programs and services; and ensuring that individuals with barriers to

employment and those in target populations are able to access the services they need in order to eventually achieve economic mobility. Furthermore, all parties agreed to participate in joint planning and strategic plan development, and to make modifications as needed to ensure continuous partnerships building; responsiveness to state and federal requirements; responsiveness to local economic conditions; and adherence to common data collection and reporting needs. The following outlines the contributions of each MOU partner to the San Francisco Workforce Development System.

Employment Development Department (EDD): EDD offers Employment Services (including but not limited to CalJOBS and labor exchange services, Unemployment Insurance services, California Training Benefits, and Rapid Response), Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Act assistance. The client population of EDD includes UI and disability insurance claimants, job seekers through Wagner Peyser, veterans, people with disabilities, youth, and TAA participants. EDD provides cross training of One-Stop staff. OEWD staff work closely with EDD staff in the provision of Rapid Response and other services. During the pandemic, EDD staff have been significantly impacted as many seasoned staff members were redirected to support unemployment insurance services. In response to the pandemic, OEWD launched weekly Rapid Response webinars in collaboration with EDD to streamline unemployment insurance training and information delivery for the San Francisco Workforce Development System.

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

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

OEWD reviewed CCSF's most recent Adult Education Block Grant (AEBG) funding application in April 2020 to ensure alignment of workforce development goals.

San Francisco Human Service Agency (HSA): HSA is the primary provider of safety net programs in San Francisco, and is responsible for providing employment services for San Francisco's public assistance recipients, as well as offering services to the general public through its Career Link Centers. HSA works jointly with OEWD to identify models of CalWORKS (TANF) partnership and best practices that improve client outcomes. Both parties provide support and technical assistance to facilitate the development of sector-based career pathway programs specifically geared toward CalWORKS (TANF) recipients. HSA provides onsite staffing and coordinated services, through physical colocation, communication technology, and cross-training of Comprehensive Job Center staff.

Co-Enrollment and Coordinated Case Management

WISF recognizes the critical importance of coordinated service delivery, both for the success of clients as well as the efficient use of limited resources. WISF and its partners are continuously striving toward a workforce system that is collaborative, well-integrated, and seamless to the customer. All OEWD-funded grantees are required to collect, store, review, and report complete and accurate data on programs and services, including: operational, administrative, and program performance; services; and participant demographics, progress, and outcomes. Because all WIOA grantees are required to enter data into OEWD's data management system, Workforce Central (WFC), this allows for easy sharing of case file information across OEWD partners, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD's specific funding requirements. WFC captures participant credential attainment, including for partner organizations that are set up in the system.

WIOA partners developed a work plan in September 2019 that included activities to enhance cross-training, coordinated intake and referral, and co-enrollments. Partners agreed that the following items will be the focus on ongoing efforts: a referral system which addresses privacy and legal concerns for all organizations; ensuring high-quality experiences for clients; identification of the co-enrollment needs and challenges between WIOA partners; and a system to support and track co-enrollment and data sharing efforts between agencies. A pilot Shared Referral Form was developed, but further efforts have been postponed due to the pandemic.

Facilitating Access to Services in Remote Areas through Technology

Although San Francisco is geographically small, and the Neighborhood Job Centers (described in greater detail in the overview of Adult and Dislocated Worker employment and training activities) are designed for geographic coverage, technology is also being used to facilitate access to services. The San Francisco WorkforceLinkSF, an internet-based tool, is designed to give job seekers an overview of and opportunity to take part in the San Francisco Workforce Development System. The WorkforceLinkSF's current capabilities allow OEWD grantees to connect their clients with uploaded job openings in order to facilitate full access to all employment opportunities developed within the system by participants as well as rapidly filling open job opportunities for employers. Possible future capabilities for the WorkforceLinkSF's system are being explored. The goal is the more efficient connection of employers to all of the job seekers in the workforce development system through the use of a technological platform

that allows service providers to see specific requirements and match their participants to jobs appropriate for them, as well as share info about events and trainings with the other providers in the system.

The COVID-19 pandemic accelerated the system's ability to offer services remotely through technology, including the use of a telephone "hotline," virtual hiring events, and virtual workshops. Many service providers moved services, classes and training to an online format at the start of the pandemic, as many staff were furloughed or working from home. As of Fall 2020, providers were moving toward hybrid models for services. CCSF brought back some in-person classes, starting with healthcare programs. The Comprehensive Job Center is determining the logistics for a hybrid service model, to meet the needs of customers both for more intensive in-person support and to maintain safety for staff and customers.

While San Francisco may have a small square mileage, it has high population density and a bifurcated labor market where workers may possess advanced education and very high-wage jobs or lower educational attainment and poverty wage jobs, with a shrinking middle wage and middle career pathway. These conditions promote increasing income inequality and disparities in digital literacy. Despite proliferation of the information and communication technology sector, over 100,000 San Franciscans either lack broadband home Internet or basic digital skills, with those who are low-income, seniors, limited English proficient, or having a disability are most at risk. In consideration of these conditions, the City and County of San Francisco released a Digital Equity Strategic Plan 2019-2024. The plan covers access to affordable, reliable, and high-quality internet access; digital literacy; and long-term community benefits of technology. OEWD's TechSF Sector Academy Manager sits on the Advisory Committee for this project and provides a workforce development lens to strategic planning efforts to promote digital literacy and equity for low-wage workers. As OEWD expands its virtual and digital services offerings, it will pull from the expertise of this Advisory Committee and conform its approach to the Digital Equity Strategic Plan 2019-2024.

Supportive Services

As part of a client's assessment, case managers identify what supportive services, if any, are necessary to help participants enter, participate and succeed in workforce services. In addition to the Comprehensive Job Center and Neighborhood Job Centers, partner agencies and community-based organizations provide supportive services. A supportive services provider works with participants to address those life issues impacting the participants' ability to obtain or retain employment and remediate any systemic barriers to work. Providing supportive services in a community setting allows for services to be delivered in a culturally humble and community-sensitive approach. For greater detail on the types of supportive services available, please see the description on pages 19-20, under "Adult and Dislocated Worker Employment and Training Activities."

Accessibility for Individuals with Disabilities

The Disability Coordinator (described in greater detail in the overview of Adult and Dislocated Worker employment and training activities) works to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals

with disabilities. Furthermore, contracts with service providers and MOU's with AJCC partners will require compliance with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990*.

State Strategic Partner Coordination

This section applies to coordination with the state strategic planning partners that were added during the last Local Plan modification and includes: How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access Cal Fresh E&T services; How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents; How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities; How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign born, and/or refugees.

Coordination with SFHSA and CalFRESH

As above-mentioned, San Francisco's Human Service Agency (SFHSA) is an important partner of OEWD. SFHSA and OEWD continue to explore options which will move clients through supportive systems more expeditiously and with improved outcomes.

At the agency-level, deputy directors in both organizations meet at least quarterly to discuss ways to braid resources, plan programming, and strategize about serving mutual clients. OEWD and SFHSA currently share an MOU.

In addition to the quarterly director-level meetings, both organizations also attend quarterly One-Stop Operator Meetings, which include the following partners: Goodwill Industries functioning as the local America Job Center of California (AJCC), OEWD Director of Sector and Workforce Programs, OEWD Workforce Program Specialist, SFHSA CalFresh Director, SFHSA CalWorks Director, Department of Rehabilitation District Administrator, Higher Education Consortium & Adult Education Program, and Employment Development Department. This group convenes regularly to strategize for system coordination and alignment, especially towards WIOA-related outcomes.

Furthermore, the SFHSA Director of Workforce and Welfare Services attends WISF board meetings to present on or address pertinent issues affecting public benefits recipients. Similarly, OEWD attends SFHSA Welfare-to-Work Committee meetings for information-sharing and to act as a resource for program development. Through these frequent opportunities to collaborate on a macro context, the two organizations are able to leverage existing service delivery infrastructure for CalFRESH recipients. Updated release of information forms as well as a system for "warm handoffs" have improved service delivery for mutual clients.

CalFRESH recipients in San Francisco are regularly connected to the AJCC and Job Center system in order to access job search assistance, sector training, supportive services, and retention

services. SFHSA is co-located at the AJCC to ensure referral to public benefits programs, and the AJCC is in close proximity to the CalWORKs and CalFRESH offices. Moreover, SFHSA and OEWD mutually-fund 16 community-based organizations to provide complementary workforce services to public benefits recipients.

Coordination with Child Support Agencies

Although the barriers facing payment-delinquent non-custodial parents (“parents”) are significant, the San Francisco Department of Child Support Services (DCSS) and OEWD both offer necessary services and supports to assist parents with finding and keeping employment, to comprehensively respond to the needs of parents pursuing employment. DCSS currently offers the following services which promote family system health, stability, and child welfare: establishing paternity regardless of marital status; seeking child support court order for immediate payment and court advocacy; and enforcing orders through financial collection, bank account reviews, and wage assignment adjustments. Services cost \$25/year for custodial parents to access this legal support, promoting an accessible alternative to costly litigation for families in need.

During the local WIOA Plan Modification planning process in 2018-19, OEWD and DCSS reactivated a previously existing partnership. Using this foundation, partners developed a cross-referral strategy, cross-system information sharing practices, and established a workforce pilot program to connect payment delinquent non-custodial parents who were enrolled in unemployment insurance to employment through the workforce development system. The workforce pilot program created service delivery system linkage and referral, and prioritized clients for individualized career services. The pilot was successful in placing parents into employment. Through the lessons learned from this initiative, partners are expanding the service delivery strategy to a second phase that includes referral to neighborhood-based and Spanish, Cantonese, Mandarin, and Vietnamese language services.

Outside of this workforce pilot program, the San Francisco Workforce Development System can provide parents with a wide range of job search, training, and supportive services, including barrier remediation and specialized services through the AJCC and the Reentry Job Center. According to DCSS, OEWD’s CityBuild Construction Pre-Apprenticeship Academy is a strong program currently serving parents and assisting parents to enter a career pathway in a high-demand sector for the region. Opportunities for enhanced collaboration and coordination exist. OEWD and DCSS have established quarterly director-level meeting schedules for continued system integration efforts and further program development.

Competitive Integrated Employment

The Department of Rehabilitation (DOR) San Francisco District Administrator identified OEWD as a key partner for development of the Local Partnership Agreement (LPA) for Competitive Integrated Employment (CIE), and OEWD participated in the LPA development process. The LPA describes how partners will work together to serve individuals with intellectual and developmental disabilities (ID/DD). LPA participants include many of OEWD’s primary workforce development partners: Goodwill (AJCC), The Arc of San Francisco, Independent Living Resource Center, Toolworks, Jewish Vocational Services, Psychosocial Rehabilitation and Recovery Center at the San Francisco Veterans Affairs Health Care System, Community

College of San Francisco, San Francisco Unified School District, and Golden Gate Regional Center (GGRC).

OEWD currently provides services to individuals with intellectual and/or developmental disability (ID/DD) through three community-based organizations. Workforce development services include job placement, job readiness, and training services. OEWD's Specialized Job Center for people with disabilities, is co-located with the AJCC to provide new client orientation for individuals with disabilities. The Specialized Job Center has developed a training for San Francisco Workforce Development System service providers to streamline service delivery at a client's entry point to the Workforce System and to limit referral to multiple agencies. The Specialized Job Center also coordinates service delivery with the Department of Rehabilitation (DOR) and leverages DOR funding for client enrollment in training.

OEWD and DOR share an MOU which includes a description of the services provided in the workforce system, how services will be coordinated and delivered to meet the needs of customers, the role of the partners and methods for referral between partners, and a cost-sharing agreement. San Francisco falls within DOR's San Francisco District, which includes the counties of Marin, San Francisco, and San Mateo. DOR is a mandated partner on WISF, and meets regularly with OEWD through the aforementioned One-Stop Operator meetings. In Fall 2020 DOR was working to develop a strategic plan for CIE, and the San Francisco District Administrator will continue soliciting input and feedback at One-Stop and other partner meetings.

OEWD and DOR have assigned points of contact to keep the agencies and other partners informed of events and services available. All partners work together to share information and ensure smooth cross-referral between workforce providers and DOR, including providing updated materials and postings at the AJCC and other service provider locations and mandating Job Center and OEWD staff training on systemic issues and best practices relevant to individuals with disabilities.

[Coordination on Services for English Language Learners, the Foreign Born and Refugees](#)

Foreign-born individuals make up 34.4% of San Francisco's population (over 303,000 individuals). Almost 167,000 individuals have limited English proficiency (LEP), with the largest groups speaking Chinese (95,317), followed by Spanish (33,850), and Tagalog (8,791). Because of the wide diversity found within San Francisco's population, services are offered in a range of languages including, but not limited to, Spanish, Tagalog, Russian, Mandarin, Cantonese, and Vietnamese, by staff who are able to communicate and assist clients in a culturally appropriate manner.

A primary strategy to reach LEP workers, English Language Learners, the Foreign Born, and Refugee workers are the Neighborhood Job Centers (described in further detail under Adult and DW employment and training activities), which are embedded within trusted community-based organizations in San Francisco. Through the Neighborhood Job Centers, OEWD has been able to identify and form collaborative relationships with the stakeholders who are providing services to LEP individuals. Over the past several years, through the Chinatown, Mission, and Visitacion Valley Neighborhood and Specialized Job Centers, agencies provide workforce services that are

targeted toward these communities. Services include job readiness preparation (such as interview preparation and resume development), computer skills, case management, job placement assistance, and vocational English as a second language (VESL) training.

Currently, OEWD offers multilingual training programs for the health care and hospitality sectors. Additionally, OEWD has integrated VSEL coursework into the CityBuild Academy Construction training program, though this program is not funded by WIOA investments. Sector training programs may use designated course materials translated into multiple languages and/or bilingual staff who may translate course material into Chinese (Cantonese and/or Mandarin) or Spanish. Current program availability in Chinese includes: Food Prep and Production, Chinese Cooking Training, Western Cooking Training, Japanese Cooking Training, Custodial Training, Hospitality Vocational Training, Healthcare Career Preparation, Home Care Provider II, and Home Care Provider III. The Certified Home Health Aide training, which leads to a state certification, includes combined English and Cantonese classroom instruction and course materials. The Certified Nursing Assistant training, though offered in English, works with bilingual Spanish speakers and individuals who are at ESL Level 3 to complete their certification. Current program offerings in Spanish include: Culinary Academy, Home Care Provider II, Home Care Provider III. In addition, LEP individuals are eligible for barrier remediation services to assist in addressing the barriers to find and maintain employment. The services that are specifically tailored to the needs of LEP individuals include the following characteristics:

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

WIOA Title I Coordination

This section must describe the following information: Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning; Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations; How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04 - Rapid Response and Layoff Aversion Activities; A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in [WSD15-14 - WIOA Adult Program Priority of Service](#); A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in [WSD17-07- WIOA Youth Program](#)

Requirements. This includes any strategies the Local Board has on how to increase the digital literacy and fluency of youth participants, including youth with disabilities; The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities; A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in [WSD19-13](#) - Selection of AJCC Operators and Career Services Providers. This should include the name(s) and role(s) of any entities that the Local Board contracts with.

Training and Professional Development

OEWD aims to support grantees in their efforts to continuously improve their practice, programs and services. OEWD regularly offers technical assistance and capacity-building activities in a variety of subjects related to program improvement and quality assurance. These include but are not limited to: digital fluency and capacity building, cultural competencies, trauma-informed care, and racial equity. The following list is a sampling of the capacity building opportunities held in the past 12-18 months.

- Windmills Training - Disability Etiquette and Awareness (Department of Rehabilitation)
- How to Address Self-Disclosure (Department of Rehabilitation)
- All Youth Working: A Forum on Engagement and Inclusion (National Youth Employment Coalition)
- San Francisco Government Alliance on Racial Equity Training Introductory Course (SF Human Rights Commission)
- California Government Alliance on Racial Equity Training (GARE – Government Alliance on Racial Equity)
- Interactive Workshop on Cross-Cultural Communication
- San Francisco Adult Probation Recovery Summit
- City of Tacoma Equity Index training (City of Tacoma)
- Training Online Essentials (UC San Diego Extension)
- Supporting People in Crisis While Caring for Ourselves (Pathways Consultants)
- Assessing Clients’ Readiness for Training and Work (in the context of COVID) (Pathway Consultants)

OEWD intends to continue professional development offerings for staff and San Francisco Workforce Development System providers as funds are available and with an eye to budget considerations due to the COVID-19 pandemic. Where possible, OEWD will leverage other City-sponsored trainings across departments and staff will cross-train each other to improve professional development offerings.

Rapid Response Activities

In the event of a layoff, outplacement services are provided through Rapid Response and Job Transition Assistance Services, connecting affected workers quickly with resources and information on topics including Unemployment Insurance, COBRA, job counseling, training opportunities, and rapid reemployment. Quickly utilizing Rapid Response services helps ensure companies comply with state and Federal WARN Act requirements and aids affected workers in

quickly transitioning to new employment, minimizing the length of their unemployment insurance claims. In response to the COVID-19 pandemic, OEWD launched at-least weekly Rapid Response webinars to reach as many dislocated workers as possible in a social distancing environment. OEWD has hosted over 50 Rapid Response webinars since March 2020 and intends to continue this virtual service offering moving forward.

OEWD promotes Rapid Response workshops and other Business Services through the WISF, sector subcommittees, email blasts and newsletters, and ongoing relationships with business partners, city agencies, grantees, and employers. OEWD's Business Services staff participate in employer events, industry association meetings, community-based events, job fairs, employer-based spotlights, and open house employer-focused activities to promote Rapid Response and other Business Services. In response to COVID-19, a weekly Rapid Response orientation/webinar is now offered for businesses considering work stoppages, layoffs, or furloughs. Businesses and their employees are offered information on unemployment insurance, other types of assistance, health benefits, and Job Centers.

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

[Adult and Dislocated Worker Employment and Training Activities](#)

The following is an overview of the Job Center System, and includes the Comprehensive Job Center, Neighborhood Job Centers, Specialized Job Centers, the One-Stop Operator and their services. An overview of OEWD's sector initiatives is also provided. While this remains the structure of the San Francisco workforce development system, in March 2020, San Francisco began a shelter-in-place intervention to prevent the spread of the infectious disease COVID-19. While in-person service delivery has been paused or restricted, concurrently San Francisco has experienced record high unemployment and business and nonprofit closures. OEWD and its community-based organization providers (CBOs) quickly pivoted service delivery to include web based and telephone support, including a hotline for individuals seeking assistance. Nonetheless, there is a true distinction between remote service delivery options which simulate face-to-face contact and virtual services which are self-guided and permit clients to interact with the workforce development system independent of a service provider.

While a Virtual One-Stop may limit the health risks and staff burden, it is essential to maintain support for embedded CBOs to provide high quality service delivery. Many workforce clients need and benefit from community care and many face additional barriers to virtual service delivery including language, digital access, and digital literacy. At the same time, low-wage and other workers may face difficulties accessing location-based services due to child care, restricted service hours, lack of transportation, and vulnerability to COVID-19. No service delivery may fit all needs, and so it is necessary to provide an abundance of options, such as continued (remote)

services with CBOs and virtual services via an online or mobile-optimized platform for self-referral. Consequently, OEWD fully intends to continue support for CBOs who work with the most economically vulnerable San Franciscans.

Individually, each OEWD Job Center plays a specialized role within the San Francisco Workforce Development System. The system by design allows for integration of services and braiding of resources. The main components of this system are:

- **Comprehensive Job Center (CJC):** The CJC forms the central hub of San Francisco's workforce system and encompasses all of the WIOA-mandated service elements of an America's Job Center of California (AJCC). Further, it coordinates the services of all of the Job Centers within San Francisco's workforce system to ensure individuals seeking services are connected to the programs and opportunities that help them to achieve their full potential.
- **Neighborhood Job Center (NJC):** The NJCs are located in geographic areas that are physically isolated from the CJC or that chronically suffer from higher unemployment rates than San Francisco's average. NJCs allow community-based access to an array of workforce services.
- **Specialized Job Center (SJC):** The SJCs serve specific target populations (people with disabilities, veterans, people in reentry) with customized career services that respond to a unique set of needs by job seekers in their specialized population. SJCs may be physically co located with the CJC or NJCs.
- **Young Adult Job Centers:** The Young Adult Job Centers target young adults ages 17-24 and offer a variety of workforce, education, wrap-around, barrier-removal, and supportive services to support young adults in achieving economic stability and general well-being. In addition, through either direct service provision or referral to partner organizations, the Young Adult Job Centers offer the ten WIOA youth program elements.
- **Sector Coordinators:** The Sector Coordinators specialize in a specific demand-industry sector that represents a significant employment area within San Francisco. Sector Coordinators are experts in occupations within that sector and can quickly identify training needs and/or job opportunities appropriate for job seekers interested in entering that sector. Sector Coordinators are responsible outreach, orientation and referring clients to job training opportunities within the respective sector initiative.

Comprehensive Job Center (Comprehensive AJCC, “CJC”)

The CJC serves as the central hub for all WIOA Title I workforce system services and other services delivered by the CJC, NJCs, SJs, Sector Coordinators, Young Adult Job Centers, Business Services Coordinators, and Core Partners. In addition to providing direct customer services via a comprehensive menu of onsite workforce preparation activities, the CJC is charged with improving and facilitating coordination of and access to workforce services across the City.

The CJC serves as a centralized source of career assessment services, supportive services, On-the-Job Training (OJT) contracts, and Individual Training Accounts (ITAs) for the broader workforce system. Additionally, the CJC offers comprehensive Job Readiness Training (JRT) services, computer and financial literacy services available for referral by other Job Centers that do not have the capacity to offer the full suite of such services. Job Readiness Training is soft skills training to prepare individuals to be personally effective at work.

The CJC serves three primary functions:

1. Collaboration with Core Partners to co-locate all workforce system services
2. Delivery of Comprehensive Job Center services at a fully-staffed, “one-stop” career resource center.
3. Coordination of the NJCs, SJs, Sector Coordinators, and Business Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system. Through this effort, they act an “entry-point” to the workforce system, representing it at community events (e.g., employment and resource fairs).

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

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

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

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

- Limited digital literacy
- Involvement with the justice system

Target populations who may face one or more of the above barriers include: displaced homemakers, low-income individuals, Native Americans, people with disabilities, older workers, formerly incarcerated individuals, homeless individuals, foster youth, LEP individuals, migrant/seasonal farm workers, people within two years of exhausting TANF benefits, single parents, long term unemployed. All Job Centers work closely with core partners as well as other community-based organizations to ensure successful outreach to target populations, and to ensure that they access the services and supports needed to assist them in moving toward greater economic self-sufficiency and career success.

One-Stop Operator (OSO)

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

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

Highlights of OSO responsibilities include the following:

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

Neighborhood Job Centers (Satellite AJCCs)

A network of seven NJCs allows the workforce system to leverage neighborhood assets to enhance core programs and services. These neighborhood-based employment centers offer a combination of workforce, education, barrier-removal, referral, and supportive services to support residents in achieving economic stability and general well-being. In addition to delivering an extensive menu of WIOA workforce services on-site, the NJCs serve as geographically accessible entry-points into San Francisco's larger public workforce and education systems.

The NJCs allow for specialized outreach to Limited English Proficient (LEP) communities who are concentrated in certain San Francisco neighborhoods. All NJCs are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

NJC services include the following:

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

Specialized Job Centers (SJs)

Specialized Job Centers target specific at-risk populations, as detailed below. SJs identify clients through the CJC and NJCs, and cross referrals are encouraged. All SJC service providers are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services appropriate and tailored to the client's particular assets, needs, and barriers.

SJs must identify the industries and occupations that are most appropriate for the targeted groups they serve, with an emphasis on industry-recognized certificate attainment. At a minimum, a Re-Entry SJC, a Disability SJC, and a Veterans SJC are key elements of San Francisco's Job Center network. Other SJs may be added other identified needs. Providers are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference is given to high-quality partnerships, subcontracting arrangements, or collaborations that leverage from other sources.

Re-Entry SJC

San Francisco has a large re-entry population in need of workforce services. Approximately 8,900 individuals are under some form of local supervision, including Probation, the local jail, post-release community supervision (PRCS), and juvenile services. The number of people with justice system involvement is even larger when considering those on state parole and those who have criminal records but are no longer on formal supervision. Employment is a key criminogenic factor in recidivism. To that end, OEWD funds a Re-Entry Specialized Job Center (SJC) to provide job readiness and employment services for job seekers with criminal convictions or a history of involvement in the criminal justice system. The Re-Entry SJC works with existing programs, policies, tools, and services, including but not limited to: counseling services, workshops, and job placement assistance targeting the employment needs of job seekers with criminal records, especially those newly re-entering the workforce from the criminal justice system.

Re-Entry SJC providers deliver the following:

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

Disability SJC

According to the San Francisco Human Service Agency, 94,000 people report having a disability, with almost half of them under the age of 65. African Americans are twice as likely as other groups to experience disability. The San Francisco job market is very focused on highly skilled individuals, which can be particularly challenging for people with disabilities (PWD) with limited skills and work experience. This makes it difficult to decide between returning to work in a low wage job and/or staying out of the workforce. The overarching challenge with job placement involves job matching and ensuring that PWD are not underemployed. Disability Specialized Job Centers (SJC) and a Disability Coordinator deliver and coordinate workforce and employment services targeting people with disabilities (PWD). The Disability SJC and Disability Coordinator work closely with the Department of Rehabilitation, CBO's, and other service providers to ensure coordination of efforts.

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

Disability SJC deliver the following:

- Conduct targeted outreach to PWD, including adults on SSI and SSDI.
- Act as a resource for job seekers, businesses, government agencies, and community-based organizations regarding the unique assets and barriers of the disabled job seeker population.
- Collaborate and coordinate alignment with disability-serving partner organizations to better serve PWD.
- Collaborate with the Dept. of Rehabilitation to align employment services and resources.

- Collaborate with educational and training institutions to support individuals' access to education and attainment of in-demand credentials.
- Ensure accessibility of facilities, services, and materials provided at and through referral via the CJC and NJCs.
- Provide Ticket to Work services to participants enrolled in San Francisco's Disability Employment Initiative, including career planning, job accommodations, job coaching/training, job placement/job assistance services, ongoing employment support/job retention, special language capacity, and other employment-related services.
- Provide on-going disability awareness training for staff at the CJC, NJCs, other SJs, and Sector Job Centers.
- Engage employers with interest in hiring and advancing individuals with disabilities; train employers on supporting employees with disabilities; and facilitate job placement and retention, including any necessary accommodations.

Veterans SJC

According to the 2019 Census estimate, there are 24,038 veterans residing in San Francisco. The Veterans' Specialized Job Center (SJC) delivers job readiness and employment services targeting veterans, especially those newly re-entering the civilian workforce. The Veterans' SJC works closely with the CJC, NJCs, the Veterans Administration (VA), EDD's veterans' programs, community-based organizations serving veterans, other veteran services locally, and education providers.

Veterans' SJC:

- Liaise with the VA to provide outreach to veterans, especially those newly re-entering the civilian workforce, and to align employment services across the veterans and workforce systems.
- Provide or facilitate access to a wide range of services to address the needs of veterans, including vocational skills training, housing, health, mental health, transportation, substance abuse, child care, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.
- Provide legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring and advancing veterans.

Overview of Job Center Services

The following is a description of the comprehensive career services available via the CJC. As described previously, many of these services are being offered virtually during the COVID-19 pandemic.

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

Outreach and Referral

Outreach and referral services identify eligible participants to be enrolled in workforce programs and services, including WIOA identified target populations, low-income, unemployed, underemployed, and dislocated workers. Outreach and referral efforts are coordinated with other direct service providers and/or agencies responsible for these programs to ensure a process for making job opportunities available to program participants. All service providers including Specialized Job Centers are required via contract to assist with outreach and referral services. Furthermore, each coordinator for the sector academies is responsible for outreach efforts.

Orientation and Assessment

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

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

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

Information and Guided Referral Services

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

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

OEWD provides an approved list of qualified service providers (the Eligible Training Provider List) for Job Centers to refer individuals to approved providers when WIOA-funded technical or occupational training is identified as appropriate for the client. For example, job seekers

assessed to have limited academic skills and/or English proficiency must be referred to an OEWD-approved basic skills provider. OEWD provides technical assistance and staff development to service providers to ensure they are familiar with providers on the ETPL as well as other agencies providing specialized and/or complimentary services in order to facilitate relationships and strong referral networks amongst approved providers.

Individual Career Planning and Case Management

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

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

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

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

Supportive Services

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

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

- Testing fees

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

In addition, due to COVID, OEWD is using grant funding to provide cash assistance, rental assistance, and laptops to clients in need.

Job Readiness Training

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

Training include topics such as learning and communication skills, employers' expectations, appropriate work attire, life skills, and job search skills.

Basic Digital Literacy Training

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

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

Financial Literacy Services

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

- Ability of participants to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals;
- Ability to manage spending, credit, and debt, including credit card debt, effectively;
- Awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy and effect on credit terms
- Ability to understand, evaluate, and compare financial products, services and opportunities;
- Activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial literacy and education materials.

Direct Job Search, Placement and Retention Services

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

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

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

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

Retention Services: Retention services include follow-up activities to determine whether program participants are still working and/or in school, and if they are in need of additional support to achieve positive program participation and employment outcomes. Retention services identify and address barriers that may jeopardize the participants' new employment, offer coaching services to assist both employers and participants to address new or on-going barriers that may interfere with employment, and provide reemployment services if the participant has quit or been terminated. Each OEWD-funded grantee coordinates with other appropriate service providers to help participants address obstacles to continued employment or reasons for job loss, and implement appropriate solutions to secure employment. Follow-up and retention services are available for up to 12 months, and are provided to all participants placed in unsubsidized employment.

Individual Training Accounts

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

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials.
- “Earn and Learn” models such as On-the-Job training.
- Programs that combine workplace training with related instruction.
- Training programs operated by the private sector.
- Skills upgrading and retraining.

- Entrepreneurial training.
- Adult education and literacy activities in combination with services described above.
- Customized training.

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

Sector Workforce Programs

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

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

OEWD has built and invested in four, industry-specific sector programs: Construction, Healthcare, Information and Communication Technology, and Hospitality. San Francisco residents that access and participate in a Sector Program receive the supports and training necessary to secure a job with a career path for self-sufficiency. By preparing residents to enter a growth sector, these services will assist residents to gain the skills and certifications necessary for employment and career advancement. In FY 2019-20, 1,341 individuals were enrolled into OEWD's sector programs and 916 were placed in employment, for a placement rate of 68%.

Brief summaries of the Construction, Healthcare, Technology, and Hospitality sector initiatives appear below. Please refer to the RPU Regional Plan for further labor market analysis.

Construction

Established in 2005, CityBuild is OEWD's longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction

Administration and Professional Services Academy (CAPSA) prepares candidates to perform back office functions on construction sites or home base offices. CBA and CAPSA have established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry. The CityBuild Women's Mentorship Program is a volunteer program that connects women construction leaders with experienced professionals and student-mentors who offer a myriad of valuable resources: professional guidance; peer support; life-skills coaching; networking opportunities; and access to community resources. The program encourages women in their early careers, as well as more experienced professionals, to discover their leadership potential, enhance professional development skills, and provide a strong support network. This industry offers many middle skill jobs that provide above median wages as well as benefits, as well as career pathways to advancement, and employs over 26,000 individuals in San Francisco. The average annual wage for Construction occupations is \$84,200 (JobsEQ; 2020 Quarter 2). One of OEWD's key strategies to promote construction careers is to focus on San Francisco's First Source Hiring requirements and to ensure that construction projects comply with local hiring requirements.

Health Care

The health care industry and health care occupations have been identified on the national, state, and local levels as priorities for workforce investment due to increasing demand for new workers, replacement of retirees, and skills development in response to new technologies, treatment options, and service delivery options. OEWD's San Francisco HealthCare Academy prepares San Francisco job seekers for both clinical and non-clinical positions in a wide variety of settings and across levels of education and skill. Health Care and Social Assistance is the second largest industry sector in San Francisco, employing almost 92,000 individuals. Healthcare is known for its many access points, career ladders and lattices, and high wages. Average annual wages for healthcare occupations range from \$39,500 for healthcare support roles to \$129,100 for healthcare practitioners and technical roles (JobsEQ; 2020 Quarter 2). These two occupational categories are projected to grow by approximately 1,500 jobs over the next year. It is accessible to a variety of individuals – from those who want to provide direct patient care to those who want to work in an office setting within the health care field. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential. OEWD's strategies to promote healthcare careers post-pandemic include expanding training and internship opportunities, implementing career pathways programming (with a skills enhancement incumbent worker training) within the San Francisco HealthCare Academy, and increasing employer engagement efforts with the city's largest medical facilities.

Healthcare trainings and pathways include home care provider with career advancement tracks, certified home health aide, certified nursing assistant, certified dental assistant, medical administrative assistant, certified phlebotomist, certified medical assistant, emergency medical technician, dental assistant, care supervisor, and support retention coordinator.

Hospitality

The San Francisco hospitality sector previously included approximately 7,000 organizations of all sizes, employing over 78,000 individuals in Accommodation and Food Services and over 44,000 in Retail Trade. It is one of the biggest sectors in the area, and prior to the pandemic, was

one of the fastest growing sectors for both the City and the region. The San Francisco Travel Association is projecting a 53% drop in visitors in 2020 compared to the year before, resulting in a 67% drop in spending (-\$6.9 billion), although a strong recovery is expected in late 2021.

San Francisco's Hospitality Industry, especially the Restaurant and Hotel industries, have been nearly decimated due to the COVID-19 Pandemic. Since February 2020, SF's Leisure and Hospitality industry lost approximately 55,000 jobs. This occurrence has made staffing levels at both hotels and restaurants minimal, with only the experienced employees retaining positions. Without any tangible restaurant and hotel jobs available for entry-level job-seekers, hotel and restaurant owners are keeping existing staff and will rehire their laid-off staff when capacity increases.

According to Open Table, an app-based tech-company that supports restaurant reservations and tracks seating data, reported an 84% decline in seating within SF restaurants since March. With only 40% of SF restaurants reporting to have reopened for dine-in/outdoor seating, it has been extremely difficult for job-seekers to enter this industry.

Hotels, which have historically been a key contributor to the SF's economy, have also been adversely affected by the pandemic. Some downtown hotel occupancy rates have plunged to around 20% and 30%, down from a robust 80% to 85% occupancy rate. The drop is driven by the loss of business, leisure and convention travel. This downturn in occupancy have led many SF hotels to totally shut down and close, or only to stay open to serve vulnerable populations through City grants. Thousands of employees have been laid-off or furloughed, and with the governments Paycheck Protection Program (PPP) funds depleting, Hoteliers have no resources to keep employees, nor even consider hiring new ones. According to the Hotel Council's Executive Director, Kevin Carrol, SF's Hotel industry leaders are predicting occupancy rates to be back to pre-COVID demands in 2024.

Without many perspective job opportunities for new hires within the Hotel and Restaurant industries, offering training in Hotel and Culinary occupational tracts would mislead jobseekers and fail to prepare them to successfully enter the workforce. Therefore, OEWD is pivoting efforts and investments to a Hospitality Initiative Displacement Coordinator to lead outreach and partnerships with industry stakeholders and impacted workers. Coordinator will spearhead efforts to help displaced workers recover, and will conduct research on industries/sectors that hospitality workers may transition into. OEWD will continue to monitor the economy and adapt programming to meet the needs of the industry.

Information and Communication Technology (ICT)

ICT is a major economic driver for both San Francisco and the region overall, with job numbers having grown 11.6%. Over 54,000 individuals are employed in the Information sector, which also has the highest location quotient of all industries in San Francisco at 3.52 (a comparison of the concentration of employment compared to the national average).

TechSF is a citywide economic and workforce initiative that provides education, training, and job placement assistance to both job seekers and employers, so that all benefit from the major job growth in technology occupations and opportunities. TechSF has existing employer, education,

training, and community-based partners that provide collaborative services to job seekers and employers in tech occupations across sectors in the pursuit of three goals: 1) Address the local technology workforce talent supply and demand through a coordinated labor exchange; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in the industry; and 3) Partner with secondary, postsecondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers. TechSF offers a wide range of tech trainings with an emphasis on serving long-term unemployed and individuals who are currently underrepresented in the IT sector.

Among OEWD's strategies to advance tech careers are expanding and growing apprenticeship opportunities with local technology companies; continued collaboration with CCSF and SFUSD to expose underrepresented/neglected communities to careers in the tech industry; and developing regional systems to support tech apprenticeships. OEWD and TechSF staff were the program lead for the regional implementation grants 2.0 and 3.0 which focused on developing tech apprenticeships. TechSF training and pathways include digital marketing, software and web development, apprenticeship and work-based learning, multimedia and design, Salesforce and database administration, IT and networking.

Sector Coordinator (Sector Lead)

In order to ensure the smooth on-ramping of job seekers into the described sector pathways, the Sector Coordinator serves as the lead coordinator of a Sector Program. In close consultation with OEWD, the Coordinator manages and coordinates all sector activities, services, and partnerships, including employers, training providers, community-based training organizations, secondary and post-secondary educational institutions, unions, sector associations, workforce system partners, and other stakeholders. The Sector Coordinator is also responsible for the placement of both training and direct placement program participants into sector-related, unsubsidized employment.

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

Occupational Skills Training Provider(s)

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

Occupational Skills Training providers are responsible for achieving participant program completion, job placement and employment outcomes. Occupational Skills Training curriculum

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

Sector On-Ramp Programs

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

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

Young Adult Workforce Services

According to Census data, 12% of San Franciscans under the age of 18 live in poverty. San Francisco has the highest high school drop-out rate of all Bay Area counties at 17% (compared to 11% statewide). Total public school enrollment in 2019 was approximately 57,000 students. Although the total number of young people has been on the decline, those that still call San Francisco home need significant supports to achieve economic self-sufficiency.

Young Adult Workforce Services are designed to provide services to job seekers ages 16-24 who live or work in San Francisco. OEWD contracts community-based organizations to provide youth services. Further, services provided in these programs prioritize the target populations identified by the WISF, which include:

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

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

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

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

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

Young Adult Job Centers

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

Each Young Adult Job Center offers to young adults the same menu of services that is available through adult Job Centers. However, Young Adult Job Centers ensure that these services are tailored to the needs of young adults, including opportunities to attach to post-secondary education systems, and that young adults are engaged in the Job Center through targeted outreach and recruitment. Young adults may be served by other Job Centers, although the Young Adult Job Centers are exclusive to young people. For example, young people with disabilities may be served either via a Young Adult Job Center, the Disability Coordinator, or both – whatever best meets the needs of the young person. Close coordination across these resources ensures seamless service delivery for the participants. Digital literacy is considered a job readiness component, and all youth service providers have job readiness incorporated into their programming.

Young Adult Job Centers:

- Manage and coordinate an accessible, community-based facility delivering comprehensive workforce services that target young adults ages 16-24.
- Coordinate partnerships among multiple stakeholders and service providers, including youth-serving community-based organizations.

- Provide culturally competent personnel who serve as workforce experts, reach young adults through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Conduct outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of young adults and connect them to the Job Center; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Conduct youth-friendly intake processes that determine if WIOA services are appropriate for the individual participant, including plans for referral of youth who are ineligible or are not selected to participate in OEWD-funded activities.
- Develop relationships with local businesses and with businesses whose hiring needs match the skills of young adult job seekers; while coordinating closely with OEWD's Business Services provider to facilitate connections to larger, regional businesses.
- Additionally, offer - through direct service or guided referral - the following WIOA Youth program elements:
 1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies
 2. Alternative secondary school services
 3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience which may include: summer employment, pre-apprenticeship programs, internships, job shadowing, on-the-job training
 4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials
 5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster
 6. Leadership development opportunities, community services and peer-centered activities
 7. Supportive services
 8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation
 9. Follow up services for no less than 12 months after the completion of participation
 10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling
 11. Financial literacy education
 12. Entrepreneurial skills training
 13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area
 14. Activities that help youth prepare for and transition to post-secondary education and training.

[RAMP-SF \(Reconnecting All through Multiple Pathways\)](#)

RAMP-SF is a workforce and educational development program that provides youth with supports to positively attach to the workforce and address barriers to employment within the

context of a work environment. Targeting young people who are involved with the justice system, reside in public housing, are exiting foster care, and/or have dropped out of school, the program model combines job readiness training, paid work experience, educational services, and intensive support. RAMP-SF equips participants with the skills and opportunities they need to get on a path towards self-sufficiency and productive participation in society.

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

Young Adult Subsidized Employment Program

The Subsidized Employment program provides a continuum of services for young adults who have previously participated in internships, on-the-job trainings, and subsidized employment programs and are “aging-out” of those programs. The purpose is to engage young adults in various experiences including work readiness training, technical skills training, educational support, youth leadership development activities, and meaningful work-based learning opportunities, with a heavy emphasis on San Francisco’s targeted sectors. The program aims to provide young people exposure to the workplace, work readiness training, and a valuable work experience that enhances their employability skills and career awareness while supporting their overall personal development.

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

WIOA Title I Administration

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

criteria; conditions under which bidders may protest the funding decisions; and the process they must follow to protest a funding determination. OEWD leverages multiple funding sources in support of San Francisco's workforce development system, including WIOA, federal Community Development Block Grant (CDBG) funds, OEWD general funds, and San Francisco County Transportation Authority funds. Preference is given to organizations or partnerships that help individuals enter sector-based career pathways through a range of education and training programs leading to industry-recognized certifications and degrees.

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

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

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

As described previously, the role of the One-Stop Operator and Career Service Providers are filled through competitive procurements. The current operator of the Comprehensive Career Center is Goodwill Industries of San Francisco, San Mateo and Marin Counties and the OSO is Social Policy Research Associates. OEWD also contracts with over 50 other providers to run Neighborhood Job Centers and to offer workforce services. OEWD is in the process of an RFP to update their contracted service providers; final selections will not be known until late spring 2021.

Appendix A: Stakeholder Engagement Summary

From September 2020 to December 2020, OEWD hosted 27 virtual meetings and convenings with WIOA Core Partners (SFHSA, EDD, DOR, CCSF, OSO, CJC, and CCSF), State Strategic Partners (DCSS, DOR, SFHSA CalFresh E&T, and Refugee Services), additional City agencies (Human Rights Commission, Department of Public Health), labor organizations, community-based organizations, and other community stakeholders. These stakeholder engagement meetings and community listening sessions served the dual purpose of community needs assessment for OEWD's upcoming workforce development procurement and for the development of this Local WIOA Plan. OEWD recorded a minimum of 1057 attendees.

While Plan content related to job seekers experiencing homelessness is not a requirement of this Local WIOA Plan, OEWD won a competitive WIOA Accelerator Fund grant from the California Workforce Development Board for service delivery design for this vulnerable population. In partnership with the San Francisco Human Services Agency, San Francisco Department of Homelessness and Supportive Housing, San Francisco Department of Public Health, Mayor's Policy Advisor on Homelessness, CivicMakers, and community-based organizations serving people experiencing homelessness, OEWD is developing process to best integrate the San Francisco Workforce Development System with the Public Benefits System, Homelessness Response System, and Public Health System. This project runs from April 2020 through September 2021, and requires intensive stakeholder engagement work with all parties on a weekly, monthly, and bi-monthly basis.