



# **Workforce Innovation and Opportunity Act**

## **San Francisco Strategic Plan**

**PY 2017-2020**

**Two Year Modification**

## Introduction

The Office of Economic and Workforce Development (OEWD), on behalf of Workforce Investment San Francisco, has prepared this biennial Strategic Local Plan Modification, as required under the Workforce Innovation and Opportunity Act (29 US Code 3123). The plan is laid out in accordance with the guidance and requirements outlined in the California Employment Development Department's Workforce Services Directive 18-01: Regional and Local Plans PY 17-21 – Two Year Modifications.

San Francisco's Workforce Development Board (WISF), as designated by statute, has responsibility for the local 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. WISF's operational arm is the Office of Economic and Workforce Development (OEWD). OEWD and WISF are referred to interchangeably throughout the Local Plan Modification.

Directive 18-01 requires discussion of workforce development strategy for specific vulnerable populations in the Local Plan Modification: CalFRESH recipients; English language learners, the foreign born, and refugees; payment delinquent, non-custodial parents; individuals with developmental or intellectual disability in competitive integrated employment; and reentry or justice-involved individuals. Outside of the requirements of Directive 18-01 and the vulnerable populations mandated by WIOA, OEWD remains committed to serving all economically and socially vulnerable populations within the Local and Regional workforce development board areas.

As described in the San Francisco PY 2017-2020 Strategic Local WIOA Plan ("Four Year Plan"), OEWD leverages multiple funding streams to provide full service coverage to vulnerable populations through the Access Point System, which provides residents of historically-disadvantaged neighborhoods, high-barrier individuals, and special populations with citywide access to workforce development services. The system operates through strategic partnerships with the recognized community-based organizations that are best-situated to provide culturally competent and responsive workforce services. This strategy has not changed since the development of the Four Year Plan and—with ongoing stakeholder engagement, outreach, and community input and planning efforts—OEWD continues to expand service delivery to vulnerable populations and communities.

Extensive community engagement efforts helped to inform this document (Appendix A: Local Plan Modification Stakeholder Engagement). In addition to the "Directory of Planning Partners" provided by the state, OEWD sent meeting notifications to over 3,000 individuals and organizations that partner with the workforce development system or are on OEWD's interested parties list. This includes the WIOA core partners, program operators and other contractors, community based organizations, advocacy groups, training providers and referring agencies. Furthermore, OEWD made direct contact with all mandated partners in order to assure awareness of and attendance at stakeholder sessions. A listening session was held after business hours to provide the opportunity for public comment on the topics required for the Local and Regional

Plans. Public meeting notices were posted at OEWD administrative offices, the AJCC, the San Francisco Public Library, and on the OEWD website. Interested parties were permitted to submit planning recommendations via email in lieu of or in addition to attendance at public meetings.

Of the over 3,000 organizations and individuals that were notified, the following represents core WIOA partner organizations for OEWD, for which OEWD conducted additional targeted outreach: San Francisco Human Services Agency, Arriba Juntos, Bay Area Community Resources – CHALK, Bayview YMCA, Central City Hospitality House, Charity Cultural Services Center, Chinese for Affirmative Action, Chinese Progressive Association, City College of San Francisco, Collective Impact, Community Housing Partnership, Community Youth Center, Compass Family Services, Enterprise for Youth, Episcopal Community Services, Equality and Inclusion in Hospitality, FACES SF, Goodwill Industries, Homebridge, Jewish Vocational Service, Larkin Street Youth Services, Manpower, Mission Economic Development Agency, Mission Hiring Hall, Mission Language and Vocational School, Mujeres Unidas y Activas, New Door Ventures, Positive Resource Center, San Francisco Conservation Corps, San Francisco LGBT Center, Five Keys, Self-Help for the Elderly, Success Center San Francisco, Swords to Plowshares, The Arc, Toolworks, Upwardly Global, Urban Services YMCA, Vietnamese Youth Development Center, and Young Community Developers.

In addition to the after-hours community meeting required by Directive 18-01, OEWD joined with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department to host ten, after-hours community meetings in economically-impacted neighborhoods around the City.

With proper noticing procedures, OEWD opened the draft Plan Modifications for public comment from January 25 to February 25, 2019. One public comment was received regarding workforce development opportunities for older adults (Appendix B: Public Comment). The City and County of San Francisco maintains a Department of Aging and Adult Services; OEWD will closely collaborate with this department in service of this vulnerable population.

Please see the appendix for further information on community engagement efforts.

As required by Directive 18-01, the following sections reflect local area planning activities for CalFresh recipients; payment delinquent non-custodial parents served by the Department of Child Support Services; individuals with intellectual or developmental disability in competitive integrated employment; and services for English language learners, the foreign born, and refugees.

## **Required Plan Content for CalFresh Recipients**

CalFresh eligibility depends on income limits established by the federal government, and which would establish recipients as extremely low-income in San Francisco County. The amount of a CalFresh benefit depends on family size, income, and monthly fixed expenses.

SFHSA provided the following data on the San Francisco CalFresh recipient population:

- Total CalFresh enrollment (August 2018): 49,490
- Total CalFresh households (August 2018): 32,964

- Total CalFresh individuals also enrolled in CalWORKs (August 2018): 4,314
- Please see the SFHSA Client Demographics Attachment A for further data on language, race/ethnicity, age, and zip code.

Although the system of social and workforce development services in San Francisco is robust, CalFresh recipients face systemic barriers to economic success similar to all low-income individuals in the city – an extreme lack of affordable housing; limited subsidized child care; and the difficulty of pursuing additional education and training while working in order to further support one's family. SFHSA and OEWD recognize the difficulty inherent in eliminating these systemic barriers, and 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 a memorandum of understanding (MOU), which was submitted as part of the Four Year Plan in 2016.

In addition to the quarterly director-level meetings, both organizations also attend quarterly WIOA Core Partner meetings, which are facilitated by the One Stop Operator—a workforce development consulting firm Social Policy Research Associates—and include the following partners: Goodwill Industries functioning as the local America's 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 body convenes regularly to strategize for system coordination and alignment, especially towards WIOA-related outcomes.

Furthermore, the SFHSA Director of Workforce and Welfare Services holds a seat on the WISF Public Sector Committee and also regularly 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 opportunities to collaborate, the two organizations are able to leverage existing service delivery infrastructure for CalFRESH recipients.

CalFRESH recipients in San Francisco are regularly connected to the AJCC and Access Point system in order to access job search assistance, sector training, supportive services, and retention services.<sup>1</sup> In addition, 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.

OEWD and SFHSA are working towards implementing a pilot to co-enroll public benefits recipients in Title 1 workforce development services. Client co-enrollment will be accomplished through client data sharing, data systems integration, and cross-training of AJCC and SFHSA Employment and Training staff on client management systems and benefit eligibility criteria.

---

<sup>1</sup> For further detail, please refer to the Four Year Plan for an extensive description of the system of services.

The agencies expect that through leveraging each department's complementary programs clients will realize stronger stabilization and poverty alleviation outcomes in a shorter time frame.

Because SFHSA and OEWD share common service providers, the two organizations are also exploring collaborative contracting and ways to better leverage each other's funding. For San Francisco County, the 50% federal reimbursement from CalFresh Employment and Training covers the following activities: workfare, job search, job search training, work experience, education, job club, vocational training, and on-the-job training. Presently, SFHSA providers are able to partially access the federal reimbursement with SFHSA using a hybrid structure. SFHSA identifies a goal number of CalFresh clients served by each provider to draw down federal funding. Through monthly program and fund analysis, if the provider is unable to make the goal, SFHSA guarantees the difference via City funding sources<sup>2</sup>.

SFHSA and OEWD have committed to develop a funding structure to maximize federal draw-downs for providers of both agencies. The agencies are exploring whether this hybrid funding structure would be feasible with monthly client data and eligible activities matching from OEWD contractors to SFHSA databases. They are also exploring implementing direct CalFRESH referrals from SFHSA to OEWD providers to increase system-wide reimbursements, and tracking this system calibration through a pilot program of job readiness and training clients.

Moving forward, OEWD and SFHSA will continue to work closely together to serve the residents of San Francisco, including recipients of CalFRESH benefits. The framework of this partnership is already delineated in their MOU. In addition, SFHSA has provided a partnership letter as a supplement for the Local Plan Modification (see Attachment B).

## Required Plan Content for the Department of Child Support Services

OEWD held a series of stakeholder and community input meetings on the topic of workforce services for non-custodial parents (NCPs). Agencies which participated in planning or provided comment on this issue include: OEWD, Department of Child Support Services (DCSS), City College of San Francisco, Goodwill Industries, Young Community Developers, and FACES SF.

According to DCSS, the rising cost of living in San Francisco has led to changing demographics and economic need of its client population, with an increase in child support services to middle income, public service, and professional non-custodial parents. Nonetheless, 77% of DCSS-enrolled parents are receiving some form of public assistance, and many may be justice-involved and/or public housing residents.

According to DCSS, the San Francisco service population has decreased from 27,000 to 12,000 families in the last three years. Ninety-eight percent of NCPs on the DCSS caseload are fathers, while the remaining two percent tend to be mothers who are reentering from jail or prison or are otherwise justice-involved. Seventy-six percent of NCPs are African American, with the majority of the remainder of NCPs being Latinx. DCSS reports increasing numbers of Asian and White parents on its overall caseload.

---

<sup>2</sup> Community Housing Partnership—an organization funded by SFHSA and OEWD—is currently the only service provider accessing the full 50% CalFresh Employment & Training federal reimbursement.

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 legal support, promoting an accessible alternative to costly litigation for many families in need.

DCSS is currently in, or exploring, partnerships with the following entities for better resource sharing and coordination: county jails and federal prisons, California Department of Corrections and Rehabilitation, Family Court, and SFHSA. Agency-level partnerships may be challenging due to the invisibility of this population, stigma towards clients, and documented difficulty with achieving positive employment outcomes which may disincentivize relationship building and enrollment efforts.

Of the 12,000 DCSS cases in San Francisco, 632 NCPs are payment delinquent by more than three years, need jobs, and are not currently incarcerated. Some of the barriers to employment commonly facing these individuals include: a lack of transportation, food, and housing; rescinded driver's licenses; geographic barriers including gang turf issues which restrict access to employment and training opportunities, and gentrification which has led to more concentrated poverty, violence, and economic isolation in low-income neighborhoods; long-term unemployment; and substance abuse issues. Furthermore, DCSS has a prescriptive schedule of payments and events that are triggered when an NCP is party to a case, which may be a hardship to the individual. Usually 75% of the first paycheck is garnished, which can incentivize individuals to pursue work through the underground economy or discourage employment.

Regardless of types of barriers to employment, NCPs in San Francisco may be eligible for all OEWD-funded workforce services. OEWD funds workforce services with local General Fund, state workforce grants, and Community Development Block Grant monies in order to provide workforce services to clients who may not be eligible for WIOA funding. Consequently, parents who may be excluded from services by WIOA restrictions would otherwise be eligible for the same services funded by local, state, or other federal monies. Through this blended funding structure, workforce clients—especially clients with high barriers such as NCPs—are able to access services through a “no wrong door” approach to service delivery.

San Francisco's system of workforce services as described in the Four Year Plan can provide NCPs with a wide range of job search, training, and supportive services, including barrier remediation and specialized services through the AJCC and the Reentry Access Point. According to DCSS, OEWD's CityBuild Construction Pre-Apprenticeship Academy is a strong program currently serving NCPs and assisting them to enter a career pathway in a high-demand sector for the region; DCSS and OEWD will explore system linkage to further promote this pathway. OEWD has established a Class B license training program to link vulnerable client populations—such as NCPs—with high wage, entry-level work in stable, municipal transit employment. OEWD will continue to partner with DCSS, City College of San Francisco, Goodwill Industries, Young Community Developers, and FACES SF—organizations with a history of serving NCPs effectively—to identify the evolving needs of these priority populations, and deliver services which are tailored and culturally humble.

Although the barriers facing payment-delinquent NCPs are significant, DCSS and OEWD both offer necessary services and supports to assist them with finding and keeping employment,

which can be better coordinated to more comprehensively respond to the needs of an NCPs pursuing employment. NCPs benefit from warm hand-offs between agencies, individualized employment planning, case conferencing or team decision meetings among providers, transitional jobs, apprenticeship, and on-the-job training. In limited cases, DCSS may also be able to partner with workforce providers to postpone wage assignment while an NCP is enrolled in training opportunities or enters new employment. This may promote retention in workforce services and incentivize stable employment.

In discussions with OEWD regarding NCP employment needs, DCSS and community providers recommended more services and supports for NCPs in the following areas: employer engagement strategies to incentivize placement and destigmatize wage garnishment; job training and workforce services at jails and prison with pipelines to jobs; co-location of a DCSS case worker with workforce providers; establishing a single point of contact for DCSS with OEWD and other workforce partners; training at different locations with consideration given to community development and gang turf issues; and replication of the Transitions SF pilot project.

In 2014, DCSS, OEWD, and Goodwill Industries partnered on the "Transitions SF" project, a Department of Labor grant-funded pilot to support NCPs in an experimental service delivery system which postponed wage assignment, included job readiness training, transitional job placement, and ongoing financial incentives for participants. DCSS and OEWD agree that this pilot project was an excellent effort towards coordinating the two systems, and the agencies are exploring avenues to replicate this successful collaborative effort without the additional grant resources that made the original program possible.

DCSS and OEWD established a system re-design pilot program to refer NCPs who are accessing unemployment insurance wage benefits to tailored employment services. DCSS provides very warm hand-offs directly to the AJCC for comprehensive workforce assessment, case conferencing, and individualized employment services. The pilot program demonstrated success in coordinating the DCSS and workforce system towards benefit for NCPs, with some program participants entering full-time unsubsidized employment opportunities within three months. The agencies are exploring ways to iterate the service design and identify sustainable investments.

Outside of this pilot program, DCSS, OEWD, and the AJCC will share collateral, assign mutual points of contact, and cross-train employees on referral processes to DCSS and OEWD employment and training programs. Agencies continue to iterate the system re-design and build system efficiencies for smoother service delivery.

Many opportunities for collaboration and coordination exist. The agencies hope to create an action plan to address employer engagement strategies, continuation of care and retention, co-location of services, and safe passage programs, especially as these are issues which are not singular to noncustodial parents but to high-barrier clients on the whole. OEWD and DCSS are exploring aligning outcomes to modify child support orders or return noncustodial parent privileges (e.g., driver's licenses) through enrollment in certain programs, examining the nuances of interrupting wage assignment to promote retention, and identifying opportunities for system linkage with the Family Court and AJCC. OEWD and DCSS have established quarterly director-level meeting schedules for continued system integration efforts and further program development. To this effect, DCSS has submitted a letter of support for planning efforts and a partnership agreement demonstrating a commitment to continued collaboration and system coordination (see Attachment C).

## Required Plan Content for Competitive Integrated Employment

OEWD currently provides services to individuals with intellectual and/or developmental disability (ID/DD) through partner agencies Toolworks, Postive Resource Center, and The Arc of San Francisco. Workforce development services include job readiness services, training opportunities, and job placement assistance. Toolworks, OEWD's Specialized Access Point for people with disabilities, is co-located with the AJCC to provide new client orientation for individuals with disabilities. As the Disability Coordinator, Toolworks has developed a training for service providers in the entire Access Point system to streamline service delivery at a client's entry point to the Workforce System and to limit referral to multiple agencies. Toolworks also coordinates service delivery with the Department of Rehabilitation (DOR) and is able to leverage DOR funding for client enrollment in training.

In accordance with Directive 18-01, OEWD held public comment on competitive integrated employment (CIE) for individuals with ID/DD in the mandated after-hours community listening session. Participants in the community listening session included: DOR, Goodwill, Golden Gate Regional Center, Jewish Vocational Service, San Francisco Community Living, and Lighthouse for the Blind. Participants gave public comment on the workforce development needs of individuals with ID/DD, and the promotion of competitive integrated employment (CIE). Participants expressed that the service population did not often access CIE, and that local providers are exploring methods to promote CIE with DOR.

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.

Though DOR and OEWD participate on a number of planning committees, OEWD and the San Francisco District Administrator met to discuss system alignment and engage in system needs assessment. OEWD and DOR assigned points of contact to keep the agencies and other partners informed of events and services available. DOR outlined its plan to work closely with OEWD providers to promote CIE for individuals with ID/DD. All partners will 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 locations, and mandating Access Point and OEWD staff training on issues relevant to individuals with disabilities.

DOR offers disability awareness training, including a module on the needs of ID/DD consumers. DOR and OEWD hosted five training sessions—primarily for OEWD staff and service providers who work directly with clients with disabilities and engage employers in service of this population—which were successful in training over 60 service providers. OEWD and DOR will assess the timing and need for additional trainings as the partnership continues.

The 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 committed to participate in the LPA process. Submitted in June 2019, the LPA describes how partners will work together to serve individuals with intellectual and developmental disabilities (ID/DD). Partners will continue to coordinate services to ensure the system meets the needs of all consumers. LPA Participants include many of OEWD's primary workforce development partners and other community-based organizations, including: Goodwill (AJCC), The Arc of San Francisco, Independent Living Resource Center, Toolworks, Jewish Vocational Service, 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. Through this series of planning sessions, the group will refine the referral process to maximize the number of consumers with ID/DD who are able to utilize San Francisco's Access Point system and AJCC.

OEWD will also be able to support the CIE effort through outreach to employers. The DOR district office employs a regional business specialist who develops partnerships with employers for the three counties. OEWD will support those efforts through information sharing and participating in events, as well as connecting DOR with employer customers as appropriate.

The San Francisco District Administrator is serving as the point of contact for OEWD with regards to the LPA process and for further system alignment.

## Required Plan Content for English Language Learners, the Foreign Born, and Refugees

San Francisco is home to a robust community of immigrants. According to the most recent Census data, the city's population includes approximately 297,000 foreign-born individuals, or almost 37% of the total population. 357,000 people speak a language other than English, and of those, 172,000 speak English less than "very well."

SFHSA provided the following data on their client population (as of August 2018):

- Clients who need a translator to communicate verbally: 12,856
- Clients with refugee status: 351
- Noncitizen clients born outside of the US: 42,155
- Unduplicated total of limited English proficient, refugee, foreign born: 49,155
- Please see the SFHSA Client Demographics Attachment A for further data on language, race/ethnicity, age, and zip code.

In Fiscal Year 2017-18, OEWD had approximately 822 registered clients who were English Language Learners (ELLs)<sup>3</sup>.

San Francisco is also home to a wide range of community-based organizations and other agencies who serve ELLs, the foreign-born, and refugees. OEWD invited the following organizations to participate in the community listening session: Office of Refugee Resettlement,

---

<sup>3</sup> This is not a mandated field for OEWD applications and it likely underrepresents the actual population accessing OEWD services.

## SAN FRANCISCO TWO YEAR MODIFICATION

Office of Civic Engagement & Immigrant Affairs, Asian Pacific Islander Legal Outreach, Asian American Bar Association Listserv, Vietnamese American Bar Association Listserv, Bay Area Legal Aid Listserv, Jewish Family and Children Services of San Francisco, ALLIES, API Equality, Chinese American Citizens Alliance, Jewish Vocational Service, Brightline Defense Project, Chinese for Affirmative Action, International Institute of the Bay Area, Upwardly Global, Catholic Charities of San Francisco, UC Hastings Center for Gender and Refugee Studies, Immigrant Legal Resource Center, Lawyers' Committee for Civil Rights, Central American Resource Center of San Francisco, Dolores Street Community Services, Kids in Need of Defense, La Raza Centro Legal, OneJustice, Pangea Legal Services, San Francisco Labor Council AFL-CIO, Arriba Juntos, Bay Area Community Resources (CHALK), Charity Cultural Services Center, Chinese Progressive Association, Mission Economic Development Agency, Mission Language and Vocational School, Mujeres Unidas y Activas, Self-Help for the Elderly, and Vietnamese Youth Development Center.

Although English language and Vocational English as a Second Language (VSEL) services are available, many ELL job seekers are unable to afford the time-money investment required to increase their English language skills and work in one or more jobs to support themselves and their families in the San Francisco Bay Area. One of OEWD's core WIOA-funded service providers and other community members provided the input that occupational skills training providers and career technical education providers need to consider and offer workforce training that allows ELLs of all levels and countries of origin to be able to access and fully participate to meet real-time labor market needs. Access Point staff offer services in multiple languages, including Cantonese, Mandarin, and Spanish, dependent on the predominant language needs in the neighborhood of the Access Point.

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.

OEWD continues to explore relevant programming expansions, consistent with labor market analysis and stakeholder input. While finite resources currently restrict the system's ability to offer occupational skills training and career technical education in all languages at all levels,

OEWD communicates with partners to ensure that the areas of most need are identified so that resources can be directed appropriately.

As a county with a significant refugee population, San Francisco maintains a Refugee Employment Service (RES) Plan which was submitted to the state by SFHSA. OEWD and SFHSA met to review the RES Plan and ensure alignment between it and the Local Plan Modification. The primary service provider for the RES Plan is Arriba Juntos, a community-based organization that contracts with both SFHSA and OEWD. Arriba Juntos' contract with OEWD includes outreach and recruitment, client assessment and program enrollment, referral services, individual planning and case management, supportive services, occupational skills training in the health care sector, and sector-specific job readiness training.

As previously described, OEWD and SFHSA are working closely together to ensure coordination of services for mutual clients, including ensuring access to sector pathway programs, supportive services and retention services. As described in the Four Year Plan, clients are connected to a robust system of supportive services both before training for barrier remediation and during training to ensure their successful completion. Furthermore, OEWD and SFHSA are working to implement best practices for co-enrollments, leveraged funding, and partnering with community based organizations.

As a reflection of OEWD and SFHSA's continued partnership, SFHSA has submitted a letter of support for OEWD programming which covers this population. (see Attachment B)

As described in San Francisco's Four Year Plan, San Francisco as an urban environment does not have a significant migrant seasonal farm worker population.

## **Changes in Local Labor Market Conditions**

San Francisco continues to experience record low unemployment at 1.9% (May 2019, California Employment Development Division). Due to these market conditions, the workforce development system caseload continues to decrease and service delivery providers increasingly work with high barrier job seekers who may be experiencing chronic unemployment.

According to the Insight Foundation's Self-Sufficiency Index (2018), single adults in San Francisco need to make \$55,860 to achieve a self-sufficiency wage rate. On July 1, 2018, the San Francisco minimum wage increased to \$15 per hour from the \$13 per hour rate listed in the Four Year Plan. Though the minimum wage rate is approximately half of the rate needed to achieve self-sufficiency, it provides greater economic security to economically vulnerable families.

The Four Year Plan identified four high-growth sectors with embedded career pathways to self-sufficiency: construction, health care, hospitality/retail, and information and communication technology. According to Economic Modeling Information Systems (EMSI) industry cluster analysis, these sectors remain high-growth and provide training opportunities for in-demand, sector-specific occupations across industries. This sector strategy has not changed. OEWD continues to track and research other projected high-growth industries for program development.

## Appendix A: Stakeholder Engagement Strategy

The Office of Economic and Workforce Development (OEWD) contracts with over 50 community-based organizations (CBOs) for the provision of workforce development services. The majority of these CBOs receive funding from multiple City sources in service of the special populations outlined in EDD Directive 18-01. OEWD employs ten program officers to remain in constant communications with these CBOs and engage in ongoing needs assessment for priority populations. These program officers engage with their assigned CBOs ad hoc and convene partners in formal meetings at least quarterly.

OEWD convenes many of the mandated partners—including Core Partners, AEBG Consortium, Community College Consortium, the County Department of Social Services (SFHSA), Department of Rehabilitation, community-based organizations, and employers—on a bimonthly or quarterly schedule in an effort to coordinate service provision and braid resources. OEWD continued these existing convening efforts, and included additional, off-cycle convenings in service of the WIOA Plan Update.

OEWD conducted outreach to partners identified in the “Directory of Planning Partners” at least twice for participation in the planning process and to boost awareness of planning meetings. In addition to these mandated partners, meeting notifications were sent to over 3,000 organizations and individuals that partner with OEWD or are on an interested parties list. This includes the WIOA core partners, program operators and other contractors, community based organizations, advocacy groups, training providers and referring agencies. Public meeting notices were posted at OEWD administrative offices, at the AJCC, in the San Francisco Public Library, in a digital newsletter, and on the OEWD website. OEWD accepted input on planning via email to improve access to the planning process.

In October, OEWD held an after-hours listening session in compliance with the requirements of Directive 18-01. In addition to the after-hours community meeting required by Directive 18-01, OEWD joined with the Mayor’s Office of Housing and Community Development and the San Francisco Planning Department to host ten, after hours community meetings in economically-impacted neighborhoods around the City. These agencies joined together to amplify outreach, create a standardized program across the City, and gather qualitative data on issues in housing, social services, and planning which affect highly vulnerable populations. Community forums identified community assets and needs, and asked targeted questions around workforce development and supportive services.

In concert with these public meetings and the ongoing digital input period, OEWD hosted multiple non-public meetings with key stakeholders for priority populations. These meetings remain ongoing to develop partnerships and programs that serve key populations outlined by EDD Directive 18-01.

All local and regional WIOA-specific meetings and outreach efforts are outlined in the “Documentation of Outreach Efforts” table found below.

**Documentation of Outreach Efforts**

<b>Date</b>	<b>Event</b>	<b>Attendees</b>
8/24/18	Five Keys Charter Schools and Programs Meeting	<b>Discussion of Prison to Employment Initiative and program development with:</b> Five Keys Charter Schools and Programs, OEWD, and Goodwill AJCC Program Officer.
8/29/18	San Francisco Sheriff's Office Meeting	<b>Discussion of Prison to Employment Initiative, partnership, and program development with:</b> San Francisco Sheriff's Office and OEWD.
9/10/18	San Francisco Sheriff's Office Meeting	<b>Discussion of Prison to Employment Initiative, partnership, and program development with:</b> San Francisco Sheriff's Office and OEWD.
9/12/18	WIOA One Stop Operator Quarterly Meeting	<b>Workforce stakeholder engagement agenda item for discussion with:</b> Social Policy Research Associates One Stop Operator; SFHSA CalFresh; SFHSA CalWORKs; EDD; Higher Ed Consortium; Adult Education Consortium; DOR; Goodwill AJCC; OEWD Workforce Development Board; Regional Organizer.
9/13/18	Workforce Investment of San Francisco Presentation and Public Comment	<b>Workforce stakeholder engagement agenda item for discussion with:</b> Hotel Council, Nibbi Brothers, Sutter Health, Jawbone, Luminalt, SPUR, EDD, Recology, City and County of San Francisco Board of Supervisors, Marriott Hotels, SEIU-UHW, 1984 Ventures, Rubecon, KSR Strategy Group, City College of San Francisco, Salesforce, Golden Gate Restaurant Association, San Francisco State University, Bay Area Video Coalition, Self-Help for the Elderly, SFHSA, Larkin Street Youth Services, Success Center, Positive Resource Center, Young Community Developers, Five Keys, Jewish Vocational Services, Bay Area Community Resources, RAMS Hire-Ability, Swords to Plowshares, HealthRight360, Bank of America, Mission Hiring Hall, San Francisco Board of Supervisors, Manpower Group, Department of Rehabilitation, Enterprise for Youth, OEWD Workforce Development Board, and Regional Organizer.
9/18/18	After Hours Community Meeting Notice	<b>Posting at OEWD front desk, OEWD website, Goodwill AJCC, San Francisco Main Public Library. Listing on CWDB website.</b> Posting process is consistent with local government requirements.
9/11/18	Human Services Agency Bi-Monthly Meeting	<b>CalFresh recipients, English language learners, the foreign born, and refugees stakeholder engagement agenda item for discussion and notice with:</b> San Francisco Human Services Agency, CalFresh representative, CalWORKs representative, OEWD.
9/12 – 9/19/18	After Hours Community Meeting Notice	<b>Email, phone, and other web-based outreach to all CWDB-mandated partners and all OEWD providers. Organizations were contacted twice at a minimum, and thrice if listed as a</b>

		<p><b>CWDB-mandated planning partner:</b> regional organizer, regional training coordinator, local workforce development boards (NOVA, San Jose/Silicon Valley), San Benito, San Francisco Adult Education Consortium, Bay Area Community College Consortium, Bay Area Community College Consortium, Department of Rehabilitation, Golden Gate Regional Center, Independent Living Resource Center, California Foundation for Independent Living Centers, San Francisco County Human Services Agency – CalWORKS, San Francisco County Human Services Agency – CalFresh, Jewish Vocational Services, Richmond Area Multi-Services, San Francisco Clean City Partnership, YES Larkin Street Youth and Arriba Juntos, ESL Vocational Immersion at Arriba Juntos, Community Jobs Programs at Young Community Developers and Arriba Juntos, Self-Help Light Job Duty Provider, Bayview Legal Aid, African Advocacy Network, LEN Business and Language Institute, Upwardly Global, ALLIES, API Equality, Chinese American Citizens Alliance, Jewish Family and Children’s Services, Brightline Defense, Chinese for Affirmative Action, International Institute of the Bay Area, Catholic Charities, California Immigrant Policy Center, Center of Gender and Refugee Studies at UC Hastings College of the Law, Immigrant Legal Resource Center, Lawyers’ Committee for Civil Rights, Asian Pacific Islander Legal, Asian American Bar Association listserv, Vietnamese American Bar Association listserv, Central American Resource Center of San Francisco, Dolores Street Community Services, Kids in Need of Legal Defense, La Raza Centro Legal, OneJustice, Pangea Legal Services, San Francisco Labor Council AFL-CIO, Bay Area Legal Aid, Aids Legal Referral Panel, Office of Refugee Resettlement, Office of Civic Engagement and Immigrant Affairs, Legal Services for Children, Legal Services for Prisoners with Children, Insight Garden Program, Center on Juvenile and Criminal Justice, Cameo House, Delancey Street Foundation, ACLU Northern California, Mission Street Sobering Center, ACCE Institute, California Coalition for Women Prisoners, OneJustice, HealthRight 360, California Department of Corrections and Rehabilitation – San Francisco Parole, San Francisco County Adult Probation Department, San Francisco Child Support Agency, Mission Neighborhood Center, Tides Center, America Works, Bay Area Community Resources – CHALK, YMCA – Bayview, Central City Hospitality House, Charity Cultural Services Center, Chinese for Affirmative Action, Chinese Progressive Association, City College of San Francisco, Collective Impact, Mo’Magic, Community Housing Partnership, Community Youth Center, Compass Family Services, Enterprise for Youth, Episcopal Community Services, Equality and</p>
--	--	--

SAN FRANCISCO TWO YEAR MODIFICATION

		Inclusion in Hospitality, Homebridge, Larkin Street Youth Services, Manpower, Mission Hiring Hall, Mujeres Unidas y Activas, Positive Resource Center, San Francisco Conservation Corps, San Francisco LGBT Community Center, San Francisco Sheriff's Department, 5 Keys Charter School, Success Center San Francisco, Swords to Plowshares, The Arc of San Francisco, Toolworks, YMCA – Urban Services, Vietnamese Youth Development Center.
9/19/18 to 9/21/18	OEWD Program Officers Training and Comment	<b>Workforce stakeholder engagement through individual meetings with OEWD staff on local and regional WIOA planning process and objectives, including notice of after-hours public meeting.</b> Staff oversee over 50 workforce development providers and represent the front-line for the agency. Opportunity for front-line staff to provide comment on planning activities and highlight issues for plan development.
9/19/18	OEWD Staff Notice and Comment	<b>Notice to approximately 55 OEWD front-line staff.</b> Opportunity for front-line staff to provide comment on planning activities and highlight issues for plan development.
10/1/18	After Hours Community Meeting Notice	<b>Notice to over 3,000 workforce stakeholders through email distribution list.</b> Stakeholders include service providers, employers, grantees, foundations, workforce development professionals, and community members.
10/3/18	Department of Child Support Services Meeting	<b>Payment delinquent non-custodial parent and reentry stakeholder engagement with Director of Department of Child Support Services to align on mission and goals for partnership.</b> Provided background on Local WIOA planning process.
10/3/18  5:30 p.m. to 7:30 p.m.	After Hours Community Meeting	<b>After hours community meeting with workforce partners and providers serving reentry population, non-custodial parents, CalFresh recipients, individuals with intellectual or developmental disability, English language learners, the foreign born, and refugees:</b> Goodwill, AJCC, Five Keys, Faces SF, OEWD, Mission Economic Development Agency, Stanford Graduate School of Education, LCP Tracker, Young Community Developers, Brightline Legal Defense, New Door Ventures, Lighthouse for the Blind, Support Disability Action, Mission Language Vocational School, San Francisco Community Living, Golden Gate Regional Center, Jewish Vocational Services, Arriba Juntos, City College of San Francisco, Self-Help for the Elderly, St. Vincent De Paul – San Francisco, and Regional Organizer.
10/5/18 to 11/2/18	Planning Process Electronic Public Comment	<b>Notice to all mandated planning partners and core program partners to provide input on the planning process via email.</b> E-mail comment available until November 2, 2018.

SAN FRANCISCO TWO YEAR MODIFICATION

10/15/18	Department of Rehabilitation Planning Meeting	<b>Individuals with intellectual or developmental disability in competitive integrated employment stakeholder engagement meeting.</b> Meeting with DOR, OEWD, Regional Organizer, and Goodwill AJCC Program Officer to discuss partnership, program development, and CIE engagement strategy.
10/18/18	Reentry Partners Planning Meeting	<b>Reentry stakeholder engagement to develop Local and Regional WIOA planning and Prison to Employment Initiative strategy with:</b> San Francisco Sheriff's Department, San Francisco Adult Probation Department, Office of Economic and Workforce Development, and Regional Organizer.
11/13/18	Human Services Agency Bi-Monthly Meeting	<b>CalFresh recipients, English language learners, the foreign born, and refugees stakeholder engagement agenda item for discussion and notice with:</b> San Francisco Human Services Agency, CalFresh representative, CalWORKs representative, OEWD.
11/30/18	Reentry Partners Planning Meeting	<b>Reentry stakeholder engagement to develop Local and Regional WIOA planning and Prison to Employment Initiative strategy with:</b> San Francisco Sheriff's Department, San Francisco Adult Probation Department, Office of Economic and Workforce Development, California Department of Corrections and Rehabilitation, Five Keys Charter Schools and Programs, Goodwill AJCC, Geo Reentry Group, and Regional Organizer.
11/30/18	DOR Local Partnership Agreement Meeting #1	<b>Individuals with intellectual or developmental disability in competitive integrated employment stakeholder engagement and participation in Department of Rehabilitation CIE Local Partnership Agreement Planning process with:</b> DOR, The Arc of San Francisco, Faces SF, Independent Living Resource Center San Francisco, Toolworks, Jewish Vocational Services, Positive Resource Center, City College of San Francisco, Goodwill, San Francisco State University, San Francisco Unified School District, Golden Gate Regional Center.
12/3/18	Reentry Council Retreat	<b>Reentry stakeholder engagement through participation in Reentry Council Retreat and strategic planning activities with:</b> San Francisco District Attorney; San Francisco Public Defender; San Francisco Adult Probation; San Francisco Police Department; San Francisco Sheriff's Department; San Francisco Mayor's Office; San Francisco Department of Public Health; San Francisco Board of Supervisors; California Department of Corrections and Rehabilitation; Office of Economic and Workforce Development; San Francisco Juvenile Probation; Department of Child Support Services; Department of Homelessness and Supportive Housing; San Francisco Human Services Agency; Superior Court of California; Department of Children, Youth & Their Families; U.S. Probation Office, Northern District of California.



SAN FRANCISCO TWO YEAR MODIFICATION

12/3/18	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Castro)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
12/4/18	WIOA One Stop Operator Quarterly Meeting	<b>Workforce stakeholder engagement agenda item for discussion with:</b> Social Policy Research Associates One Stop Operator; SFHSA CalFresh; SFHSA CalWORKs; EDD; Higher Ed Consortium; Adult Education Consortium; DOR; Goodwill AJCC; OEWD Workforce Development Board.
12/5/18	Workforce Investment of San Francisco Presentation and Public Comment	<b>Workforce stakeholder engagement agenda item for discussion with:</b> Hotel Council, Operating Engineers Local 3, 1984 Ventures, City College of San Francisco, SFHSA, Salesforce, Local 261, Luminalt, Department of Rehabilitation, Webcor, Rodriguez Strategy Partners, Recology, General Services Agency, Board of Supervisors, Nibbi Brothers, Golden Gate Restaurant Association, California Employment Development Department, Juma Ventures, San Francisco State University, Goodwill, Brightline Defense Project, Five Keys, United Way, Self-Help for the Elderly, Code Tenderloin, Collective Impact, Jewish Vocational Services, Positive Resource Center, Success Center, Mission Hiring Hall, Postmates, Nelson Worldwide, OEWD, Postmates, Manpower Group, Back on My Feet SF, Mission Economic Development Agency, Vietnamese Youth Development Center.
12/6/18	Reentry Partners Planning Meeting	<b>Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with:</b> Goodwill AJCC
12/7/18	Reentry Partners Planning Meeting	<b>Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with:</b> California Department of Corrections and Rehabilitation
12/7/18	Welfare-to-Work Oversight Committee Meeting	<b>CalFresh recipients, English language learners, the foreign born, and refugee stakeholder engagement announcement for discussion and notice of planning activities with:</b> San Francisco Human Services Agency, CalFresh Director, CalWORKs Director, Department of Rehabilitation, Richmond Area Multi-Services, Bay Area Legal Aid, Five Keys Charter School, Positive Resource Center, Young Community Developers, City and County of San Francisco, La Casa De Las Madres, Children's council, California Employment Development Division, Self Help for the Elderly, Department of Child Support Services, Hamilton Family Center, Mayor's Office of Housing and Community Development, Parent Voices.

SAN FRANCISCO TWO YEAR MODIFICATION

12/10/18	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Sunset)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
12/10/18	Reentry Partners Planning Meeting	<b>Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with:</b> Five Keys Charter Schools and Programs
12/10/18	Department of Child Support Services Planning Meeting	<b>Payment delinquent, non-custodial parents and reentry stakeholder engagement partnership and program development meeting with:</b> Department of Child Support Services program and strategy team and Office of Economic and Workforce Development program and strategy team.
12/10/18	Reentry Partners Planning Meeting	<b>Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with:</b> Geo Reentry Group
12/11/18	Reentry Partners Planning Meeting	<b>Reentry stakeholder engagement to develop Local and Regional WIOA planning and Prison to Employment Initiative strategy with:</b> San Francisco Sheriff's Department, San Francisco Adult Probation Department, California Department of Corrections and Rehabilitation, and Office of Economic and Workforce Development.
12/28/18	Reentry Partners Planning Meeting	<b>Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with:</b> Five Keys Charter Schools and Programs Back on Track Los Angeles
1/16/19	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Excelsior)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
1/22/19	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Tenderloin)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
1/22/19	Department of Child Support Services Planning Meeting	<b>Payment delinquent, non-custodial parents and reentry stakeholder engagement partnership and program development meeting with:</b> Department of Child Support Services program and strategy team and Office of Economic and Workforce Development program and strategy team.
1/25/19	San Francisco Reentry Council	<b>Reentry stakeholder engagement agenda item for discussion with the San Francisco Reentry Council</b> to gather input on Local and Regional WIOA Planning, as well as Prison to Employment Initiative. Council includes: San Francisco District Attorney; San Francisco Public Defender; San Francisco Adult Probation; San Francisco Police Department; San Francisco

SAN FRANCISCO TWO YEAR MODIFICATION

		Sheriff's Department; San Francisco Mayor's Office; San Francisco Department of Public Health; San Francisco Board of Supervisors; California Department of Corrections and Rehabilitation; Office of Economic and Workforce Development; San Francisco Juvenile Probation; Department of Child Support Services; Department of Homelessness and Supportive Housing; San Francisco Human Services Agency; Superior Court of California; Department of Children, Youth & Their Families; U.S. Probation Office, Northern District of California.
1/31/19	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Western Addition)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/5/19	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (South of Market)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/13/19	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Mission)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/19/19	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Chinatown)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/20/19	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Bayview Hunters Point)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/26/19	After Hours Community Outreach Event	<b>Outreach workshop to gather community input in economically vulnerable neighborhood (Visitacion Valley)</b> in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.

## Appendix B: Summary of Public Comment

**San Francisco Local Plan Modification Record of Comments**

<b>Local Plan Section and page number</b>	<b>Comment/Response from Self-Help for the Elderly</b>
<p>Section:</p> <p>Additional Comments -- Others</p> <p>Page(s): N/A</p>	<p>Comment:</p> <p>Please consider additional workforce services for older workers which is a growing population that is currently underserved and has limited funding. Recently, we have heard from some corporate employers that older workers add incredible value to their companies because of their dependability and punctuality. Unfortunately, even though the unemployment rate is very low, there are an estimated 1.1 million older workers excluded from official unemployment statistics. Many are discouraged workers or long term unemployed and wanting a job because they are unable to afford to retire yet.</p> <p><i>The City and County of San Francisco maintains a Department of Aging and Adult Services. OEWD will make sure to closely collaborate with this department in service of this vulnerable population.</i></p>

**ATTACHMENT A: San Francisco Human Services Agency Client Demographics**

## San Francisco CalFresh recipient population demographics

*Enrolled at any point during the month of August 2018*

---

<b>Total individuals</b>	49,490
<b>Total households</b>	32,964
<b>Total individuals also enrolled in CalWORKs</b>	4,314

<b>By Age Group</b>	<b># Individuals</b>
0-15	14,046
16-20	2,557
21-29	5,013
30-39	6,331
40-49	5,405
50-59	5,914
60-69	6,549
70-79	2,604
80+	1,071

<b>By Language</b>	<b># Individuals</b>
English	31,354
Cantonese	8,473
Spanish	6,713
Vietnamese	1,002
Mandarin	598
Tagalog	560
Other	790

*Each language group classified under "Other" individually constitutes less than one percent of all clients.*

<b>Ethnicity (reported)</b>	<b># Individuals</b>
Chinese	8,982
Black or African American	8,319
Hispanic	7,744
Unknown	6,725
White	5,846
Other	3,160
Other Asian	1,556
Filipino	1,408
Other Hispanic	1,348
Vietnamese	1,137
Mexican	797
Other/Unknown/Declined	2,468

*Each ethnicity group classified under "Other/Unknown/Declined" individually constitutes less than one pe*

Citizenship Status	# Individuals
U.S. Citizen	42,177
Not a U.S. Citizen	7,313

Zip code	# Individuals
94124	6,476
94112	5,756
94102	4,410
94134	4,244
94110	3,966
94103	3,168
94109	2,188
94142	1,857
94122	1,854
94133	1,736
94115	1,505
94116	1,339
94121	1,327
94107	1,272
94132	1,131
94117	962
94108	882
94118	823
94131	481
Other	4,113

*Each Zip code classified under "Other" individually constitutes less than one percent of all clients.*

**Demographics of HSA clients with Limited English Proficiency, Refugees, and those Clients receiving CalWORKs, CalFresh, Medi-Cal, General Assistance, or Foster Care Assistance through HSA**  
*Note that HSA does not collect information on U.S. citizen clients who were born outside the United States*

Clients who need a translator to communicate verbally	12,856
Clients with Refugee status	351
Noncitizen clients born outside of the United States	42,134
Unduplicated total	49,155

By Age Group	# Individuals (unduplicated)
0-15	4,342
16-20	3,121
21-29	5,419
30-39	8,232
40-49	7,840
50-59	7,251
60-69	6,838
70-79	3,938
80+	2,174

By Language	# Individuals (unduplicated)
Cantonese	18,477
Spanish	16,387
English	8,156
Mandarin	1,811
Vietnamese	1,644
Tagalog	1,033
Russian	831
Other	816

*Each language group classified under "Other" individually constitutes less than one percent of clients.*

Ethnicity (reported)	# Individuals (unduplicated)
Chinese	18,293
Hispanic	11,236
Other Hispanic	3,091
Other Asian	2,882
Unknown	2,865
Other	2,667
Mexican	1,688
Vietnamese	1,639
Filipino	1,556
White	778
Russian	601
Other/Unknown/Declined	1,859



*Each ethnicity group classified under "Other/Unknown/Declined" individually constitutes less than one perc*

<b>Zip code</b>	<b># Individuals (unduplicated)</b>
94112	9,791
94134	5,578
94124	5,299
94110	4,930
94133	2,661
94102	2,568
94103	2,257
94109	2,178
94122	2,098
94116	1,987
94121	1,622
94108	1,494
94132	1,146
94118	1,013
94115	915
94107	729
Other	2,889

*Each Zip code classified under "Other" individually constitutes less than one percent of clients.*

<b>Data source</b>	CalWIN
<b>Date extraction date</b>	20-Sep-18
<b>Prepared by</b>	Peri Weisberg

**ATTACHMENT B: San Francisco Human Services Agency Letter of Support**

# City and County of San Francisco



*London N. Breed, Mayor*

# Human Services Agency

Department of Human Services  
Department of Aging and Adult Services

*Trent Rhorer, Executive Director*

Joshua Arce  
Director, Workforce Division  
Office of Economic and Workforce Development  
Fifth Floor, One South Van Ness  
San Francisco, CA 94103

November 19, 2018

Re: WIOA Two-Year Plan Modification – CalFresh Partnership Agreement

Dear Mr. Arce,

This letter is to express the San Francisco Human Service Agency's (SFHSA's) support for our partnership with the Office of Economic and Workforce Development (OEWD) in serving CalFresh recipients. As you know, CalFresh enrollees fall into several of the WIOA Adult priority populations, including individuals who are low-income, on public assistance, basic skills deficient, foreign born, English Language Learners, refugees and/or homeless.

In order to improve the economic self-sufficiency of CalFresh recipients by supporting them in skill building and finding employment, SFHSA and OEWD have agreed to:

- Provide each other with opportunities for capacity building and staff development, so that partners are confident in their knowledge of and able to help clients access both the workforce system and CalFresh.
- Share agency contact information to ensure that we can confidently direct and/or refer clients to the correct staff and locations for each other's services.
- Share aggregated program data, and work toward systematic sharing of individual client information as necessary and as allowed by signed Data Use Agreements and/or Client Releases of Information.
- Meet as necessary to ensure consistent opportunities to share information, exchange agency and program updates, engage in joint strategic planning and discuss projects for collaboration.
- Partner to maximize opportunities for leveraging CalFresh Employment & Training (E&T) funds to support San Francisco's workforce system by claiming eligible OEWD expenditures on services provided to CalFresh recipients through SFHSA's E&T claim.

For your records, Yunny Tai will serve as our agency's primary point of contact for CalFresh E&T claiming. She can be reached at [yunny.tai@sfgov.org](mailto:yunny.tai@sfgov.org) or at (415) 557-5045.

Thank you and we look forward to our continued collaboration.

Sincerely,

A handwritten signature in blue ink that reads "Noelle Simmons".

Noelle Simmons  
Deputy Director, Economic Support & Self-Sufficiency Programs

**ATTACHMENT C: Department of Child Support Services Partnership Agreement**



CITY AND COUNTY OF SAN FRANCISCO  
DEPARTMENT OF CHILD SUPPORT SERVICES

617 Mission Street, San Francisco, CA 94105-3503 Tel. (415) 356-2700  
Child Support Automated Information System 1-866-901-3212



LONDON N. BREED  
MAYOR

KAREN M. ROYE  
DIRECTOR

January 18, 2019

Joshua Arce  
Director, Workforce Division  
Office of Economic and Workforce Development  
Fifth Floor, One South Van Ness  
San Francisco, CA 94103

Dear Mr. Arce,

This letter is to express our support for our partnership with San Francisco Office of Economic Workforce and Development (OEWD) in serving child support agency clients, to provide them with support in finding employment which leads to greater economic self-sufficiency. San Francisco Department of Child Support Services and OEWD have agreed to the following practices:

- Provide each other with opportunities for capacity building and staff development, to ensure partners feel confident in their knowledge and ability to navigate the workforce or child support systems.
- Share agency contact information to ensure that we can confidently direct and/or refer clients to the correct staff and locations for services.
- Share aggregated program data, excluding individual client information except what is allowable under signed Releases of Information.
- Meet as necessary to ensure consistent opportunities to share information, discuss issues, and discuss projects for collaboration.
- Provide agency and program updates, specifically those that may affect the client referral and participation process.

For your records, Director Karen Roye will serve as our agency's primary point of contact. She can be reached at [karen.roye@sfgov.org](mailto:karen.roye@sfgov.org).

Thank you and we look forward to our continued collaboration.

Sincerely,

Karen Roye  
Director, San Francisco Office  
Department of Child Support Services  
617 Mission Street  
San Francisco, CA 94105



**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**San Francisco Office of Economic and Workforce Development**  
**AND**  
**San Francisco Department of Child Support Services**

---

**INTRODUCTION**

THIS PARTNERSHIP AGREEMENT ("Agreement"), dated January 18th, 2019 is between the Office of Economic and Workforce Development (OEWD) and the San Francisco Department of Child Support Services ("Partners"). The purpose of this Agreement is to establish a framework for collaboration, communication and capacity building to better serve recipients of child support services.

**PREAMBLES**

WHEREAS, the partners are the San Francisco Office of Economic and Workforce Development and the San Francisco Department of Child Support Services;

WHEREAS, the missions of the Partners are complementary;

WHEREAS, this Agreement has as its objective the establishment of a framework for collaboration, communication and capacity building; for this reason, this Agreement facilitates the establishment of ways to jointly work together;

THEREFORE, the Partners wish to continue working together and in accordance with the following clauses:

**PARTNERS**

**PARTNERSHIP PRACTICES**

All Partners agree to the following practices:

- Provide each other with opportunities for capacity building and staff development, to ensure Partners feel confident in their knowledge and ability to navigate the workforce or child support system.
- Share agency contact information to ensure that Partners can confidently direct and/or refer clients to the correct staff and locations for services.
- Share aggregated program data, excluding individual client information except what is allowable under signed Releases of Information.

- Meet as necessary to ensure consistent opportunities to share information, discuss issues, and discuss projects for collaboration.
- Provide agency and program updates, specifically those that may affect the client referral and participation process.

### **AMENDMENTS**

This Agreement may be modified, altered, or revised, as necessary, by mutual consent of all Partners, by the issuance of a written amendment, signed and dated by all Partners.

### **MEMBERSHIP**

Any Partner may resign from this Agreement at any time and for any reason with a request of thirty (30) days prior written notice to the other Partners.

### **NO JOINT VENTURE**

Notwithstanding the terms "Partners" and "Partnership", all Partners agree that they are not entering into a Legal Partnership, joint venture or other such business arrangement. Neither Partner will refer to or treat the arrangements under this Agreement as a Legal Partnership or take any action inconsistent with such intention.

### **DISPUTE RESOLUTION**

All Partners agree that, in the event of any dispute between the Partners relating to this Agreement, the Partners shall first seek to resolve the dispute through informal discussions. In the event any dispute cannot be resolved informally within sixty (60) calendar and consecutive days, all Partners agree that the dispute will be negotiated between the Partners through mediation, if Partners can agree on a mediator. The costs of mediation shall be shared equally by all of the Partners.

### **INDEMNIFICATION**


To the extent permitted by law, all Partners shall hold harmless, defend at its own expense, and indemnify Partners and their officers, agents, employees and volunteers from any and all liability, claims, losses, damages or expenses, including reasonable attorney's fees, for personal injury (including death) or damage to property or losses arising from acts or omissions of Partners and their respective officers, agents, employees, volunteers, other contractors and subcontractors in the course of rendering services under this Agreement.

### **ENTIRETY**

This Agreement embodies the entire and complete understanding and agreement between all Partners.

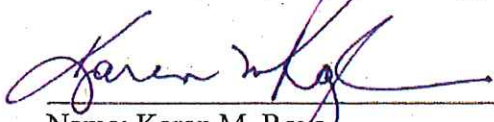


For the San Francisco Office of Economic and Workforce Development

  
\_\_\_\_\_  
Name: JOSHUA ARCE  
Title: DIRECTOR OF WORKFORCE

DATE: 1/22/19

FOR the Department of Child Support Services

  
\_\_\_\_\_  
Name: Karen M. Roye  
Title: Department Head/Director

DATE: January 22, 2019

FOR

\_\_\_\_\_  
Name  
Title

DATE: \_\_\_\_\_

FOR

\_\_\_\_\_  
Name  
Title

DATE: \_\_\_\_\_

OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

June 11, 2019

Mr. Patrick Henning  
Deputy Director, Workforce Services Branch  
Employment Development Department  
P.O. Box 826880  
Sacramento, CA 94280-0001

Dear Mr. Henning:

Effective July 1, 2007 the City of San Francisco took on the role of subgrantee of Workforce Investment Act ("WIA") funds, replacing the Private Industry Council. The Mayor of San Francisco, as the local workforce area's Chief Elected Official, designated the City's Office of Economic and Workforce Development ("OEWD") to act as WIA administrator and fiscal agent. In 2014, the Workforce Innovation and Opportunity Act (WIOA) replaced WIA as the legislation guiding workforce development investment. Under WIOA, OEWD continues to act as administer and fiscal agent for WIOA funds in compliance with local, state and federal guidelines.

Pursuant to local law, the Department Head of OEWD, may sign contracts and agreements on behalf of the City. Accordingly, I continue to designate the Department Head of OEWD as the authorized signatory for all contracts, agreements and any other documents in furtherance of WIOA implementation.

Sincerely,

A handwritten signature in cursive script that reads "London Breed".

London N. Breed  
Mayor, City and County of San Francisco

### Local Board Assurances

Through Program Year 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the WIOA will be used to assist, promote, or deter union organizing (WIOA Section 181[b](7)).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for Individualized Career services and training services. (WIOA Section 134[c](3)(E), and California Unemployment Insurance Code [CUIC] Section 14230[a](6))
- H. The Local Board certifies that its America's Job Center of California<sup>SM</sup> (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).
- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of

performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.

- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the Chief Elected Official (CEO), through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

## SIGNATURE PAGE

### Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

**Local Workforce Development Board  
Chair**

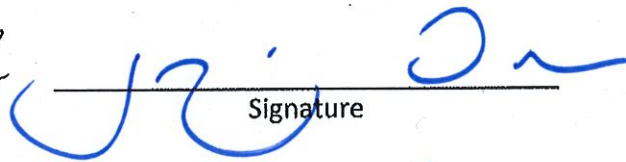
  
Signature

Kevin Carroll  
Name

Chair, Workforce Investment San  
Francisco  
Title

5/31/19  
Date

**Local Chief Elected Official**

  
Signature

Joaquín Torres, on behalf of:  
London Breed  
Name

Mayor, City and County of San  
Francisco  
Title

24 June 2019  
Date

SAN FRANCISCO TWO YEAR MODIFICATION

WIOA Four Year Regional Planning Unit Signature Page

Pursuant to WIOA Sec. 106(c)(1) and the undersigned agree that the attached Regional Plan Modification is mutually agreed to by all Parties. Each Local Area represented shall implement and operate its One-Stop delivery system in alignment with this Regional Plan and pursuant to its Four Year Regional Plan, which may identify more specific performance outcomes, terms, and conditions applicable to its workforce development needs.

San Francisco  
Workforce Development Board Chair

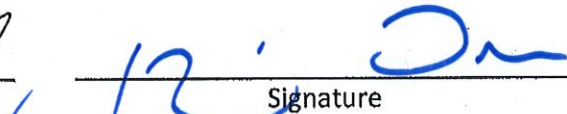
  
Signature

Kevin Carroll  
Name

Chair, Workforce Investment San  
Francisco  
Title

5/31/19  
Date

San Francisco  
Chief Elected Official

  
Signature

Joaquin Torres, on behalf of:  
London Breed  
Name

Mayor, City and County of San  
Francisco  
Title

24 June 2019  
Date