

FILE NO: 170803

Petitions and Communications received from June 19, 2017, through June 30, 2017, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on July 11, 2017.

Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information will not be redacted.

From the Planning Department, submitting notice of the availability of an addendum to subsequent Environmental Impact Report regarding the Asian Art Museum Expansion and Improvements. Copy: Each Supervisor. (1)

From the Office of the Clerk of the Board and the Department of Public Health, pursuant to Administrative Code, 67.24(e)(3)(iii), submitting Sole Source contracts for FY2016-2017. (2)

From the Bay Area Air Quality Management District, submitting the 2016 Annual Report. Copy: Each Supervisor. (3)

From the Office of the City Administrator Risk Management, pursuant to Administrative Code, Section 1.24, submitting Indemnification reports, January-March 2016 and July-December 2016. Copy: Each Supervisor. (4)

From the Office of the Controller, pursuant to pg. 37 of the Controller's Office Accounting Policies and Procedures manual, submitting notice of a new equipment budget surplus transfer for FY2016-17. Copy: Each Supervisor. (5)

From the Office of the Controller, pursuant to Administrative Code, Chapter 8, Section 8.33.1 and Chapter 95, Section 95.2, submitting notice of County Clerk fee increases. Copy: Each Supervisor. (6)

From the Office of the Controller, pursuant to Police Code, Article 24, Section 2404.2, submitting notice of Street Artist Certificate fee increase. Copy: Each Supervisor. (7)

From the Office of the Controller, pursuant to Health Code, Article 1, Section 41.26, submitting notice of Animal Care and Control fee increases. Copy: Each Supervisor. (8)

From Office of the Controller Performance Unit, submitting a San Francisco Human Services Benefits Net Staffing Analysis. Copy: Each Supervisor. (9)

From the Office of the Controller City Services Auditor Division, submitting Airport Commission audit reports on Books, Inc., and Rylo Management, LLC, dba Three Twins Ice Cream. Copy: Each Supervisor. (10)

From the Office of Economic and Workforce Development, pursuant to Administrative Code, Chapter 30.6(c), submitting a Program Year 2017-2020 Strategic Local Workforce Plan. Copy: Each Supervisor. (11)

From Mark Block, Director of the Electronic Vaping Coalition of America, submitting a letter entitled, "An Outline of the lawsuit that will be filed upon passage of the anti-vaping ordinance by this board". Copy: Each Supervisor. (12)

From PG&E, submitting notice of Pacific Gas and Electric Company's application requesting to change rates for the recovery of energy purchase and the return of revenues from the sale of greenhouse gas allowances. Copy: Each Supervisor. (13)

From Geoff Hazard, regarding an article in the Examiner, entitled. "Why is the Mission Burning?" Copy: Each Supervisor. (14)

From Jim Robinson, regarding the Building Fire Ordinance. File No. 170626. Copy: Each Supervisor. (15)

From Erin Zuccaro, regarding District 10 Homeless Encampments in Potrero Hill. Copy: Each Supervisor. (16)

From Kevin Carroll, on behalf of the Hotel Council of San Francisco, regarding the Wage Parity Ordinance. File No. 170350. Copy: Each Supervisor. (17)

From concerned citizens, regarding the ban on flavored tobacco. File No. 170441. 3 letters. Copy: Each Supervisor. (18)

From concerned citizens, regarding the historical preservation status of the El Rey Theater at 1970 Ocean Ave. 3 letters. File No. 170430. (19)

From Louise L. Birk, regarding OMI Evictions. File No. 170417. Copy: Each Supervisor. (20)

From Charlene Whyte, regarding bus lanes. Copy: Each Supervisor. (21)

From Tami Bryant, regarding the appointment of Petra DeJesus to the Police Commission. Copy: Each Supervisor. (22)

From concerned citizens, regarding renaming Justin Herman Plaza. 2 letters. Copy: Each Supervisor. (23)

From Kevin Burke, regarding Inclusionary Housing. Copy: Each Supervisor. (24)

From Jonathan Kaplan, of the Natural Resources Defense Council, regarding the reporting and disclosure of livestock antibiotic use. File No. 170763. (25)

From the Coalition for San Francisco Neighborhoods, regarding a new park at Natoma Street and 11th Street. File No. 170422. Copy: Each Supervisor. (26)



SAN FRANCISCO PLANNING DEPARTMENT

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SAN FRANCISCO

2017 JUN 29 PM 2:50

205-11

PUBLIC NOTICE Availability of Addendum to Subsequent Environmental Impact Report

BY *[Signature]*

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

Date: June 27, 2017
Case No.: 2015-015229ENV
Project Title: Asian Art Museum Expansion and Improvements
EIR: Asian Art Museum, Final Supplemental Environmental Impact Report
Case No. 97.750E, certified December 10, 1998
Project Sponsor: Carolyn Kiernat, Page & Turnbull for Asian Art Museum
(415) 593-3218
Lead Agency: San Francisco Planning Department
Staff Contact: Julie Moore – (415) 575-8733
Julie.Moore@sfgov.org

An addendum to an environmental impact report (EIR) has been prepared by the San Francisco Planning Department in connection with this project. The report is available for public review on the Planning Department's Negative Declarations and EIRs web page (<http://www.sf-planning.org/sfceqadocs>). Paper copies are available upon request to the staff contact above. Referenced materials are available for review by appointment at the Planning Department's office on the fourth floor of 1650 Mission Street. (Call (415) 575-8733)

In 1998, the San Francisco Planning Commission certified the Asian Art Museum Final Subsequent Environmental Impact Report (EIR). The project analyzed in the EIR was the adaptive reuse of the old main library building in three phases. Phase 1 of the project provided 180,000 square feet of gallery, office, conservation, research, education, retail and storage space for the Asian Art Museum (previously located in Golden Gate Park), and included seismic upgrades, alterations to the exterior and interior of the building, and an underground extension that would be about 12 feet above grade at 45 Hyde Street. Phase 1 of the project included the following: installation of a base isolation foundation system and concrete shear walls; expansion of the existing basement and lower level onto part of the 45 Hyde Street portion of the site; construction of an outdoor dining terrace along the Fulton Street wing; loading dock; exterior changes to windows and doorways; interior changes such as creation of a central court, exhibition galleries, café, offices, storerooms, etc.; and a new glass-enclosed stairway or escalator to the second and third floors. Phase 1 was approved and construction was completed in 2003.

Phases 2 and 3 of the project evaluated in the SEIR included future additions to the old main library building at 45 Hyde Street, subject to available funding. Phase 2 would include a three-story addition atop the lower level expansion (part of the base project) to contain a 400-seat auditorium/theater and two levels containing approximately 16,500 square feet of museum gallery and office space and 4,000 square feet of service space for the auditorium. The addition would be approximately 80 feet tall, corresponding to the height of the old main library building. A second loading ramp would access the basement of the addition to serve the auditorium/theater. Phase 3 would extend the existing building's north wing from the old main library's McAllister Street façade east to near Hyde Street, also at 80 feet in height. It would include 15,000 square feet of galleries and museum office space, and about 5,000 square feet of work

中文詢問請電: (415) 575-9010

Para información en Español llamar al: (415) 575-9010

(1)

rooms, storage, and other service space. No project design details of the future phases 2 and 3 were available at the time the Asian Art Museum SEIR was certified.

The project proposes the addition of a single-story, 13,000-square-foot special exhibitions pavilion with a rooftop terrace at the rear of the building facing Hyde Street. The proposed addition would be constructed on top of the existing, non-historic, ground floor level conservation laboratory spaces, preparation shops, and mechanical rooms that were constructed during the building's 2003 renovation and identified as areas for future expansion in the Asian Art Museum SEIR. The new construction would use the existing seismic base isolation system. The proposed special exhibitions art pavilion would include an 8,500-sf special exhibition gallery, a 1,000-square-foot gallery lounge, and a 2,800-square-foot gallery lobby, along with new restrooms and necessary support spaces. The new gallery would provide contiguous, column-free exhibition space with 16.5-foot clear ceiling height to feature travelling exhibitions that the museum cannot accommodate within its existing facilities. A new 7,500-square-foot art terrace with glass railing would be constructed on the roof of the special exhibition pavilion. At the north side of the art terrace would be a mechanical enclosure/storage room to conceal the building ductwork and relocated laboratory exhaust. The proposed addition would be approximately 22 feet tall, which would raise the building height to approximately 30 feet. The proposed mechanical room on the northern edge would extend above the roof to a height of approximately 41 feet.

The San Francisco Planning Department has concluded that the analyses conducted and the conclusions reached in the EIR certified on December 10, 1998 remain valid. The proposed revisions to the project would not cause new significant impacts not identified in the EIR, and no new mitigation measures would be necessary to reduce significant impacts.

BOARD of SUPERVISORS



City Hall
Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

MEMORANDUM

Date: June 30, 2017
To: Board of Supervisors
From: *AC* Angela Calvillo, Clerk of the Board
Subject: **Sole Source Contracts for Fiscal Year 2016-17**

Pursuant to Administrative Code Section 67.24(e)(3)(iii), at the end of each fiscal year, each City department is required to provide to the Board of Supervisors a list of all sole source contracts entered into during the past fiscal year.

The Board of Supervisors/Office of the Clerk of the Board did not enter into any sole source contracts during Fiscal Year 2016-17.

Cc: Jaci Fong, Director, Office of Contract Administration

(2)



City and County of San Francisco

San Francisco Department of Public Health

Barbara A. Garcia, MPA
Director of Health

RECEIVED
OFFICE OF THE DIRECTOR
JUN 30 PM 4:17
AK

MEMORANDUM

DATE: June 30, 2017

TO: Angela Calvillo, Clerk of the Board of Supervisors

FROM: Jacquie Hale, Director, Office of Contracts Management and Compliance
Business Office, Department of Public Health

RE: Sole Source Contracts for Fiscal Year 2016-17

Please find enclosed our annual list of sole source contracts during the 2016-17 fiscal year, as required under The Sunshine Ordinance [Sect. 67.24 E(3)]: “At the end of each fiscal year, each City department shall provide to the Board of Supervisors a list of all sole source contracts entered into during the past fiscal year.”

If you have any questions on this report, please contact me at (415) 554-2609.

Thank you.

Attachment

cc: The Honorable Members of the Health Commission
Barbara Garcia, Director of Health/Director, Department of Public Health
Greg Wagner, Chief Administrative Officer, Department of Public Health
Michelle Ruggels, Director, Department of Public Health

The mission of the San Francisco Department of Public Health is to protect and promote the health of all San Franciscans.

We shall ~ Assess and research the health of the community ~ Develop and enforce health policy ~ Prevent disease and injury ~

~ Educate the public and train health care providers ~ Provide quality, comprehensive, culturally-proficient health services ~ Ensure equal access to all ~

Jacquie.hale@sfdph.org – office 415-554-2609 fax 415 554-2555

101 Grove Street, Room 307, San Francisco, CA 94102

DPH Sole Source Services Report FY 16-17

| SS (21.5), SSPS (21.3) or DPH SS (21.42) | Full Contract or Program Within Contract | DPH Section | NP, FP, Gov | Justification | Contractor/Agency | Description of Service | Start Date | End Date | Total Sole Source Amount |
|--|---|-------------|-------------------|---|--|--|------------|----------|-----------------------------|
| Sole Sources under SF Admin. Code Ch. 21.5 ("regular" sole sources) | | | | | | | | | |
| SS (21.5) | All | DPH | Gov | Selected by local government agency consortium | County of Plumas | Collection of Medi-Cal and case management program fees for the Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) programs | 07/01/16 | 06/30/17 | \$ 350,000 |
| SS (21.5) | All | BHS | NP | Only respondent to Notice Of Intent | John Muir Behavioral Health Center | As-needed backup inpatient mental health services for adult and adolescent patients who are San Francisco residents under DPH BHS responsibility | 07/13/16 | 12/31/17 | \$ 275,000 |
| SS (21.5) | All | BHS | NP | Specific on-time funding authorized by BOS | APA Family Support Services | One-time funding from the San Francisco Board of Supervisors for capacity building to enhance focus on severely mentally ill children and youth | 08/22/16 | 06/30/17 | \$ 100,000 |
| SS (21.5) | All | ZSFG | NP | No other source | UCSF at San Francisco General Hospital | Tertiary care (particularly cardiac care) not available at ZSFGH | 08/31/16 | 06/30/17 | \$ 2,100,000 |
| SS (21.5) | All | BHS | FP | No other source | The Hardenbergh Group, Inc. | Medical Credentialing (credentialing and licensing verification of physicians, dentists, nurse practitioners, nurse anesthetists, midwives and other allied health professionals | 09/01/16 | 06/30/21 | \$ 1,080,000 |
| Sole Sources under SF Admin. Code Ch. 21.30 (proprietary software sole sources) | | | | | | | | | |
| SS (21.3) | All | ZSFG | FP | Proprietary system, no other vendor can provide this service. | Dataway | To provide network and security support services for DPH at ZSGH | 07/01/16 | 06/30/17 | \$ 4,061,718 |
| SS (21.3) | All | ZSFG | FP | Proprietary system, no other vendor can provide this service. | Collective Medical Technologies Inc. | Access to the premanaged ED web based health information exchange | 11/01/16 | 06/30/25 | \$ 199,563 |

DPH Sole Source Services Report FY 16-17

| SS (21.5), SSPS (21.3) or DPH SS (21.42) | Full Contract or Program Within Contract | DPH Section | NP, FP, Gov | Justification | Contractor/Agency | Description of Service | Start Date | End Date | Total Sole Source Amount |
|--|--|-------------|-------------|---|--|--|------------|----------|--------------------------|
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| SS (21.5) | All | DPH | Gov | Selected by local government agency consortium | County of Plumas | Collection of Medi-Cal and case management program fees for the Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) programs | 07/01/16 | 06/30/17 | \$ 350,000 |
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City and County of San Francisco

San Francisco Department of Public Health

Barbara A. Garcia, MPA
Director of Health

2017 JUN 30 PM 4:47
AK
BOARD OF SUPERVISORS
STAFF RELATIONS
GJ

DATE June 30, 2017
TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: Jacquie Hale, Director, Office of Contracts Management and Compliance,
Business Office, Department of Public Health
RE: Increases in Contracts during Fiscal Year 2016-17

Attached is a revised report of annual increases in contracts per resolution 563-10 that approved a number of behavioral health contracts for the Department of Public Health. This report includes contracts approved by the Board of Supervisors in Fiscal Year 16-17.

If you have any questions on this report, please contact me at (415) 554-2609.

Attachment

cc: Michelle Ruggels, Director, Business Office, Department of Public Health

The mission of the San Francisco Department of Public Health is to protect and promote the health of all San Franciscans.

We shall ~ Assess and research the health of the community ~ Develop and enforce health policy ~ Prevent disease and injury ~

~ Educate the public and train health care providers ~ Provide quality, comprehensive, culturally-proficient health services ~ Ensure equal access to all ~

barbara.garcia@sfdph.org – office 415-554-2526 fax 415 554-2710

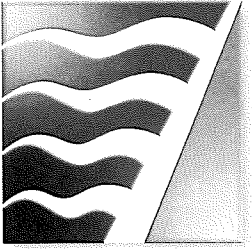
101 Grove Street, Room 308, San Francisco, CA 94102

Department of Public Health
Increases in Contracts During Fiscal Year 2016-17

| Agency | BOS Resolution | Not-to-Exceed Amount | Not-to-Exceed Amount without Contingency | Contingency | Contingency Used in FY 16-17 | Sources and Uses for Increase |
|--|----------------|----------------------|--|-------------|------------------------------|--|
| A Better Way | 465-15 | 14,115,308 | 12,602,954 | 1,512,354 | 210,717 | Sources: General Fund Uses: Cost Of Doing Business (CODB) |
| Alternative Family Services | 467-15 | 18,732,139 | 18,031,705 | 2,570,606 | - | No Contingency used in FY16-17 |
| ART dba BAART | 37-16 | 48,698,268 | 46,610,404 | 2,787,864 | 700,000 | Sources: Drug Medi-Cal Uses: Cost Of Doing Business (CODB) |
| Baker Places | 466-15 | 85,427,374 | 82,655,247 | 2,772,127 | 8,188 | Sources: General Fund Uses: Cost Of Doing Business (CODB) |
| Bayview Hunters Point Foundation for Community Improvement | 391-15 | 41,649,706 | 39,909,059 | 2,109,502 | 246,099 | Sources: Medi-Cal, General Fund Uses: Cost Of Doing Business (CODB), General Fund increase from Board of Supervisor addback |
| Brilliant Corners (formerly West Bay Housing Corp.) | 259-13 | 25,060,995 | 22,985,139 | 2,075,856 | - | No Contingency used in FY16-17 |
| Central City Hospitality House | 468-15 | 19,560,013 | 18,864,859 | 731,955 | 36,801 | Sources: General Fund Uses: Cost Of Doing Business (CODB) |
| Cerner Health Services Inc. (formerly Siemens Medical Solutions, USA Inc.) | 261-13 | 87,478,859 | 85,047,234 | 2,431,625 | - | No Contingency used in FY16-17 |
| Community Awareness and Treatment Services | 469-15 | 42,153,375 | 41,206,253 | 1,147,686 | - | No Contingency used in FY16-17 |
| Conard House | 470-15 | 54,059,977 | 52,234,564 | 5,985,091 | 175,460 | Sources: General Fund Uses: Cost Of Doing Business (CODB) |
| Crestwood Behavioral Health Services | 24-15 | 84,847,392 | 79,522,720 | 5,842,672 | 500,000 | Uses: Additional funding due to census increase. |
| Edgewood Center for Children and Families | 471-15 | 56,234,585 | 50,986,511 | 5,248,074 | 390,844 | Sources: State and General Fund Uses: Cost of Doing Business (CODB), work order & adding new initiative expansion for Intensive Care Coordination (ICC), Intensive Home Base Services (IHBS), Federal Financial Participation (FFP) |
| Family Service Agency | 472-15 | 60,460,049 | 58,697,375 | 2,929,591 | 217,064 | Sources: US Substance Abuse and Mental Health Services Administration (SAMHSA) grant; Uses: Cost of Doing Business (CODB) |
| Fort Help | 215-15 | 15,053,678 | 14,808,103 | 1,283,367 | 150,000 | Uses: Multi-year encumbrance |
| HealthRIGHT360 | 475-15 | 91,525,506 | 88,349,842 | 4,433,273 | 1,257,609 | Sources: General Fund, Mental Substance Abuse Uses: Add Fed/State Drug Medi-Cal funding for ODS implementation, increase general fund & work order |
| HealthRIGHT360 (check writing) | 413-15 | 79,720,710 | 71,814,924 | 8,563,791 | 450,000 | Sources: Community Living Support Benefit (CLSB), MHSA, Dept. of Children, Youth and Families (DCYF) work order Uses: Increased services, training, Parent Training Institute |
| HealthRIGHT360 (fiscal intermediary) | 304-14 | 62,797,796 | 56,069,461 | 6,728,335 | - | No Contingency used in FY16-17 |
| HealthRight360 (Jail Health Services) | 473-15 | 26,930,843 | 26,029,512 | 707,534 | - | No Contingency used in FY16-17 |
| Hyde Street Community Services | 492-15 | 23,130,619 | 22,360,774 | 1,373,042 | - | No Contingency used in FY16-17 |
| Instituto Familiar de la Raza | 493-15 | 26,136,910 | 25,923,433 | 2,652,443 | - | No Contingency used in FY16-17 |

Department of Public Health
Increases in Contracts During Fiscal Year 2016-17

| Agency | BOS Resolution | Not-to-Exceed Amount | Not-to-Exceed Amount without Contingency | Contingency | Contingency Used in FY 16-17 | Sources and Uses for Increase |
|--|----------------|----------------------|--|-------------|------------------------------|--|
| Larkin Street Youth Services | 514-15 | 11,802,629 | 11,424,894 | 395,708 | 17,973 | Sources: Mental Health Services Act (MSHA), Prop 63 Uses: Increase funding for Prop 63 |
| MedImpact Healthcare Systems, Inc. (CBHS) | 260-13 | 21,593,120 | 17,233,912 | 2,045,658 | - | No Contingency used in FY16-17 |
| Mental Health Management, Inc. dba Canyon Manor I | 24-15 | 28,086,226 | 26,600,989 | 1,527,237 | 42,000 | Uses: Funding for legislative 3.5% rate increase |
| Netsmart New York | 134-12 | 31,786,819 | 28,381,088 | 3,405,731 | - | No Contingency used in FY16-17 |
| Oakes Children's Center | 515-15 | 13,646,536 | 12,378,123 | 1,268,413 | - | No Contingency used in FY16-17 |
| Progress Foundation | 494-15 | 120,991,077 | 108,027,747 | 12,963,330 | 1,858,981 | Sources: General Fund Uses: Multi-year encumbrance, Cost of Doing Business (CODB) |
| Public Health Foundation Enterprises (PHFE) (SF Homeless Outreach Team/HOT) | 214-15 | 23,766,056 | 23,365,582 | 400,474 | 400,474 | Sources: General Fund Uses: Cost of Doing Business (CODB) |
| Regents of the University of California (Citywide Case Mgt.) | 495-15 | 34,343,323 | 34,343,323 | 4,929,807 | 696,813 | Sources: FFP-SDMC, General Fund; Uses: Cost of Doing Business (CODB) |
| Regents of the University of California (Infant Parent Program) | 516-16 | 12,316,517 | 12,078,935 | 1,406,781 | 87,384 | Sources: Dept. of Children, Youth and Families (DCYF) Childcare, CFC Prop 10 |
| Regents of the University of California (Single Point of Responsibility/SPR) | 496-15 | 54,546,510 | 53,228,502 | 4,298,977 | 166,658 | Sources: Federal Financial Participation-Short-Doyle Medi-Cal, General Fund, Mental Health Services Act Uses: Cost of Doing Business (CODB) |
| Richmond Area Multi-Services (RAMS) (Adult) | 498-15 | 33,591,586 | 31,662,590 | 4,655,815 | - | No Contingency used in FY16-17 |
| Richmond Area Multi-Services (RAMS) (Children) | 497-15 | 29,625,561 | 28,451,191 | 3,344,146 | - | No Contingency used in FY16-17 |
| San Francisco AIDS Foundation | 74-16 | 20,231,412 | 19,644,490 | 586,922 | 2,720 | Sources: General Fund Uses: Cost of Doing Business (CODB) |
| San Francisco AIDS Foundation | 293-16 | 39,809,206 | 37,843,516 | 1,965,690 | - | No Contingency used in FY16-17 |
| Seneca Center | 499-15 | 69,630,181 | 67,934,547 | 2,133,820 | 367,436 | Sources: Health Service Agency (HAS) Uses: Increase in HSA |
| Tides Center | 37-13 | 40,508,317 | 40,143,336 | 1,063,208 | 698,227 | Sources: General Fund Uses: Cost of Doing Business (CODB) |
| Toyon Associates | 329-14 | 4,996,617 | 4,461,265 | 535,352 | - | No Contingency used in FY16-17 |
| Westside Community Mental Health Center | 474-15 | 56,424,486 | 54,769,445 | 1,825,892 | - | No Contingency used in FY16-17 |



RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

June 9, 2017

2017 JUN 19 PM 3:05

**BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT**

To: Our Clean Air Partners

On behalf of the Bay Area Air Quality Management District's Board of Directors and dedicated employees, I am pleased to provide you with our *2016 Annual Report*.

The *2016 Annual Report* provides an annual snapshot regarding how Air District programs continue to reduce air pollution and protect public health in the Bay Area. It highlights last year's accomplishments and includes data and graphics that summarize our recent activities.

This year's annual report showcases initiatives that the Air District is pursuing in 2017 and beyond, including our bold vision for climate protection.

To request additional copies of this publication, please call the Air District's Communications Office at 415-749-4900.

Sincerely,

Jack P. Broadbent
Executive Officer / Air Pollution Control Officer

ALAMEDA COUNTY
Pauline Russo Cutter
Scott Haggerty
Rebecca Kaplan
Nate Miley

CONTRA COSTA COUNTY
John Gioia
David Hudson
(Vice Chair)
Karen Mitchoff
Mark Ross

MARIN COUNTY
Katie Rice
(Secretary)

NAPA COUNTY
Brad Wagenknecht

SAN FRANCISCO COUNTY
Edwin M. Lee
Hillary Ronen
Jeff Sheehy

SAN MATEO COUNTY
David Canepa
Carole Groom
Doug Kim

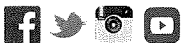
SANTA CLARA COUNTY
Margaret Abe-Koga
Cindy Chavez
Liz Kniss
(Chair)
Rod G. Sinks

SOLANO COUNTY
Pete Sanchez
James Spering

SONOMA COUNTY
Teresa Barrett
Shirlee Zane

Jack P. Broadbent
EXECUTIVE OFFICER/APCO

Connect with the
Bay Area Air District:





Edwin M. Lee, Mayor
Naomi Kelly, City Administrator

**OFFICE OF THE
CITY ADMINISTRATOR
RISK MANAGEMENT DIVISION**



BOS-11
c-page

TO: HONORABLE BOARD OF SUPERVISORS

FROM: MATT HANSEN
DIRECTOR

DATE: MAY 19, 2016

RE: INDEMNIFICATION QUARTERLY REPORT
JANUARY- MARCH 2016

This report is submitted to the Board of Supervisors as per Administrative Code Section 1.24, wherein the Risk Manager is required to maintain a record of all indemnification agreements approved under the authority granted to the Risk Manager by said Code and to submit quarterly reports of such approvals.

Copy of this report will be furnished to the City Attorney and City Controller as per ordinance, and forwarded to the San Francisco Main Library for filing.

cc: Dennis Herrera, City Attorney
Ben Rosenfield, Controller
SF Main Library, Government Section

2017 JUN 30 AM 9:20
BOARD OF SUPERVISORS
SAN FRANCISCO
RECEIVED

(M)

APPROVAL OF INDEMNITY PROVISIONS

JANUARY – MARCH 2016

Agreement between the San Francisco Public Utilities Commission, Water Power Sewer And Michael C. Iverson to provide Technical Advisory services for the Southwest Water Pollution Control Plan (SEP) improvement projects under the SFPUC's Sewer System Improvement Program (SSIP).

SFPUC staff does not possess the experience and expertise required for such review. Moreover, the selected advisor cannot be employed or otherwise affiliated with a consulting firm since future contracts for planning, design and construction will be advertised and proposing firms should not have employees that previously advised the SFPUC on the project.



San Francisco Water Power Sewer

Services of the San Francisco Public Utilities Commission

Office of the Assistant General Manager, Infrastructure

525 Golden Gate Avenue, 13th Floor

San Francisco, CA 94102

T 415.554.3155

F 415.554.3161

TTY 415.554.3488

January 6, 2016

Matt Hansen, Director
Risk Management Division
City & County of San Francisco
25 Van Ness Avenue, Suite 750
San Francisco, CA 94102

Dear Mr. Hansen,

Pursuant to Administrative Code 1.24, the San Francisco Public Utilities Commission (SFPUC) is requesting that you approve a hold harmless agreement between the City and Michael C. Iverson for the specific transaction in which Mr. Michael C. Iverson is contracting with SFPUC to provide Technical Advisory services for Southeast Water Pollution Control Plant (SEP) improvement projects under the SFPUC's Sewer System Improvement Program (SSIP).

The proposed language of the hold harmless clause is this:

"City shall indemnify and save harmless Contractor from, and, if requested, shall defend him against any and all loss, cost, damage, injury, liability, and claims thereof for a person, loss of or damage to property, arising directly or indirectly from Contractor's performance of this Agreement, including, but not limited to, Contractor's use of facilities or equipment provided by City or others, regardless of the negligence of, and regardless of whether liability without fault is imposed or sought to be imposed on City, except where such loss, damage, injury, liability or claim is the result of the gross negligence or willful misconduct of Contractor. In addition to City's obligation to indemnify Contractor, City specifically acknowledges and agrees that it has an immediate and independent obligation to defend Contractor from any claim which actually or potentially falls within this indemnification provision, even if the allegations are or may be groundless, false or fraudulent, which obligation arises at the time such claim is tendered to City by Contractor and continues at all times thereafter."

We have weighed the factors of Admin Code 1.24, and offer rationales for each factor:

- (1) entering into such an agreement either (a) falls within normal business practices or (b) represents a prudent decision in light of all the circumstances.

Edwin M. Lee
Mayor

Francesca Viator
President

Anson Moran
Vice President

Ann Moller Caen
Commissioner

Vince Courtney
Commissioner

Ike Kwon
Commissioner

Harlan L. Kelly, Jr.
General Manager



This represents a prudent decision in light of all the circumstances of this contract situation. The SFPUC's Wastewater Enterprise has developed a comprehensive \$6.9 billion SSIP. The SSIP is a series of major capital improvement projects to be implemented over two decades that will bring the City's combined wastewater and stormwater system into a state of good repair, meet the current and future challenges, and achieve the Commission endorsed Levels of Service (LOS). A vital part of SSIP is providing much needed improvements to the aging and outdated SEP. SEP provides the wastewater treatment needs for nearly two thirds of the City's residents and receives 80% of the City's total annual flow. Originally constructed in the early 1950's, many portions of SEP are now operating beyond their useful life and/or with outdated technology. The proposed SSIP SEP improvement projects will provide major improvements needed to ensure that the SEP maintains its State and Federal permit compliance, operates reliably and meets Commission endorsed LOS. These projects will address aging infrastructure, outdated technology, neighborhood impacts, and will provide sustainability, energy efficiency, and operational efficiency. In order to carry out these SSIP SEP improvement projects, the SFPUC requires the assistance of a technical advisor to provide independent technical advice to the SFPUC SEP project team during planning, design and construction of these projects. The technical advisor will review existing documents as well as meet with the SFPUC periodically planning, design and construction of the projects. When requested, the technical advisor will also provide, in the form of technical memorandums or letters, his opinion on the topic being reviewed. The advisor may also be requested to perform field visits to the project sites.

SFPUC staff does not possess the experience and expertise required for such review. Moreover, the selected advisor cannot be employed or otherwise affiliated with a consulting firm since future contracts for planning, design and construction will be advertised and proposing firms should not have employees that previously advised the SFPUC on the project.

Given this criteria, SFPUC staff has determined that Michael C. Iverson has extensive expertise and an intimate knowledge of the SFPUC and its Wastewater Enterprise that is unique given his 41 years of experience in planning, design and construction of water and wastewater facilities, including extensive experience as the project manager for several biosolids projects at the SFPUC Southeast Plant and project engineer for design of the Oceanside WPCP. SFPUC staff has further determined that Mr. Iverson is the only individual that possesses the requisite knowledge, experience, and skills this project demands and has no vested interest in any active SEP consultant and/or construction management firms.

(2) the cost of the hold harmless provision is reflected in the price of the agreement.

The cost of the hold harmless provision is reflected in the price of the agreement because the City alternatively would have to pay for Mr. Iverson's insurance, specifically general liability and professional liability insurance, since he is unwilling to undertake the risk of this agreement without the clause. Mr. Iverson will receive a total of \$50,000 over a period of three years. The price of the agreement would undoubtedly increase without the hold harmless provision.

(3) the hold harmless provision is necessary in order for the City to carry out a public purpose.

This hold harmless provision is necessary in order for the City to carry out the SEP improvement projects which are vital parts of the SFPUC's Wastewater Enterprise's \$6.9 billion SSIP. The SSIP is a series of major capital improvement projects to be implemented over two decades that will bring the City's combined wastewater and stormwater system into a state of good repair, meet the current and future challenges, and achieve the Commission endorsed Levels of Service (LOS). SEP is essential to the wastewater treatment process of the City, handling 80% of the the City's annual load. Providing the much needed improvements to SEP is a critical component to the overall success of SSIP, which will provide the public with an effective and more reliable wastewater and stormwater system. In order to effectively carry out this public purpose, the SFPUC requires the assistance of a technical advisor to provide independent technical advice to the SFPUC SEP project team during planning, design and construction the SEP improvement projects.

We have consulted with the City Attorney on this matter. Thank you for your consideration. If you have any questions, please contact me at (415) 551-4354.

Sincerely,



Kathryn How
Assistant General Manager, Infrastructure



Edwin M. Lee, Mayor
Naomi Kelly, City Administrator

**OFFICE OF THE
CITY ADMINISTRATOR
RISK MANAGEMENT DIVISION**



BOS-11
c-page

TO: HONORABLE BOARD OF SUPERVISORS

FROM: MATT HANSEN
DIRECTOR

DATE: JUNE 21, 2017

RE: INDEMNIFICATION QUARTERLY REPORT
JULY - DECEMBER 2016

This report is submitted to the Board of Supervisors as per Administrative Code Section 1.24, wherein the Risk Manager is required to maintain a record of all indemnification agreements approved under the authority granted to the Risk Manager by said Code and to submit quarterly reports of such approvals.

Copy of this report will be furnished to the City Attorney and City Controller as per ordinance, and forwarded to the San Francisco Main Library for filing.

cc: Dennis Herrera, City Attorney
Ben Rosenfield, Controller
SF Main Library, Government Section

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2017 JUN 30 AM 9:20
B

APPROVAL OF INDEMNITY PROVISIONS

JULY – DECEMBER 2016

September 2016

Grant agreement between San Francisco Recreation and Parks Department and the State Department of Parks and Recreation, Division of Boating and Waterways' Surrendered and Abandoned Vessel Exchange Program.

The State Department of Parks and Recreation is making the indemnification a requirement for the City to accept these grant funds, which will serve the public purpose of removing abandoned vessels from the San Francisco Rec & Park's Marina Small Craft Harbor.

December 2016

Grant agreement between San Francisco Recreation and Parks Department and the National Fitness Campaign, LLC (NFC) for the Marina Green Fitness Court.

One of RPD's core goals is to promote active living, well-being and community for San Francisco's diverse and growing population, and the Marina Green Fitness Court is an important free resource for helping San Franciscans stay fit.

As a requisite of granting the Fitness Court to remain permanently at the Marina Green, NFC has required that they be held harmless for any future claims or liability from use of the Fitness Court. This provision is thus needed to keep the Court open and accessible to the public for future use.



Edwin M. Lee, Mayor
Philip A. Ginsburg, General Manager

December 6, 2016

Peter Goldstein, Deputy Director
Risk Management Division
City & County of San Francisco
25 Van Ness Avenue, Suite 750
San Francisco, CA 94102

Dear Mr. Goldstein,

I am writing to request your approval of the "hold harmless" clause included in the Grant Agreement between the San Francisco Recreation and Park Department (RPD) and National Fitness Campaign LLC (NFC) for the Marina Green Fitness Court. As a requisite of granting the Fitness Court to remain permanently at Marina Green, NFC has required that they be held harmless for any future claims or liability from use of the Fitness Court.

Pursuant to Administrative Code section 1.24, to address the City's risk management criteria for the "hold harmless" clause, I offer the following:

1) entering into such an agreement either (a) falls within normal business practices or (b) represents a prudent decision in light of all of the circumstances.

This agreement falls within normal business practices as RPD has a variety of outdoor exercise and playground equipment in many of our properties that is used by the general public, and that the City is solely liable for. Upon approval of this Grant Agreement, the Fitness Court will be formally owned and operated by RPD.

The Fitness Court has been installed temporarily at Marina Green since 2012, and used by thousands of people over the past four years. To RPD and NFC's knowledge, there have been no reports or incidents of injury at the court during that time. RPD will reserve the right to close off or fully remove the Fitness Court from public use at any time and for any reason, and the Fitness Court will be periodically inspected by RPD staff for structural integrity and functionality. For these reasons, we feel that granting the hold harmless clause is a prudent decision, and one that falls within normal business practices.

2) the cost of the hold harmless provision is reflected in the price of the agreement.

This does not apply as this is an in-kind grant to RPD of an existing park amenity to remain in its current location.

3) the hold harmless provision is necessary in order for the city to carry out a public purpose.

One of RPD's core goals is to promote active living, well-being and community for San Francisco's diverse and growing population, and the Marina Green Fitness Court is an important free resource for helping San Franciscans stay fit. NFC has made the hold harmless provision a requirement of the agreement to grant the Fitness Court to the City. The provision is thus needed to keep the Court open and accessible to the public for future use.

Please contact us if you have any questions or require any further information to evaluate this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Philip A. Ginsburg". The signature is stylized and cursive, with a large initial "P" and "G".

Philip A. Ginsburg
General Manager

Cc: Lisa Bransten, Director of Partnerships



Edwin M. Lee, Mayor
Philip A. Ginsburg, General Manager

September 8, 2016

Peter Goldstein, Deputy Director
Risk Management Division
City and County of San Francisco
25 Van Ness Avenue, Suite 750
San Francisco, CA 94102

Re: Hold Harmless clause in the Abandoned Vessel Exchange Program Grant Agreement

Dear Mr. Goldstein,

This is a request for your approval of the indemnification language on page 14, under section 28, of the Surrendered and Abandoned Vessel Exchange (SAVE) grant agreement. Rec and Park's Marina Small Craft Harbor was recently awarded a \$100,600 grant from the State Department of Parks and Recreation, Division of Boating and Waterways' Surrendered and Abandoned Vessel Exchange program. The purpose of the grant is to help abate costs for hulling and removing abandoned vessels from the marina – we anticipate that some bertholders will abandon their vessels when asked to leave the marina next year, to accommodate the upcoming capital project to renovate the Marina East Basin.

To address the City's risk management criteria for the "hold harmless" clause, I offer the following:

- 1) Entering into such an agreement either (a) falls within normal business practices or (b) represents a prudent decision in light of all the circumstances.

This falls within normal business practices because the indemnification section is a common section in most state grant agreements, which the city enters into frequently. It is a prudent decision as accepting the grant funds will allow the Department to carry out the important task of removing surrendered and abandoned vessels from the marina.

- 2) The cost of the hold harmless provision is reflected in the price of the agreement.

This criteria does not apply because the City is receiving money from this grant, and therefore there is no "price" to be paid.

- 3) The hold harmless provision is necessary in order for the City to carry out a public purpose.

The State Department of Parks and Recreation (DPR) is making the indemnification a requirement for the City to accept these grant funds, which will serve the public purpose of removing abandoned vessels from the marina. This indemnification section is a common section in most state grant agreements and



Edwin M. Lee, Mayor
Philip A. Ginsburg, General Manager

the San Francisco Marina Small Craft Harbor is seeking your approval to accept these terms in order to receive such grant.

I hope this is sufficient for your evaluation. If you have any questions, please contact my staff, Lisa Chau, at (415) 831-6322 or lisa.chau@sfgov.org.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Scott Grindy".

Scott Grindy
Harbor Master
(415) 831-6322
Scott.grindy@sfgov.org

From: Board of Supervisors, (BOS)
Sent: Friday, June 30, 2017 2:13 PM
To: BOS-Supervisors
Subject: FW: Child Support Services (CSS) - Notification of New Equipment Budget
Attachments: SurplusTransfer469 Approved.pdf; SF_LCSA_Request for additional funds2017.pdf; DCSS Approval E-mail.pdf

From: de Asis, Edward (CON)
Sent: Friday, June 30, 2017 1:28 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Child Support Services (CSS) - Notification of New Equipment Budget

Hi Board of Supervisors,

Good afternoon and happy Friday.

Per the passage below from p.37 of Controller's Office Accounting Policies and Procedures Manual, please kindly accept this e-mail and the attached as notification to the Board of Supervisors of the FY 16-17 surplus transfer for new equipment budget to purchase a VOIP phone system. The surplus transfer was reviewed and approved by both Controller's Office and Mayor's Office.

Please kindly let us know if you need anything else.

Thank you.

“The following types of surplus transfer require additional approval from the Mayor’s Office and notification to the Board of Supervisors:

- Transfers involving salaries
- Transfers involving new equipment budget”

Sincerely,

Edward de Asis
San Francisco Department of Child Support Services
617 Mission St.
San Francisco, CA 94105
(415)-356-2850
edward.deasis@sfgov.org



CITY & COUNTY OF SAN FRANCISCO
Office of the Controller

Surplus Expenditure Budget Transfer Request

Date of Request: Friday, May 5, 2017

Department: CHILD SUPPORT SERVICES

| Transfer Type | Sub Fund | Project | Index Code | Object | Amount |
|---------------|------------|---------|------------|--------|---------------|
| Transfer From | 2S-CSS-ANP | | 170009 | 081C5 | \$44,875.00 |
| | 2S-CSS-ANP | | 170006 | 01561 | \$100,000.00 |
| | | | | | Total: |
| Transfer To | 2S-CSS-ANP | | 170019 | 06051 | \$144,875.00 |
| | | | | | Total: |

Reason Transfer Needed:

Child Support Services (CSS) respectfully requests the surplus transfer of 144,875 to purchase a VOIP Cloud phone system to ensure business continuity and no telephony downtimes during core business hours. In FY 16-17, CSS' current telephony system experienced intermittent downtimes causing numerous telephone service disruptions. The California Department of Child Support Services (CA DCSS) increased CSS' current-year allocation by 144,875 to purchase the replacement VOIP cloud phone system. CSS has sufficient expenditure authority from the AAO for this purchase.

Reason Surplus Funds Available:

CSS has savings in retiree health subsidies, subobject 01561, and the work order with the Department of Technology (DT), subobject 081C5. The 081C5 work order with DT is for additional services requested by CSS above the base services funded by the DT work order in subobject 081C1. CSS projects savings of 44,875 from the 081C5 work order with DT. For FY 16-17, CSS anticipates savings of 100,000 in retiree health subsidy payments in subobject 01561.

Certification:

1. This transfer is in accordance with the provisions of Section 3.18 of the Administrative Code.
2. Presently, no supplemental appropriation is anticipated in these sub-objects.
3. The line-item to which the transfer is being made has not been previously reduced by action of either the Mayor or Board of Supervisors in their review of the budget for the current year or prior fiscal year.

| Approval Step | Action | Approved by | Timestamp |
|---|---------|-----------------------------|-----------------------|
| Initiator On Hold | Submit | edward.deasis@sfgov.org | 4/26/2017 7:57:39 AM |
| Department Approval | Approve | karen.roye@sfgov.org | 4/26/2017 12:58:03 PM |
| Comment: Non County General Fund. | | | |
| Controller AOSD Accountant Approval | Approve | cherie.wan@sfgov.org | 4/26/2017 2:31:09 PM |
| Controller AOSD Director Approval | Reject | lourdes.nicomedes@sfgov.org | 4/26/2017 5:17:26 PM |
| Comment: Lack of information and Mayor's Office Approval related to this request. | | | |
| Controller AOSD Accountant Final Approval | Approve | cherie.wan@sfgov.org | 5/5/2017 10:39:54 AM |
| Controller AOSD Accountant Approval | Approve | cherie.wan@sfgov.org | 4/26/2017 5:26:19 PM |
| Comment: 100% to 060. Capital related. No cuts. | | | |
| Controller AOSD Director Approval | Approve | lourdes.nicomedes@sfgov.org | 5/4/2017 2:36:20 PM |
| Controller Approval | Approve | ben.rosenfield@sfgov.org | 5/5/2017 10:10:15 AM |

Mayor Approval

Approve

christopher.muyo@sfgov.org

5/2/2017 8:19:56 AM



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



EDWIN M. LEE
MAYOR

KAREN M. ROYE
DIRECTOR

Date: March 15, 2017

To: Rashelle Acosta, LCSA Fiscal Administrative Analyst

From: Karen M. Roye, Director

CC: George Chance, Regional Administrator
Caroline Beckett, Assistant Director

Re: e-Communication: LCSA Budget Reallocation Requests

In accordance with CA DCSS e-Communication Ref# 17-19, LCSA Budget Reallocation Requests State Fiscal Year 2016-17, attached please find SF LCSA's request for additional funding for SFY 2016-17 in the amount of \$144,875.00.

Attachments include:

- **Attachments A through E – SFY 2016-17 Projected Funding Surplus Survey**
- **Attachment F – SF LCSA Corrective Action Plan**
- **Attachment G – Estimates for VOIP Telephony System provided by SF DT**

Please contact me directly with any questions you may have at (415) 356-2919 or karen.roye@sfgov.org.

SFY 2016-17 Projected Funding Surplus Survey

LCSA:

San Francisco

Return to your LCSA Fiscal Administrative Analyst
no later than March 17, 2017**Projected Surplus**

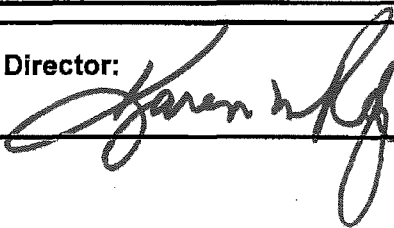
For SFY 2016-17, do you anticipate having a surplus in your administrative allocation that you would be willing to have redistributed on a one-time basis to other LCSAs?

Yes No

If you checked "Yes" above, what is the amount of your projected surplus that can be redistributed?

\$0

Signature of LCSA IV-D Director:



Date:

Wednesday, March 15, 2017

| | | |
|--|----------------------|---|
| SFY 2016-17 Salary and/or Benefit Funding Request | | |
| LCSA: | San Francisco | Return to your LCSA Fiscal Administrative Analyst no later than March 17, 2017 |

Projected Salary and/or Benefit Funding Need

| | | |
|---|------------------------------|--|
| For SFY 2016-17, do you have any salary and/or benefit needs? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
|---|------------------------------|--|

| | |
|---|-----|
| If you checked "Yes" above, what is the amount of the one-time need(s)? | \$0 |
|---|-----|

| Category | Amount of Request | Justification |
|---|-------------------|---------------|
| Salary Increases (i.e., Union negotiated increases, COLAs, etc.) | \$0 | |
| Lump Sum Payouts (i.e., Retirement payouts, vacation buy back, etc.) | \$0 | |
| Benefit Increases (i.e., Health insurance, etc.) | \$0 | |
| Special Compensation (i.e., Bonuses, Incentive payments, etc.) | \$0 | |
| Other (please explain) | \$0 | |
| Other (please explain) | \$0 | |
| Other (please explain) | \$0 | |
| Other (please explain) | \$0 | |
| Total | \$0 | |

Please use the space below to identify impacts to the department if the request is not approved and any additional information regarding your SFY 16-17 requests(s) and how it will be mitigated in the budget year.

| | |
|--|------------------------------------|
| Signature of LCSA IV-D Director:  | Date: Wednesday, March 15, 2017 |
|--|------------------------------------|

| | |
|---|---|
| SFY 2016-17 Security Funding Request | |
| LCSA: San Francisco | Return to your LCSA Fiscal Administrative Analyst no later than March 17, 2017 |

Projected Security Funding Need

| | | |
|---|------------------------------|--|
| For SFY 2016-17, do you have any one-time security needs? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
|---|------------------------------|--|

| | |
|---|-----|
| If you checked "Yes" above, what is the amount of the one-time need(s)? | \$0 |
|---|-----|

| Item | Amount of Request | Justification |
|--------------|-------------------|---------------|
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| Total | \$0 | |

Please use the space below to identify impacts to the department if the request is not approved and any additional information regarding your SFY 16-17 request(s) and how it will be mitigated in the budget year.

| | |
|--|------------------------------------|
| Signature of LCSA IV-D Director:  | Date: Wednesday, March 15, 2017 |
|--|------------------------------------|

| | |
|---|---|
| SFY 2016-17 Facility Funding Request | |
| LCSA: San Francisco | Return to your LCSA Fiscal Administrative Analyst no later than March 17, 2017 |

Projected Facility Funding Need

| | | |
|---|------------------------------|--|
| For SFY 2016-17, do you have any one-time facility needs? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
|---|------------------------------|--|

| | |
|---|-----|
| If you checked "Yes" above, what is the amount of the one-time need(s)? | \$0 |
|---|-----|

| Item | Amount of Request | Justification |
|--------------|-------------------|---------------|
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| | \$0 | |
| Total | \$0 | |

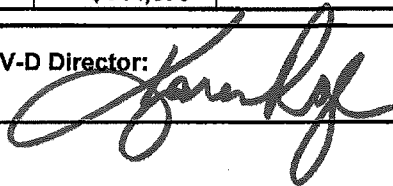
Please use the space below to identify impacts to the department if the request is not approved and any additional information regarding your SFY 16-17 request(s) and how it will be mitigated in the budget year.

| | |
|---|---|
| Signature of LCSA IV-D Director:  | Date: Wednesday, March 15, 2017 |
|---|---|

SFY 2016-17 Proposed Program Performance Improvement Project Request

LCSA: San Francisco
Return to your LCSA Fiscal Administrative Analyst no later than March 17, 2017
Projected Program Performance Need
For SFY 2016-17, do you have any one-time program initiative requests?
Yes
No
If you checked "Yes" above, what is the amount of the one-time need(s)?
\$144,875

| Project | Amount of Request | Description of Project | Benefit(s) of Project <small>(please quantify projected benefits whenever possible)</small> |
|---|-------------------|--|---|
| VOIP Cloud Phone Equipment + Subscription - Critical and Urgent Replacement of failed existing phone system | \$144,875 | The San Francisco Department of Child Support Services (SF DCSS) must immediately purchase a replacement phone system. The replacement phone system is based on the VOIP-Cloud technology. | During FY 2016 and FY 2017, SF LCSA's current telephony system experienced intermittent downtimes causing numerous telephone service disruptions and required the county to invoke its business continuity plan. Because of the severity of these frequent service disruptions, SF LCSA struggling to receive or make telephone calls consistently during core business hours affecting parent access to program services. California DCSS has reported that SF LCSA were unable to take ECSS customer calls due to telephony system outages and invoked the business continuity plan on February 26, 2014 (2:30 hours, December 11, 2014 (13:30 hours), and September 21, 2015 (3:30 hours). The SF LCSA experienced intermittent service outage February 26, 2016 through November 18, 2016 (57.10 hours). Under normal telephony service conditions the SF LCSA is available to receive and make customer calls during core business hours 8:00 am to 5:00 pm, Monday through Friday. In December, 2016 SF LCSA and SF DT entered into a corrective action plan (SF CAP) with CA DCSS to stabilize the telephony system immediately and develop long term solutions to the telephony system challenges (see Attachment F). The SF CAP recommended that the county seek to convert its current system to an iCloud-based solution that would deliver reliable, agile and cost effective telephony services going forward. San Francisco's CAP was accepted by CA DCSS in December, 2016. San Francisco DT has entered into a multi-year contract with a vendor to deliver and support county-wide telephony iCloud services. The SF DT has prepared an estimate of costs related to the stabilization of the SF LCSA's IT infrastructure necessary in order to support to the iCloud telephony system VOIP (see Attachment G). If approved, the SF LCSA will notice SF DT to immediately begin installation and upgrades with no telephony downtime during core business hours. |
| Total | \$144,875 | | |

Signature of LCSA IV-D Director:

Date:
Wednesday, March 15, 2017

Attachment F



City and County of San Francisco

SF Local Child Support Agency Corrective Action Plan



**SAN FRANCISCO
DEPARTMENT OF
TECHNOLOGY**

2016

Document Information

| | | | |
|-----------------------|---|--------------|------------------------|
| Document Owner | Karen Roye | Dept. | Child Support Services |
| Filename | Child Support Services Root Cause Analysis Plan | | |
| Stored at | San Francisco Department of Child Support Services (SF LCSEA) | | |

Revision History

| Version | Date | Design Status | Author | Comments |
|---------|--------------|-----------------------|---------------------------------|-----------------------|
| 0.1 | Dec 13, 2016 | Draft | Ashley Amjad | Initial draft |
| 0.2 | Dec 14, 2016 | 2 nd Draft | Karen Roye | Second draft |
| 0.3 | Dec 15, 2016 | 3 rd Draft | Karen Roye and Ashley Amjad | Third draft |
| 0.4 | Dec 15, 2016 | Final | Karen Roye | Final |
| 0.5 | Jan 20, 2017 | Final - Updated | Carol Beckett and Penni Eigster | Update to Section 2.3 |

Stakeholders

| Name | Organization or Role |
|--------------------------------|--|
| Karen Roye | CSS Director and DT client |
| Caroline Beckett | CSS Deputy Director and DT client |
| Penni Eigster | CSS IT Systems Operation Manager and DT client |
| Robert Venegas | CSS IT Operations Support Analyst III and DT client |
| Juan Quiros | CSS IT Operations Support Analyst IV and DT client |
| Ken Bukowski | DT Executive Director and Chief Information Officer |
| Ashley Amjad | DT Deputy Director Service Delivery |
| Michael Valencia | DT Connectivity Manager |
| Tim Van Schoonhoven | DT Voice and Telecom Team Lead |
| Imelda Bautista | DT Voice and Telecom Engineer |
| Arnie Frelix & Silvio Castillo | DT Public Safety Engineers |
| Fran Santos | AT&T Service Executive |
| Karl Gerald | AT&T Single Point of Contact / Subject Matter Expert |

Child Support Services address is 617 Mission St, San Francisco, CA 94105

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| 1.3. | Background..... | 2 |
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1 Introduction and Problem Narrative

1.1. Purpose of Document

This report describes the chronic telecom problems that the Dept. of Child Support Services (CSS) also known as the Local Child Support Agency (SF LCSA) has been experiencing in 2016, and the tactical and strategic approaches to find the root cause and implement a satisfactory telecom solution.

1.2. Business Goal

The goal is to vastly reduce telecom service downtime or degradation so that SF LCSA can reliably take incoming calls.

1.3. Background

The California Department of Child Support Services (CA DCSS) has reported that the San Francisco Local Child Support Agency (SF LCSA) were unable to take ECSS customer calls due to telephony system outages and invoked the business continuity plan on February 26, 2014 (2:30 hours), December 11, 2014 (13:30 hours), and September 21, 2015 (3:30 hours). The SF LCSA experienced intermittent service outage February 26, 2016 through November 18, 2016 (57.10 hours). Under normal telephony service conditions the SF LCSA is available to receive and make customer calls during core business hours 8:00 am to 5:00 pm, Monday through Friday.

The SF LCSA dutifully invoked its business continuity plan (BCP) noticing CA DCSS to reroute incoming calls to Sacramento, San Mateo and Butte counties. Table 1 shows the number of hours SF LCSA invoked the business continuity plan in response to telephony outage. Actual outage times were less than 23:00:00 hours for 2016 however SF LCSA elected to extend the BCP permitting system repair, equipment replacement and testing.

| Date | Altiris Ticket | Description | Root Cause | Duration |
|------------|----------------|-----------------------|-------------|----------|
| 12/11/2014 | 80607 | facility flooded | local issue | 13:30:00 |
| 2/26/2016 | 116940 | Power outage | local issue | 1:00:00 |
| 6/29/2016 | 126876 | telephony issue PBX | local issue | 7:30:00 |
| 7/15/2016 | 127854 | telephony issue PBX | local issue | 2:00:00 |
| 8/4/2016 | 129152 | local telephone issue | local issue | 6:00:00 |
| 8/5/2016 | 129271 | local telephone issue | local issue | 2:00:00 |
| 8/8/2016 | 129326 | local telephone issue | local issue | 13:00:00 |
| 8/10/2016 | 129552 | local telephone issue | local issue | 14:00:00 |

| | | | | |
|--|--------|-----------------------|-------------|-----------------|
| 8/15/2016 | 129808 | Power outage | local issue | 3:00:00 |
| 11/14/2016 | 135264 | local telephone issue | local issue | 5:00:00 |
| 11/15/2016 | 135358 | local telephone issue | local issue | 6:00:00 |
| 11/18/2016 | 135683 | local telephone issue | local issue | 3:00:00 |
| San Francisco total BCP Time 10/1/2014-11/23/2016 | | | | 76:00:00 |

Table 1 - Business Continuity

1.4. Audience

The primary audiences for this document: Executive leadership at the California Department of Child Support Services.

| Name | Organization or Role |
|----------------|--------------------------------|
| Alisha Griffin | CA DCSS Director |
| Mark Beckley | CA DCSS Deputy Director |
| George Chance | CA DCSS Regional Administrator |

2 Tactical and Strategic Plan

2.1. Approach

San Francisco Dept. of Technology (DT) is basing its search for a root cause on the following rational practices.



Situation analysis clarifies the problem situation (what happened). These are typically several incidents logged in the service desk and/or with vendors.

Problem analysis is where the actual cause of the problem and the relationship between cause and result are sought (why did it happen).

Decision analysis is based on the decision making criteria, and choices are made to arrive at potential problem resolutions (how should we act).

Potential Problem analysis looks forward whereby potential future problems are anticipated and preventative actions are developed (what will the result be).

San Francisco Dept. of Technology (DT) is currently focusing on (i) short term tactical improvements in fixes and monitoring, and (ii) longer-term strategic options.

Note that the option for SF LCSA to join DPH's voice system (one floor above them) is not an option because DPH has its own private system and network; the complexities of making option work includes reviewing data compliance policy and moving SF LCSA onto DPH's network.

The network would need to be merged which may compromise SF LCSA compliance with IRS Publication 1075 - Tax Information Security Guidelines for Federal, State, and Local Agencies Safeguards for Protecting Federal Tax Returns and Return Information.

2.2. Tactical Activities

The City and County of San Francisco requires that all City departments rely solely on the Department of Technology (SF DT) for its telephony system requirements. The Department of Technology and the SF LCSA have an established Service Level Agreement (Attachment A) for SFY 2016-2017 that describes standard services provided by the Department of Technology, DT, to the Department of Child Support Services of San Francisco, DCSS, SF LCSA, under a base rate budget allocation. This agreement covers the service provided, points of demarcation, terms and conditions, SF LCSA IT Manager and staff were available continuously until resolution. Network recovery services are provided 24X7 by the Department of Technology's Operations Division, Network Operations Control Team (NOC). Information on outages is facilitated by the Department of Technology's NOC and shall be communicated to the Department's designated Point of Contact. SFLCSA telephony outages were identified as "high impact".

| Business Impact | Procedure | Action | DT Management Staff Escalation | | | | | | | | |
|--|---|---|--|------------|-----------|--------------------|---------------|-------------|---------|-----|---------|
| <p>High Impact Problems (HIPs)</p> <p>Problem has a severe impact on the business. It could be a system, process, network or application related outage.</p> | <p>DT will determine a HIP is declared when the following criteria are met:</p> <p>Enterprise wide, or Public Safety related.</p> <p>Business impact is severe. Client must be available</p> | <p>Problem resolution actions start immediately.</p> <p>Requires continuous attention to resolution.</p> | <table> <tr> <td>Line Staff</td> <td>Immediate</td> </tr> <tr> <td>Divisional Manager</td> <td>30 minutes</td> </tr> <tr> <td>COO/CTO</td> <td>1 hour</td> </tr> <tr> <td>CIO</td> <td>2 hours</td> </tr> </table> | Line Staff | Immediate | Divisional Manager | 30 minutes | COO/CTO | 1 hour | CIO | 2 hours |
| Line Staff | Immediate | | | | | | | | | | |
| Divisional Manager | 30 minutes | | | | | | | | | | |
| COO/CTO | 1 hour | | | | | | | | | | |
| CIO | 2 hours | | | | | | | | | | |
| <p>Medium Impact Problems (MIPs)</p> <p>Problem has a significant impact on the business, and no alternative solution (workaround) for the problem can be arranged.</p> | <p>DT will determine a MIP is declared when the following criteria are met:</p> <p>The incident is not enterprise wide or Public Safety related.</p> <p>The business impact is relatively severe.</p> | <p>Problem resolution actions start within four hours.</p> <p>Requires continued attention to resolution.</p> | <table> <tr> <td>Line Staff</td> <td>Immediate</td> </tr> <tr> <td>Divisional Manager</td> <td>1 hour COO/CT</td> </tr> <tr> <td>2 hours CIO</td> <td>4 hours</td> </tr> </table> | Line Staff | Immediate | Divisional Manager | 1 hour COO/CT | 2 hours CIO | 4 hours | | |
| Line Staff | Immediate | | | | | | | | | | |
| Divisional Manager | 1 hour COO/CT | | | | | | | | | | |
| 2 hours CIO | 4 hours | | | | | | | | | | |

| | | | | | | | | | |
|---|---|--|---|------------|-----------|--------------------|--------|---------|-------------------|
| <p>Low Impact Problems (LIPs)</p> <p>An alternative or workaround solution exists.</p> | <p>DT will determine a LIP is declared when the following criteria are met:</p> <p>Problem has an impact on a limited or more end-users.</p> <p>The business impact</p> | <p>Problem resolution actions start within twenty four hours.</p> <p>Monitored during regular business hours until resolution.</p> | <table border="0"> <tr> <td>Line Staff</td> <td>Immediate</td> </tr> <tr> <td>Divisional Manager</td> <td>2 days</td> </tr> <tr> <td>COO/CTO</td> <td>3 days CIO 5 days</td> </tr> </table> | Line Staff | Immediate | Divisional Manager | 2 days | COO/CTO | 3 days CIO 5 days |
| Line Staff | Immediate | | | | | | | | |
| Divisional Manager | 2 days | | | | | | | | |
| COO/CTO | 3 days CIO 5 days | | | | | | | | |

Table – NOR Escalation Process

NOC has performed a Root Cause Analysis (RCA) designed to investigate and categorize the cause of SF LCSA outage events with impacts on quality of service. The RCA provides key to developing effective recommendations and corrections. The RCA report has determined that the primary cause of system outage was equipment failure due to aged infrastructure with AT&T and the agency. The RCA reports AT&T found a system failure focused on the T1 x-connect to their CO (Central Office).

1. Several types of equipment failure have been logged as the potential cause of incidents affecting phone service at CSS. These equipment parts include cards, boards, Channel Service Unit (CSU) for Avaya and/or AT&T. Circuits, channel lockouts and trunks have also been blamed for causing downtime. No root cause has been identified yet. There could be more than one.
2. AT&T has reported issues with its digital x-connection to the CO. Digital x-connection showed signal going out and not coming back. This failure is a silent alarm at their end. AT&T dismantled and rebuilt the digital x-connection and related switches.
3. AT&T, Avaya, and Carousel elected to replace key internal system components:
 - o Packet Bus Issues
 - o ISDN PRI and CLAN VM integration required replacement of C-LAN Board and CSU
 - o Replaced DS1 Board TN464GP
 - o Replaced CLAN and DS1 Circuit Packs
 - o Added Bus Terminator and TN771 Maintenance Board
 - o Replaced defective VM hard drive and motherboard
 - o Replaced Trunk 4 (PRI), DSI Cards moved 01B15 to 1A09
 - o Replaced the DS1 Board, continue Avaya MST monitoring
 - o Replaced TN4200 Board (packet interface board)
 - o Avaya TN2400 Board installed
 - o Avaya reset the board
 - o Avaya changed the DS1 board and CSU (3rd time)

The following activities are either complete or taking place iteratively

| | Tactical Activities | Description | Completeness and Effectiveness |
|---|--|--|---|
| 1 | AT&T Switch Re-establishment | Re-establishment of a digital cross connect switch (this was a follow-on for the latest break/fix. | There has been no downtime since December 5, 2016. |
| 2 | DT PBX Electrical Check | San Francisco Dept. of Technology (DT) business unit dealing with public safety was asked to conduct a check of electrical grounding leading to the PBX at CSS offices. The result of the finding was a positive health. | The inspection was carried out December 13, 2016. No issues were found. |
| 3 | AT&T Single Point of Contact and Site Survey | DT has asked AT&T to identify one point of contact ("Karl") to be contactable at any time and to shepherd DT requests. The site survey was designed to evaluate equipment and connectivity. | This SPOC is active now. The site survey was carried out December 13, 2016. |
| 4 | AT&T Circuit Monitoring | DT has asked AT&T to implement its so-called "performance monitoring" or <i>perfmon</i> to monitor the state of the circuit between AT&T central office at Folsom St and the CSS office. Note 1: DT NOC does NOT have PBX monitoring instrumented in its toolset and capabilities. Note 2: Avaya does NOT have PBX monitoring instrumented either, due to the age and upkeep of the PBX. It is possible to search for a third party monitoring solution. | This monitoring begins December 14, 2016 |

Table 3 – Tactical Activities

2.3. Strategic Options

The following strategic options are available for further deliberation and planning, in collaboration with CSS. The recommendation here is to move forward with option A now.

| | Strategic Options | Description | Strengths and Weaknesses |
|---|---|---|--|
| A | Secondary Path to SF LCSA Office | The option here is to improve resilience and effectively provide a backup circuit between AT&T central office and the SF LCSA office. This would mean ordering another Primary Rate Interface (PRI) to a secondary Main Point of Entry (MPOE) located at 101 New Montgomery St. | The cost is low – under \$200/month – but may not still not be the most cost effective solution. The first step would be to investigate the possibility of ordering this from AT&T. Backup circuit was installed week of January 2, 2017. |
| B | Simplify Intra-Company Incident Escalation and Coordination | In order to reduce the complexity of monitoring, alerting and reporting issues, an effort is underway to eliminate support provider called Carousel. See diagram below (Improving Escalation and Coordination) for a description of the current state and improved (if not ideal) state of incident communication and escalation. An RFP will be issued in January 2017 directly to Avaya. | This process improvement approach will shorten steps and reduce spend on vendor support. DT to provide status update. |
| C | Early Adopter of Cloud Telephony Solution | The name of the vendor short-selected to <i>possibly</i> provide telephony services to the City, cannot be disclosed in this document. CSS could be an early adopter of this hosted/cloud solution if the constraints of time, cost, risk and sizing were satisfied. CSS is not a heavy user of telecom. A VoIP solution in the cloud could easily address the volume. There are 2,500 calls each month made or taken by teams of 7 direct workers from a pool of 40, and there are 100 phones. Calls are made to the State of California which are then forwarded to the County. | If this went ahead, CSS could enjoy reliable, cloud-based telephony capabilities. It is estimated that after initial implementation costs basic VoIP subscriptions could be as low as \$15.00 per person, per month. The timeline for implementation would reach into March/April. On January 17, 2017, DT approved a concept of VOIP for CSS under a call center model. DT understands that State DCSS manages incoming calls through the ECSS platform. DT network engineer to perform a site survey at CSS within the next two weeks to determine what's needed for next steps to VOIP. |

Table 3 – Strategic Options

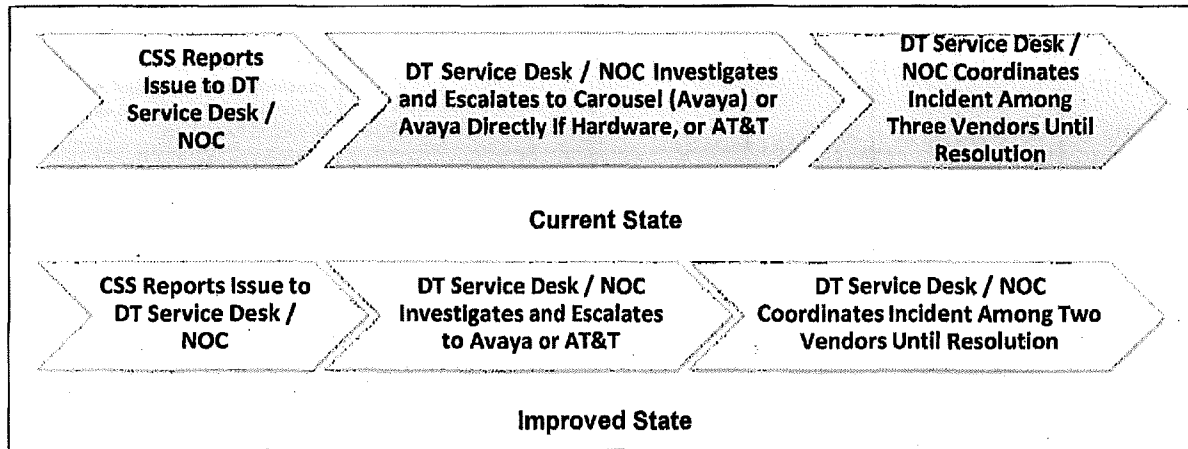


Table 4 – Improving Escalation and Coordination

2.4. Responsibility Matrix

The following tables summarize the RACI for both San Francisco Dept. of Technology (DT) and AT&T in terms of the actions and successes of the corrective action plans.

| San Francisco Dept. of Technology (DT) Responsibility Matrix | |
|--|---|
| Accountable | Michael Valencia |
| Responsible | Imelda Bautista, Tim Van Schoonhoven |
| Consulted | Imelda Bautista, Tim Van Schoonhoven. AT&T, Avaya as needed |
| Informed | Ken Bukowski, Ashley Amjad |

| AT&T Responsibility Matrix | |
|----------------------------|--------------|
| Accountable | Fran Santos |
| Responsible | Karl Gerald |
| Consulted | DT as needed |
| Informed | DT as needed |

3 DT Reference Report of Outages

The following table is a summary of incidents throughout the latter half of 2016 which have affected CSS ability to use their phones to a high degree of quality.

Note the Issue types – not all are the same. This affects what is considered downtime. It was revealed that downtime can be drastically reduced by NOT waiting for Avaya/Carousel testing to be completed.

SF Local Child Support Agency Corrective Action Plan

| Date | Issue | Duration | AT&T Ticket | Avaya/Carousel Ticket | Resolution |
|----------------------|------------------------------------|------------|-------------|-----------------------|---|
| 6/20/2016 | VM down | all day | | 1-119839406871020034 | Avaya replaced the cable.adapter,CLAN,TN2400/2401 sandwich pack, changed the Ethernet speed settings and rebooted the Audix. |
| 6/21/2016 | VM down | half day | | 1020809 | VM repaired. Replaced packet interface board and CLAN adapter. |
| 6/29/2016 9:14Am | No inbound calls | 10 minutes | CM399662 | 1-12003654567/1022938 | Packet Bus Issues causing problems with ISDN PRI and CLAN VM integration. Tech dispatch by Avaya. Replaced C-LAN board in 01B11 and CSU and DS1 board in 01B15. |
| 6/29/2016 11:40AM | No inbound calls | 10 minutes | | | AT&T indicate problem maybe the Avaya equipment. |
| 7/1/2016 | VM down | 10 minutes | | 1-12009521702 | The backplane was inspected prior to the circuit pack replacement and the boards. It passed all tests once replaced. |
| 7/11/2016 | No inbound and outbound calls | 3 minutes | | 1-12028241211 | Tech dispatched. Chronic issue on CLAN board. The CLAN has been replaced twice and has affected voicemail link. Intermittent PKT_BUS events. Added missing bus terminator. Recommend adding Maintenance board. |
| 7/25/2016 | VM down. Link to voicemail is down | all day | | 1-12057331608 | VM Audix up with power issue, but with defective harddrive and motherboard. Replaced hardware, Motherboard and Power supply. Reloaded software provided by Avaya associates, program integration and configure and tested. |
| 7/27/2016 | No inbound/outbound calls | 30 minutes | CM400277 | 1-12063004818 | DS1 board moved to a different carrier in the PBX. Issue with AT&T nothing found related to Avaya equipment. Request MST on D-channel. See CM400460. Crossover cable from CLAN. Avaya fixed. |
| 8/5/2016 | no inbound calls | 2 mins | CM400460 | 1038145/1038412 | Phone went down and came backup by itself. No alarms errors on the Avaya PBX. AT&T will put a long term performance monitoring on the D-channel pf the PRI. |

SF Local Child Support Agency Corrective Action Plan

| Date | Issue | Duration | AT&T Ticket | Avaya/Carousel Ticket | Resolution |
|------------|---------------------------|------------|-------------|-----------------------|--|
| 8/8/2016 | no inbound calls | 13 minutes | CM400460 | | Tech tried to put the channel back on, looked light it went up again briefly but then was remote made busy and locked out. It appears the trouble maybe on the far side Carrier is good and D-channel is good Per AT&T. |
| 8/10/2016 | no inbound calls | 10 minutes | CM400460 | | AT&T dispatched and changed the NIU at the location. DT tech check the extended d-marc wiring. No issue. |
| 8/22/2016 | no inbound/outbound calls | 10 minutes | CM400460 | 1-12113257982 | PRI trunk 4 in the Avaya PBX intermittently going up and down by itself. Avaya found trunk 4 in service/idle but packet interface was failing 886/1 error 769 indicates that there was a failure on the Maintenance Loop around link cannot be established or the packet interface cannot send and receive data correctly as part of the loop around test. Error 1 occurs when background maintenance software has reset Packet interface as a fault recovery action. Avaya ticket has been opened and Tech dispatch to replace the NET/PKY BP CONN TN2400. Avaya replaced the board and circuit was in service. |
| 11/14/2016 | No inbound calls | 5 minutes | CM402961 | 1-12471318368 | PRI circuit loss signal with AT&T. D-channel is locked up. DT replaced the DS1 board. Flashing red lights of trunk 4 disappeared. |
| 11/28/2016 | no inbound calls | 10 minutes | CM403118 | 1-12501306318 | DS1 has been reset but dropping often. Avaya scheduled a Tech dispatched 12/01 - Avaya replaced the DS1 card and CSU. AT&T says no errors at their end. |
| 11/29/2016 | no inbound calls | 10 minutes | | | Avaya Backbone Engineer reset the DS1 board. Calls are active. |
| 12/5/2016 | no inbound calls | 15 minutes | CM403303 | 1-12517046602 | AT&T found the problem on the digital xconnect in the CO (Central Office). Ripped and rebuilt the switches at the CO. This problem is on the Carrier Provider. The digital cross-connect was reestablished. |

4 Attachment

Department of Technology

Service Level Agreement

For

SF Department of Child Support Services

FY 2016-17



Department of Technology

Service Level Agreement FY16-17

For

SF Department of Child Support Services

V2.1

02/20/16

Attachment G

Technology Marketplace Quote Approval Form 1 for Product Ordering

| DEPARTMENT USE | | | CONTRACTOR USE | | |
|---|---|----------------|----------------|----------------------------|--|
| Department Name & #: | # | Index Code: | | Quote Date: | |
| Ordered By: | | Sub-object: | | Quote #: | |
| Dept. Contact Phone #: | | Requisition #: | | Quote Expiration Date: | |
| Department Approval: <i>(Signature & Date)</i> | | | | Quoted By: | |
| Other Approval: <i>(Signature & Date)</i> | | | | Contractor Phone # | |
| DT Approval: <i>(Signature & Date)</i> | | | | Contractor ID# / Contract# | |
| COIT Project/Folio#: | | | | Contractor Signature: | |

| DELIVERY/BILLING INFORMATION | | |
|--------------------------------|--|------------------|
| CONTRACTOR INFORMATION: | DELIVER TO: | BILL TO ADDRESS: |
| | DT- Telecom Team One South Van Ness 2nd Floor San Francisco CA, | |
| CONTRACTOR REMITTANCE ADDRESS: | SPECIAL INSTRUCTIONS/REQUIREMENTS (if necessary): | |
| | The estimated pricing is from our Telecommunication RFP, final pricing will be determined after award to vendor. This is a summary of both Network and VoIP Cloud | |

| Item No. | Quantity | Price Per Unit | Part Number | Description - include manufacturer/brand names | Extended Amount |
|----------|----------|----------------|--------------|--|-----------------|
| 1 | 1 | \$ - | xxx-xxx-xxxx | Network Equipment (One Time Charge) | \$ 101,497.52 |
| 2 | 1 | \$ - | xxx-xxx-xxxx | CSS-VoIP Cloud Equipment (One Time Charge) | \$ 20,100.00 |
| 3 | 1 | \$ - | xxx-xxx-xxxx | CCC-VoIP Subscription (Monthly Charge) | \$ 10,240.00 |
| 4 | 0 | \$ - | | | |
| 5 | 0 | \$ - | | | \$ - |
| 6 | 0 | \$ - | | | \$ - |
| 7 | 0 | \$ - | | | \$ - |
| 8 | 0 | \$ - | | | \$ - |
| 9 | 0 | \$ - | | | \$ - |
| 10 | 0 | \$ - | | | \$ - |

Total of this page: \$131,837.52

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|---|----------------|-------------------|--------------------|------------------------------|
| If there is more than one page | | | | |
| Subtotal of Following Pages | Quote Subtotal | Sales Tax (8.50%) | Calif. Recycle Fee | GRAND TOTAL OF QUOTE: |
| \$0.00 | \$131,837.52 | \$10,335.79 | \$ - | \$142,173.31 |
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| 11 | 0 | \$ - | | | \$ - |
| 12 | 0 | \$ - | | | \$ - |
| 13 | 0 | \$ - | | | \$ - |
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| 31 | 0 | \$ - | | | \$ - |
| 32 | 0 | \$ - | | | \$ - |
| 33 | 0 | \$ - | | | \$ - |
| 34 | 0 | \$ - | | | \$ - |
| Total of this page: | | | | | \$0.00 |

Technology Marketplace Quote Approval Form 1 for Product Ordering

| DEPARTMENT USE | | | | CONTRACTOR USE | |
|--|---|----------------|--|----------------------------|--|
| Department Name & #: | # | Index Code: | | Quote Date: | |
| Ordered By: | | Sub-object: | | Quote #: | |
| Dept. Contact Phone #: | | Requisition #: | | Quote Expiration Date: | |
| Department Approval: (Signature & Date) | | | | Quoted By: | |
| Other Approval: (Signature & Date) | | | | Contractor Phone # | |
| DT Approval: (Signature & Date) | | | | Contractor ID# / Contract# | |
| COIT Project/Folio#: | | | | Contractor Signature: | |

| DELIVERY/BILLING INFORMATION | | |
|--------------------------------|--|------------------|
| CONTRACTOR INFORMATION: | DELIVER TO: Michael A. Valencia One South Van Ness 2nd Floor San Francisco CA, | BILL TO ADDRESS: |
| CONTRACTOR REMITTANCE ADDRESS: | SPECIAL INSTRUCTIONS/REQUIREMENTS (if necessary): | |

| Item No. | Quantity | Price Per Unit | Part Number | Description - include manufacturer/brand names | Extended Amount |
|----------------------------|----------|----------------|----------------------|--|--------------------|
| 1 | 2 | \$ 10,300.00 | WS-C3850-48U-E | Cisco Catalyst 3850 48 Port UPOE IP Services | \$ 20,600.00 |
| 2 | 4 | \$ - | CAB-TA-NA | North America AC Type A Power Cable | \$ - |
| 3 | 2 | \$ 1,140.00 | PWR-C1-1100WAC/2 | 1100W AC Config 1 Secondary Power Supply | \$ 2,280.00 |
| 4 | 2 | \$ - | S3850UK9-37E | CAT3850 Universal k9 image | \$ - |
| 5 | 2 | \$ - | STACK-T1-50CM | 50CM Type 1 Stacking Cable | \$ - |
| 6 | 2 | \$ - | CAB-SPWR-30CM | Catalyst 3750X and 3850 Stack Power Cable 30 CM | \$ - |
| 7 | 2 | \$ - | PWR-C1-1100WAC | 1100W AC Config 1 Power Supply | \$ - |
| 8 | 2 | \$ 1,108.80 | CON-SNT-WS3848UE | SMARTNET 8X5XNBD Cisco Catalyst 3850 | \$ 2,217.60 |
| 9 | 8 | \$ 691.99 | SFP-10G-SR= | Cisco SFP-10G-SR= SFP+ Transceiver Module | \$ 5,535.92 |
| 10 | 2 | \$ 1,100.00 | Cisco C3850-NM-4-10G | 4 x Gigabit Ethernet/4 x 10 Gigabit Ethernet network modules | \$ 2,200.00 |
| 11 | 12 | \$ 3,957.00 | WS-C2960X-48FPS-L | Catalyst 2960-X 48 GigE PoE 740W, 4 x 1G SFP, LAN Base | \$ 47,484.00 |
| 12 | 12 | \$ 398.16 | CON-SNT-WSC296XL | SNTC-8X5XNBD Catalyst 2960-X 48 G | \$ 4,777.92 |
| Total of this page: | | | | | \$85,095.44 |

| | | | | | |
|--|----------------|--------------------|--------------------|------------------------------|--------------|
| If there is more than one page | | | | | |
| Subtotal of Following Pages | Quote Subtotal | Sales Tax: (0.50%) | Calif. Recycle Fee | GRAND TOTAL OF QUOTE: | |
| \$16,402.08 | \$101,497.52 | See Summary | \$ - | | \$101,497.52 |
| Admin Fee is for informational purposes - DO NOT ADD TO QUOTE Calculate 1.9% FEE (before sales tax). | | | | | |

Technology Marketplace
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| Item No. | Quantity | Price Per Unit | Part Number | Description | Amount |
|---------------------------|----------|----------------|-----------------|---|--------------------|
| 13 | 12 | \$ - | CAB-16AWG-AC | AC Power cord, 16AWG | \$ - |
| 14 | 12 | \$ 717.00 | C2960X-STACK= | Catalyst 2960-X FlexStack Plus Stacking Module optional | \$ 8,604.00 |
| 15 | 12 | \$ - | CAB-STK-E-0.5M | Cisco FlexStack 50cm stacking cable | \$ - |
| 16 | 2 | \$ 2,102.00 | 5PX2200RT | Eaton 5PX rack/tower UPS. 1950 VA / 1920W, 2U, 120V, | \$ 4,204.00 |
| 17 | 2 | \$ 379.00 | 5SW5Y-2500UC | Warrnaty-3: 3-year-total warranty (UPS) | \$ 758.00 |
| 18 | 2 | \$ 109.00 | 103007018-5591 | 2-post rail kit for 9130 rackmount, 5P 2U models and 5PX 2U and 3U models | \$ 218.00 |
| 19 | 2 | \$ 720.00 | PWR-RPS2300 | Cisco Redundant Power System 2300 and Blower, No Power Supply | \$ 1,440.00 |
| 20 | 2 | \$ - | CAB-RPS2300-E | RPS Cable for Cat 3K-E, 2960 PoE Switches and ISR G2 Routers | \$ - |
| 21 | 4 | \$ - | CAB-16AWG-AC | AC Power cord, 16AWG | \$ - |
| 22 | 10 | \$ 90.00 | CAB-RPS2300-E= | Spare RPS Cable for Cat 3K-E, 2960 PoE Switches and ISR G2 | \$ 900.00 |
| 23 | 2 | \$ 139.04 | CON-SNT-RPS2300 | SNTC-8X5XNBD PWR-RPS2300 Duration: 12 months | \$ 278.08 |
| 24 | 0 | \$ - | | | \$ - |
| 25 | 0 | \$ - | | | \$ - |
| 26 | 0 | \$ - | | | \$ - |
| 27 | 0 | \$ - | | | \$ - |
| 28 | 0 | \$ - | | | \$ - |
| 29 | 0 | \$ - | | | \$ - |
| 30 | 0 | \$ - | | | \$ - |
| 31 | 0 | \$ - | | | \$ - |
| 32 | 0 | \$ - | | | \$ - |
| 33 | 0 | \$ - | | | \$ - |
| 34 | 0 | \$ - | | | \$ - |
| 35 | 0 | \$ - | | | \$ - |
| 36 | 0 | \$ - | | | \$ - |
| Total of this page | | | | | \$16,402.08 |

Technology Marketplace Quote Approval Form 1 for Product Ordering

| DEPARTMENT USE | | | CONTRACTOR USE | | |
|---|---|----------------|----------------|----------------------------|--|
| Department Name & #: | # | Index Code: | | Quote Date: | |
| Ordered By: | | Sub-object: | | Quote #: | |
| Dept. Contact Phone #: | | Requisition #: | | Quote Expiration Date: | |
| Department Approval: <i>(Signature & Date)</i> | | | | Quoted By: | |
| Other Approval: <i>(Signature & Date)</i> | | | | Contractor Phone # | |
| DT Approval: <i>(Signature & Date)</i> | | | | Contractor ID# / Contract# | |
| COIT Project/Folio#: | | | | Contractor Signature: | |

| DELIVERY/BILLING INFORMATION | | |
|--------------------------------|--|------------------|
| CONTRACTOR INFORMATION: | DELIVER TO: | BILL TO ADDRESS: |
| | DT- Telecom Team One South Van Ness 2nd Floor San Francisco CA, | |
| CONTRACTOR REMITTANCE ADDRESS: | SPECIAL INSTRUCTIONS/REQUIREMENTS (if necessary): | |
| | The pricing is from our Telecommunication RFP, final pricing will be determined after award to vendor. | |

| Item No. | Quantity | Price Per Unit | Part Number | Description - include manufacturer/brand names | Extended Amount |
|----------|----------|----------------|--------------|--|-----------------|
| 1 | 100 | \$ 190.00 | xxx-xxx-xxxx | Polycom Phone Equipment for Staff | \$ 19,000.00 |
| 2 | 10 | \$ 90.00 | xxx-xxx-xxxx | Polycom Phone Equipment for Non-Staff | \$ 900.00 |
| 3 | 2 | \$ 100.00 | xxx-xxx-xxxx | Polycom Conference Phone Equipment | \$ 200.00 |
| 4 | 80 | \$ 110.00 | xxx-xxx-xxxx | Agent Subscription | \$ 8,800.00 |
| 5 | 32 | \$ 45.00 | xxx-xxx-xxxx | Non-Agent Subscription | \$ 1,440.00 |
| 6 | 0 | \$ - | | | \$ - |
| 7 | 0 | \$ - | | | \$ - |
| 8 | 0 | \$ - | | | \$ - |
| 9 | 0 | \$ - | | | \$ - |
| 10 | 0 | \$ - | | | \$ - |

Total of this page: **\$30,340.00**

| | | | | | |
|--|----------------|-------------------|--------------------|------------------------------|--------------------|
| If there is more than one page: | | | | | |
| Subtotal of Following Pages | Quote Subtotal | Sales Tax (8.50%) | Calif. Recycle Fee | GRAND TOTAL OF QUOTE: | |
| \$0.00 | \$30,340.00 | See Summary | \$ - | | \$30,340.00 |
| Admin Fee is for informational purposes - DO NOT ADD TO QUOTE. Calculate 1.9% FEE (before sales tax) | | | | | |

From: [Roye, Karen \(CSS\)](#)
To: [Beckett, Caroline \(CSS\)](#)
Cc: [de Asis, Edward \(CSS\)](#); [Elgster, Penni \(CSS\)](#)
Subject: FW: 2nd Budget Reallocation
Date: Monday, April 17, 2017 11:52:32 AM

Karen M. Roye

IV-D Director/Department Head
LCSA - San Francisco Department of Child Support Services
617 Mission Street
San Francisco, CA 94105-3503, Tel: 415-356-2919

CONFIDENTIALITY NOTICE: This communication with its contents may contain confidential and/or legally privileged information. It is solely for the use of the intended recipient(s). Unauthorized interception, review, use or disclosure is prohibited and may violate applicable laws including the Electronic Communications Privacy Act. If you are not the intended recipient, please contact the sender and destroy all copies of the communication.

From: Kruger, Donna@DCSS [mailto:Donna.Kruger@dcss.ca.gov]
Sent: Monday, April 17, 2017 10:55 AM
To: Roye, Karen (CSS)
Cc: DCSS Regional Administrators; Briggs, Irene@DCSS; Chen, Nan@DCSS; Younger, Jennifer@DCSS; Acosta, Rashelle@DCSS; Maxwell, Linda@DCSS
Subject: 2nd Budget Reallocation

Karen:

Thank you for participating in the State Fiscal Year 2016-17 2nd Budget Reallocation Request process. We have approved the requested item listed below in the amount of \$144,875 and will be sending the funds to you in a special advance separate from your regular monthly advance. Any excess funds remaining for the referenced item below, must be left unspent in your current allocation and returned to the department.

- VOIP Cloud Phone System - \$144,875

In addition, the approved *LCSA Administrative and IT Request Form* for the above-listed item will follow in a separate email.

If you have any questions, please contact me at (916) 464-5015 or your LCSA Fiscal Administrative Analyst.

Thank you.

Donna M. Kruger, Manager
LCSA Fiscal & Administrative Support Section
Dept. of Child Support Services
(916) 464-5015
Donna.Kruger@dcss.ca.gov

CONFIDENTIALITY NOTICE: This communication with its contents may contain

confidential and/or legally privileged information. It is solely for the use of the intended recipient(s). Unauthorized interception, review, use or disclosure is prohibited and may violate applicable laws including the Electronic Communications Privacy Act. If you are not the intended recipient, please contact the sender and destroy all copies of the communication.



BOS-11

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

MEMORANDUM

TO: City Administrator - County Clerk

FROM: Michelle Allersma, Director of Budget & Analysis *MA*
Controller's Office

CC: The Honorable Board of Supervisors
Clerk of the Board

DATE: July 1, 2017

SUBJECT: County Clerk - Municipal Code Authorized Fee Increases

The San Francisco Administrative Code Chapter 8, Section 8.33.1 and Chapter 95, Section 95.2 authorize the Controller to adjust the County Clerk's fees set in this section to reflect changes in the relevant Consumer Price Index (CPI) without further action by the Board of Supervisors. The CPI adjustment factor for fee increases effective July 1, 2017 is 3.53%, and 3.14% for fee increases effective July 1, 2018 based on Bureau of Labor Statistics data for CPI-All Urban Consumers for the San Francisco-Oakland-San Jose, CA area. Administratively, the Controller grants departments the authority to round new fees to the nearest dollar, half dollar, or quarter, as appropriate. Applicable code sections may be found online here:

[http://www.amlegal.com/nxt/gateway.dll/California/administrative/chapter8documentsrecordsandpublications?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$sanc=JD_8.33.1](http://www.amlegal.com/nxt/gateway.dll/California/administrative/chapter8documentsrecordsandpublications?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$sanc=JD_8.33.1)

[http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter95identificationcards?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$sanc=JD_95.2](http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter95identificationcards?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$sanc=JD_95.2)

Please review the attached Fee Schedule and notify us of any changes or updates. Based on the data submitted to the Controller, we have noted projected fee cost recoveries on the attached schedule. No fees appear to recover significantly more than the cost of providing the services.

Attachment: Fee Schedule

cc: Budget Analyst
Mayor's Budget Office
City Administrator, Chief Fiscal Officer

6

General Services Agency - City Administrator - County Clerk

| Code Section | Fee Description | FY 2016-17 Fee (Rounded) | FY 2016-17 Estimated Cost Recovery | FY 2017-18 CPI | FY 2017-18 Fee with CPI Adjustment | FY 2017-18 Fee (Rounded) | FY 2017-18 Estimated Cost Recovery | FY 2018-19 CPI | FY 2018-19 Fee with CPI Adjustment | FY 2018-19 Fee (Rounded) | FY 2018-19 Estimated Cost Recovery |
|---|---|--------------------------------|---|-------------------|--|--------------------------------|---|-------------------|--|--------------------------------|---|
| Administrative Code Chapter 8 Sec 8.33.1 | Public marriage license | \$67.00 | < 100% | 3.53% | \$69.47 | \$69.00 | < 100% | 3.14% | \$71.65 | \$72.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Confidential marriage license | \$67.00 | < 100% | 3.53% | \$69.47 | \$69.00 | < 100% | 3.14% | \$71.65 | \$72.00 | < 100% |
| Administrative Code Chapter 62 Sec 62.8 | Domestic Partnership Filing | \$54.00 | < 100% | 3.53% | \$55.57 | \$56.00 | < 100% | 3.14% | \$57.31 | \$57.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Duplicate copy of marriage license | \$21.00 | < 100% | 3.53% | \$22.23 | \$22.00 | < 100% | 3.14% | \$22.93 | \$23.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Amendment to marriage license | \$27.00 | < 100% | 3.53% | \$27.80 | \$28.00 | < 100% | 3.14% | \$28.67 | \$29.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Souvenir marriage certificate | \$7.00 | < 100% | 3.53% | \$6.94 | \$7.00 | < 100% | 3.14% | \$7.16 | \$7.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Performance of marriage/domestic partnership ceremony in City Hall - regular business hours ⁽¹⁾ | \$81.00 | < 100% | 3.53% | \$83.35 | \$83.00 | < 100% | 3.14% | \$85.97 | \$86.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Performance of marriage/domestic partnership ceremony in City Hall - weekends or holidays off-site ⁽¹⁾ | \$134.00 | < 100% | 3.53% | \$138.93 | \$139.00 | < 100% | 3.14% | \$143.30 | \$143.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Issuance of authority to perform ceremony and oath | \$134.00 | < 100% | 3.53% | \$138.93 | \$139.00 | < 100% | 3.14% | \$143.30 | \$143.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Filing fictitious business name statement | \$60.00 | < 100% | 3.53% | \$61.40 | \$61.00 | < 100% | 3.14% | \$63.02 | \$63.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Additional name or registrant on fictitious business name statement | \$12.00 | < 100% | 3.53% | \$12.60 | \$12.00 | < 100% | 3.14% | \$12.89 | \$13.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Filing affidavit of publication of fictitious business name statement | \$8.00 | < 100% | 3.53% | \$8.33 | \$8.00 | < 100% | 3.14% | \$8.59 | \$9.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Withdrawing partner or abandoning fictitious business name statement | \$40.00 | < 100% | 3.53% | \$41.68 | \$42.00 | < 100% | 3.14% | \$42.98 | \$43.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Administration of oath and filing notary public bond | \$40.00 | < 100% | 3.53% | \$41.68 | \$42.00 | < 100% | 3.14% | \$42.98 | \$43.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Surrender of notary journal | \$16.00 | < 100% | 3.53% | \$16.67 | \$17.00 | < 100% | 3.14% | \$17.20 | \$17.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Filing, revoking, cancelling or withdrawing power of attorney | \$36.00 | < 100% | 3.53% | \$37.51 | \$38.00 | < 100% | 3.14% | \$38.68 | \$39.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Filing additional name for power of attorney (surety insurer) | \$9.00 | < 100% | 3.53% | \$9.73 | \$10.00 | < 100% | 3.14% | \$10.04 | \$10.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Process server identification card | \$13.00 | < 100% | 3.53% | \$13.90 | \$14.00 | < 100% | 3.14% | \$14.33 | \$14.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Authentication of public official/notary public | \$13.00 | < 100% | 3.53% | \$13.90 | \$14.00 | < 100% | 3.14% | \$14.33 | \$14.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Search of indexed official records on file with the County Clerk, per record type | \$10.00 | < 100% | 3.53% | \$10.42 | \$10.00 | < 100% | 3.14% | \$10.74 | \$11.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Copies of records on file- per page, pages 1 through 3 | \$6.00 | < 100% | 3.53% | \$6.25 | \$6.00 | < 100% | 3.14% | \$6.45 | \$6.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Copies of records on file - each additional page | \$0.10 | < 100% | 3.53% | \$0.14 | \$0.10 | < 100% | 3.14% | \$0.14 | \$0.10 | < 100% |

General Services Agency - City Administrator - County Clerk

| Code Section | Fee Description | FY 2016-17 Fee (Rounded) | FY 2016-17 Estimated Cost Recovery | FY 2017-18 CPI | FY 2017-18 Fee with CPI Adjustment | FY 2017-18 Fee (Rounded) | FY 2017-18 Estimated Cost Recovery | FY 2018-19 CPI | FY 2018-19 Fee with CPI Adjustment | FY 2018-19 Fee (Rounded) | FY 2018-19 Estimated Cost Recovery |
|---|---|--------------------------------|---|-------------------|--|--------------------------------|---|-------------------|--|--------------------------------|---|
| Administrative Code Chapter 8 Sec 8.33.1 | Certifying/endorsing documents or copies of documents per file number | \$2.00 | < 100% | 3.53% | \$2.08 | \$2.00 | < 100% | 3.14% | \$2.15 | \$2.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Fictitious business name index records - one day | \$13.00 | < 100% | 3.53% | \$13.19 | \$13.00 | < 100% | 3.14% | \$13.61 | \$14.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Fictitious business name index records - one week | \$13.00 | < 100% | 3.53% | \$13.19 | \$13.00 | < 100% | 3.14% | \$13.61 | \$14.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Fictitious business name index records - one month | \$27.00 | < 100% | 3.53% | \$27.80 | \$28.00 | < 100% | 3.14% | \$28.67 | \$29.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Diskette | \$1.00 | < 100% | 3.53% | \$1.39 | \$1.00 | < 100% | 3.14% | \$1.43 | \$1.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Subscription Fee | \$20.00 | < 100% | 3.53% | \$20.84 | \$21.00 | < 100% | 3.14% | \$21.49 | \$21.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Delivery handling fee | \$13.00 | < 100% | 3.53% | \$13.90 | \$14.00 | < 100% | 3.14% | \$14.33 | \$14.00 | < 100% |
| Administrative Code Chapter 8 Sec 8.33.1 | Environmental impact report, administrative fee | \$62.00 | < 100% | 3.53% | \$64.04 | \$64.00 | < 100% | 3.14% | \$66.05 | \$66.00 | < 100% |
| Administrative Code Chapter 95 Sec 95.2 | SF City ID Card (age 14+) | \$16.00 | < 100% | 3.53% | \$16.45 | \$16.00 | < 100% | 3.14% | \$16.97 | \$17.00 | < 100% |
| Administrative Code Chapter 95 Sec 95.2 | SF City ID Card (age 13 and Under, age 62+) | \$5.00 | < 100% | 3.53% | \$5.48 | \$5.00 | < 100% | 3.14% | \$5.65 | \$6.00 | < 100% |

(1) 100% of commitment ceremony fee is remitted to the Commission on the Status of Women. County Clerk retains 100% of marriage ceremony fee.



BOS-11

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

MEMORANDUM

TO: The Honorable Board of Supervisors
Clerk of the Board

FROM: Michelle Allersma, Director of Budget & Analysis MA
Controller's Office

CC: Arts Commission

DATE: July 1, 2017

SUBJECT: Arts Commission - Street Artist Certificate Fee Increase

The San Francisco Police Code Article 24, Section 2404.2 requires the Arts Commission to publish an annual report, which details the revenues collected for Street Artist Certificates, the costs incurred in administering and enforcing the provisions of the Street Artist Ordinance, the anticipated costs for the ensuing year, and the fee which would be necessary to support such costs. The Board of Supervisors shall, by ordinance, establish or readjust the fee for a Street Artist Certificate. The fee set shall be equal to, but not greater than, the fees necessary to support the costs of administering and enforcing the provisions of the Street Artist Ordinance. Applicable code sections may be found online here:

[http://www.amlegal.com/nxt/gateway.dll/California/police/article24regulatingstreetartists*?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$anc=JD_2400](http://www.amlegal.com/nxt/gateway.dll/California/police/article24regulatingstreetartists*?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_2400)

Beginning in FY 2013-14, legislation amending Police Code Section 2404.1 authorized the Controller to adjust the fees set in this section to reflect changes in the relevant Consumer Price Index (CPI) without further action by the Board of Supervisors. The CPI adjustment factor for fee increases effective July 1, 2017 is 3.53%, and 3.14% for fee increases effective July 1, 2018 based on Bureau of Labor Statistics data for CPI-All Urban Consumers for the San Francisco-Oakland-San Jose, CA area.

Based on the data submitted by the Arts Commission to the Controller, we have noted projected fee cost recoveries on the attached schedule. No fees appear to recover significantly more than the cost of providing the services.

Attachment: Fee Schedule

cc: Budget Analyst
Mayor's Budget Office
Arts Commission, Chief Fiscal Officer

Arts Commission - Street Artist Fees

| Code Section | Fee Description | FY 2016-17 Fee (Rounded) | FY 2016-17 Estimated Cost Recovery | FY 2017-18 CPI | FY 2017-18 Fee with CPI Adjustment | FY 2017-18 Fee (Rounded) | FY 2017-18 Estimated Cost Recovery | FY 2018-19 CPI | FY 2018-19 Fee with CPI Adjustment | FY 2018-19 Fee (Rounded) | FY 2018-19 Estimated Cost Recovery |
|-------------------------------------|--|--------------------------|------------------------------------|----------------|------------------------------------|--------------------------|------------------------------------|----------------|------------------------------------|--------------------------|------------------------------------|
| Police Code Article 24 Sec 2404.1 | Street Artist Certificate Fees - Quarterly | \$184.00 | 55% | 3.53% | \$190.95 | \$191.00 | 41% | 3.14% | \$196.95 | \$197.00 | 41% |
| Police Code Article 24 Sec 2404.1 | Street Artist Certificate Fees- Annual | \$738.00 | 55% | 3.53% | \$763.80 | \$764.00 | 41% | 3.14% | \$787.79 | \$788.00 | 41% |
| Police Code Article 24 Sec 2404.1.1 | Street Artist Application/Examination Fees | \$20.00 | 55% | N/A | \$20.00 | \$20.00 | 41% | N/A | \$20.00 | \$20.00 | 41% |

Ben Rosenfield
ControllerTodd Rydstrom
Deputy Controller

MEMORANDUM

TO: City Administrator - Animal Care and Control

FROM: Michelle Allersma, Director of Budget & Analysis *MA*
Controller's Office

CC: The Honorable Board of Supervisors
Clerk of the Board

DATE: July 1, 2017

SUBJECT: Animal Care and Control - Municipal Code Authorized Fee Increases

The San Francisco Health Code Article 1, Section 41.26 authorizes the Controller to adjust the Animal Care and Control fees set in Sections 41.9, 41.10, 41.15, 41.16, 41.17, and 41.22 to reflect changes in the relevant Consumer Price Index (CPI) without further action by the Board of Supervisors. The CPI adjustment factor for fee increases effective July 1, 2017 is 3.53%, and 3.14% for fee increases effective July 1, 2018 based on Bureau of Labor Statistics data for CPI-All Urban Consumers for the San Francisco-Oakland-San Jose, CA area. Administratively, the Controller grants departments the authority to round new fees to the nearest dollar, half dollar, or quarter, as appropriate. Applicable code section may be found online here:

[http://library.amlegal.com/nxt/gateway.dll/California/health/article1animals?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$anc=JD_41.26](http://library.amlegal.com/nxt/gateway.dll/California/health/article1animals?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_41.26)

The San Francisco Health Code Article 39, Sections 3904 and 3910 authorize the Controller to adjust the cap on the dog walker license and permit fees beginning with Fiscal Year 2016-17, and every fifth year after that to reflect intervening changes in the relevant CPI without further action by the Board of Supervisors. Applicable code sections may be found online here:

[http://library.amlegal.com/nxt/gateway.dll/California/health/article39commercialdogwalking?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$anc=JD_3904](http://library.amlegal.com/nxt/gateway.dll/California/health/article39commercialdogwalking?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_3904)

[http://library.amlegal.com/nxt/gateway.dll/California/health/article39commercialdogwalking?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$anc=JD_3910](http://library.amlegal.com/nxt/gateway.dll/California/health/article39commercialdogwalking?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_3910)

Please review the attached Fee Schedule and notify us of any changes or updates. Based on the data submitted to the Controller, we have noted projected fee cost recoveries on the attached schedule. No fees appear to recover significantly more than the cost of providing the services.

Attachment: Fee Schedule

cc: Budget Analyst
Mayor's Budget Office
City Administrator, Chief Fiscal Officer

8

General Services Agency - City Administrator - Animal Care and Control

| Code Section | Fee Description | FY 2016-17 Fee (Rounded) | FY 2016-17 Estimated Cost Recovery | FY 2017-18 CPI | FY 2017-18 Fee with CPI Adjustment | FY 2017-18 Fee (Rounded) | FY 2017-18 Estimated Cost Recovery | FY 2018-19 CPI | FY 2018-19 Fee with CPI Adjustment | FY 2018-19 Fee (Rounded) | FY 2018-19 Estimated Cost Recovery |
|--|---|--------------------------|------------------------------------|----------------|------------------------------------|--------------------------|------------------------------------|----------------|------------------------------------|--------------------------|------------------------------------|
| Health Code Article 1 Sec 41.9 (a) | Adoption fee | \$17.00 | < 100% | 3.53% | \$18.03 | \$18.00 | < 100% | 3.14% | \$18.59 | \$19.00 | < 100% |
| Health Code Article 1 Sec 41.9 (a) | Adoption fee - Senior (65+) adopter (50% reduction) | \$9.00 | < 100% | 3.53% | \$9.07 | \$9.00 | < 100% | 3.14% | \$9.35 | \$9.00 | < 100% |
| Health Code Article 1 Sec 41.10 (a) | Redemption fee | \$35.00 | < 100% | 3.53% | \$36.05 | \$36.00 | < 100% | 3.14% | \$37.18 | \$37.00 | < 100% |
| Health Code Article 1 Sec 41.10 (j)(1) | Penalty Redemption fee - Second impoundment | \$70.00 | N/A | 3.53% | N/A | \$72.00 | N/A | 3.14% | N/A | \$74.00 | N/A |
| Health Code Article 1 Sec 41.10 (j)(2) | Penalty Redemption fee - Third impoundment | \$106.00 | N/A | 3.53% | N/A | \$108.00 | N/A | 3.14% | N/A | \$111.00 | N/A |
| Health Code Article 1 Sec 41.10 (b) | Voluntary lifetime cat registration | \$14.00 | < 100% | 3.53% | \$14.42 | \$14.00 | < 100% | 3.14% | \$14.87 | \$15.00 | < 100% |
| Health Code Article 1 Sec 41.10 (c) | Spay/neuter deposit - Dog/Cat | \$68.00 | < 100% | 3.53% | \$69.09 | \$69.00 | < 100% | 3.14% | \$69.97 | \$69.00 | < 100% |
| Health Code Article 1 Sec 41.10 (d) | Feeding & Care (per day) | \$29.00 | < 100% | 3.53% | \$30.04 | \$30.00 | < 100% | 3.14% | \$30.99 | \$31.00 | < 100% |
| Health Code Article 1 Sec 41.10 (d) | Feeding & Care - Rabbit, bird, small animal (per day) | \$12.00 | < 100% | 3.53% | \$12.02 | \$12.00 | < 100% | 3.14% | \$12.39 | \$12.00 | < 100% |
| Health Code Article 1 Sec 41.10 (e) | Owner-requested euthanasia | \$29.00 | < 100% | 3.53% | \$30.04 | \$30.00 | < 100% | 3.14% | \$30.99 | \$31.00 | < 100% |
| Health Code Article 1 Sec 41.10 (f) | Owner surrender of animal | \$29.00 | < 100% | 3.53% | \$30.04 | \$30.00 | < 100% | 3.14% | \$30.99 | \$31.00 | < 100% |
| Health Code Article 1 Sec 41.10 (g) | Deceased pet disposal | \$23.00 | < 100% | 3.53% | \$24.03 | \$24.00 | < 100% | 3.14% | \$24.79 | \$25.00 | < 100% |
| Health Code Article 1 Sec 41.10 (h) | Field services transport | \$46.00 | < 100% | 3.53% | \$48.07 | \$48.00 | < 100% | 3.14% | \$49.58 | \$50.00 | < 100% |
| Health Code Article 1 Sec 41.15 (c)(1) | Dog license - One-year | \$68.00 | < 100% | 3.53% | \$69.09 | \$69.00 | < 100% | 3.14% | \$69.97 | \$69.00 | < 100% |
| Health Code Article 1 Sec 41.15 (c)(2) | Dog license - Two-year | \$110.00 | < 100% | 3.53% | \$114.16 | \$114.00 | < 100% | 3.14% | \$117.75 | \$118.00 | < 100% |
| Health Code Article 1 Sec 41.15 (c)(3) | Dog license - Three-year | \$163.00 | < 100% | 3.53% | \$168.24 | \$168.00 | < 100% | 3.14% | \$173.52 | \$174.00 | < 100% |
| Health Code Article 1 Sec 41.16 (1)(A) | Dog license - Spayed/Neutered - One-year | \$23.00 | < 100% | 3.53% | \$24.03 | \$24.00 | < 100% | 3.14% | \$24.79 | \$25.00 | < 100% |
| Health Code Article 1 Sec 41.16 (1)(B) | Dog license - Spayed/Neutered - Two-year | \$35.00 | < 100% | 3.53% | \$36.05 | \$36.00 | < 100% | 3.14% | \$37.18 | \$37.00 | < 100% |
| Health Code Article 1 Sec 41.16 (1)(C) | Dog license - Spayed/Neutered - Three-year | \$46.00 | < 100% | 3.53% | \$48.07 | \$48.00 | < 100% | 3.14% | \$49.58 | \$50.00 | < 100% |
| Health Code Article 1 Sec 41.17 (a) | Dog license - Late payment penalty | \$29.00 | < 100% | 3.53% | \$30.04 | \$30.00 | < 100% | 3.14% | \$30.99 | \$31.00 | < 100% |
| Health Code Article 1 Sec 41.22 (a) | Duplicate dog/cat license/registration tag | \$7.00 | < 100% | 3.53% | \$7.10 | \$7.00 | < 100% | 3.14% | \$7.33 | \$7.00 | < 100% |
| Health Code Article 39 Sec 3904 | Dog walker permit ⁽¹⁾ | \$285.00 | < 100% | N/A | \$284.65 | \$285.00 | < 100% | N/A | \$284.65 | \$285.00 | < 100% |
| Health Code Article 39 Sec 3910 | Dog walker permit - Renewal ⁽¹⁾ | \$114.00 | < 100% | N/A | \$113.86 | \$114.00 | < 100% | N/A | \$113.86 | \$114.00 | < 100% |

(1) Beginning with FY 2016-17 and every 5th year after that, new cap fee amount shall be adjusted by the Controller to reflect intervening changes in the relevant CPI.

From: Reports, Controller (CON)
Sent: Monday, June 26, 2017 4:40 PM
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Subject: Issued: San Francisco Human Services Agency Benefits Net Staffing Analysis

The Office of the Controller's City Performance unit conducted a staffing analysis to alleviate the workload and increase the overall efficiency of Medi-Cal and CalFresh eligibility workers in SF Benefits Net (SFBN). After a review of workload data, calculation of staff availability and job shadows of eligibility workers, City Performance's findings and recommendations include:

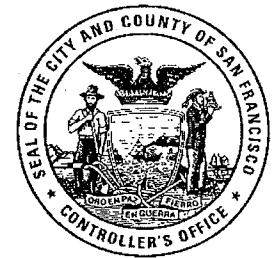
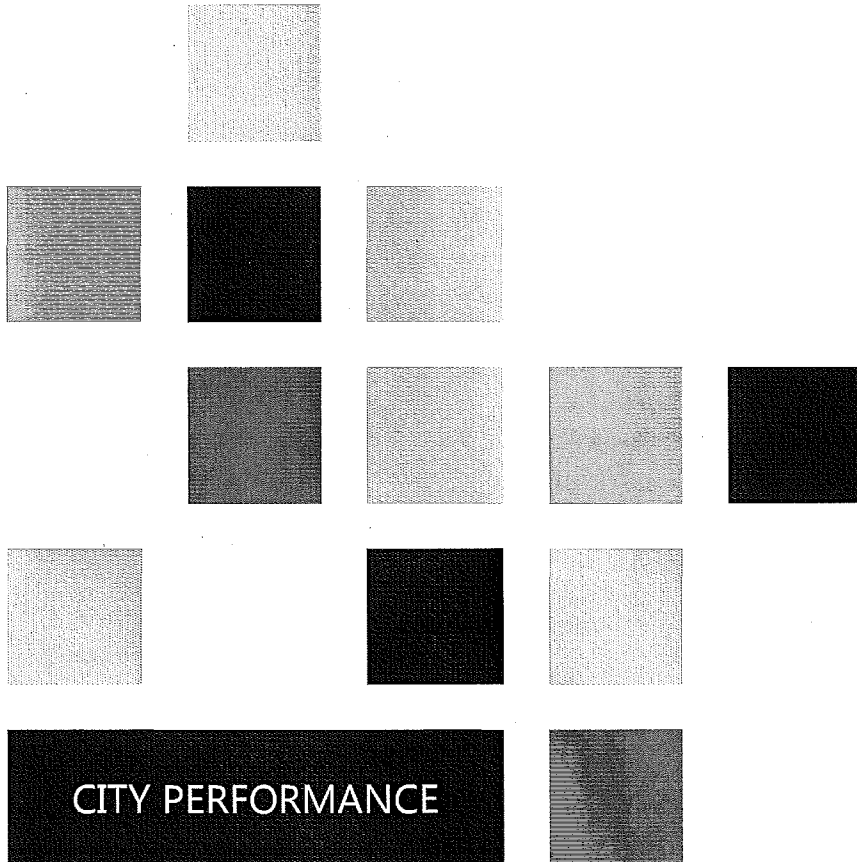
- The net availability of SFBN staff is comparable to other City departments. Eligibility workers are available to work 79 percent of their regularly scheduled hours.
- At present, both 1440 Harrison and 1235 Mission push tasks in batches to eligibility workers (either assigning the entire outstanding workload or a fixed number of "metered" tasks per day). As task complexity is unpredictable and staff work at different rates, a push system leaves some workers backlogged while others are underused. SFBN should consider assigning tasks via a pull system that allows workers to complete tasks one at a time in a first-in, first-out system.
- Unassigned tasks can remain in the system for days and increase backlog. SFBN should identify strategies to reduce backlog and assign key tasks more quickly.
- SFBN's staffing model does not account for predictable variation in client demand for services. SFBN should analyze patterns in service utilization and develop a staffing model that flexes staff assignment based on client demand.
- Staff spend significant time fielding client questions about mailed paperwork. SFBN should investigate the root causes of customer confusion and design process improvements to address them.
- There is no standard process for eligibility workers to input case comments. Developing standard comments would reduce redundancy and confusion

To view the full report, please visit our Web site
at: <http://openbook.sfgov.org/webreports/details3.aspx?id=2467>

This is a send-only e-mail address.
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SF Benefits Net Staffing Analysis

Qualitative findings and recommendations



June 26, 2017

City & County Of San Francisco
Office of the Controller
City Services Auditor

About City Performance

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the San Francisco City Charter that was approved by voters in November 2003. Within CSA, City Performance ensures the City's financial integrity and promotes efficient, effective, and accountable government.

City Performance Goals:

- City departments make transparent, data-driven decisions in policy development and operational management.
- City departments align programming with resources for greater efficiency and impact.
- City departments have the tools they need to innovate, test, and learn.

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Executive Summary

The Human Services Agency (HSA) engaged the City Performance Unit of the Controller's Office to conduct a staffing analysis for SF Benefits Net (SFBN). SFBN administers both the CalFresh (food stamps) and Medi-Cal programs at three service centers: 1235 Mission, 1440 Harrison, and 2 Gough. While work on ongoing cases is handled in a specific location for each program (1235 Mission for CalFresh and 1440 Harrison for Medi-Cal), intake for both programs was integrated across all three locations in 2016. This integration, along with a doubling of Medi-Cal enrollment after implementation of the Affordable Care Act, requires SFBN to better manage the workload and increase the overall efficiency of the division.

City Performance analyzed the current staffing and work processes using a mixed methodology including a review of workload data, calculation of staff availability, and job shadows of eligibility workers. City Performance job shadows yielded over a dozen key findings and recommendations to promote automation and standardization of work processes, improve internal communication between staff, increase effectiveness of task assignments, increase efficiency in time management and resource allocation, and improve overall user experience.

FINDINGS

- **Net availability of SFBN staff is comparable to that of other City departments.** Eligibility workers are available to work 79 percent of their regularly scheduled hours. Based on prior City Performance staffing analyses, this availability compares favorably to other job classifications in the City.
- **There is no standard process for inputting case comments.** When eligibility workers review others' case comments from previous client interactions, those comments are sometimes redundant or not readable.
- **Excess motion significantly contributes to the length of face-to-face interviews with clients.** Eligibility workers will go back and forth during interviews to retrieve printouts or to make copies of documents, which can increase the overall interview time.
- **Coordination between Service Counter and Distribution Center staff is limited.** Both facilities are located on the same block at 1235 Mission Street, but they have different hours and staffing, which can affect service to clients.

- **Task metering and task assignment may result in slower rates of task completion and contribute to a backlog.** Eligibility workers may sometimes complete all assigned tasks before the end of the work day, and without additional tasks in their queue, they are idle. At the same time, additional new tasks (called “trailer” tasks) are assigned when tasks are not completed for a case. This has the effect of assigning more tasks to staff who are already backlogged.
- **Unassigned tasks can remain in the system for days.** Such tasks include ones that are not time sensitive or are in need of a bilingual eligibility worker that may not be available. Clients requesting status updates on their case may be frustrated to find that their case was not actually assigned.
- **The staffing model does not account for predictable variation in client demand for services.** There is more client demand for services early in the week and towards the beginning of the month. Mondays and Tuesdays have a consistently higher volume of client visits and client calls. Despite this consistent trend, the staffing schedule for 2905 eligibility workers does not change on a day to day basis.
- **Eligibility workers cannot accurately predict how long a task will take to complete.** During nearly every job shadow, eligibility workers mentioned it was difficult to predict how long it would take to complete a task.
- **Eligibility workers may have bandwidth to complete tasks when client demand for services is slow.** Depending on the task allocation method, allowing or encouraging staff to work on back-office tasks during hours that are normally scheduled as “function time” (meaning time for client interviews, phone calls, and service counter visits) could increase efficiency.
- **Some bilingual workers feel they are receiving an unbalanced amount of task work.** Multiple bilingual eligibility workers reported feeling overwhelmed by the amount of task work they received. They also felt they received more task work than eligibility workers who speak English only.
- **Some staff felt the need for additional training in the program they are less used to administering.** Further cross-training may be needed to support the integration of CalFresh and Medi-Cal intake.
- **Staff spend significant time fielding simple questions from clients about mailed paperwork.** Confusion among clients about receiving unexpected renewal reminders, whether documents have been received, and why their benefits have not been issued likely contributes to a high volume of incoming calls and in-person service desk inquiries. Eligibility workers prefer to use electronic methods of communication (email, fillable PDF during interviews) as opposed to paper mailings whenever possible.

- **Many clients have difficulty sufficiently completing SF Benefits forms.** One eligibility worker estimated that only 10 to 20 percent of clients properly complete their re-enrollment forms the first time through.

RECOMMENDATIONS

- **Review commonly written case comments and develop a set of standard comments that may be used by all eligibility workers.** HSA should review CalWin to see if the system can store commonly used comments in a database that can be accessed via a dropdown menu.
- **Explore methods to reduce motion during interviews and any client-facing interaction.** To potentially decrease the overall interview time while allowing for increased client interaction, different methods to reduce motion can include a central location of printers and documents, and standardizing documentation.
- **Increase coordination between the Service Counter and Distribution Center at 1235 Mission location.** HSA should explore how the Service Counter and Distribution Center could operate as a single line of service, providing a more seamless client experience. This can include distribution of EBT cards at the Service Counter or moving the two services into the same space.
- **Consider assigning tasks via a pull system on a continuous rolling basis rather than through metering.** At present, both 1440 Harrison and 1235 Mission push tasks in batches to eligibility workers (either assigning the entire outstanding workload or a fixed number of “metered” tasks per day). As task complexity is unpredictable and staff work at different rates, a push system leaves some workers backlogged while others are underused. A pull system allows workers to complete a task and then move on to the next task on top of the queue in a first-in, first-out system.
- **Identify strategies to reduce backlog and assign key tasks more quickly.** To help SFBN staff prioritize cases for more rapid assignment, HSA should identify the types of unassigned cases that prompt client inquiries.
- **Analyze patterns in service utilization and develop a staffing model that flexes staff assignment based on client demand.** Adapting the staffing model to identified patterns of demand will allow staff to better meet client demand for services. It will also enable staff to dedicate hours to task work during periods of lower demand.
- **Capture the start and stop times of workers beginning and ending their work on tasks.** By using SFBN systems to electronically capture start and stop times, HSA will have a robust dataset to determine how long certain tasks take. Findings from this analysis will enable more precise task allocation and time management.

- **Consider establishing a policy that requires eligibility workers to complete tasks during client-facing function time if they have free time.** Eligibility workers should be given the opportunity to be productive at all times while working.
- **Use a data-driven approach to determine appropriate staffing for language skills.** Bilingual workers felt their tasks are more complicated and can lead to an imbalanced workload. Reviewing both the time required to complete tasks and the task-to-eligibility worker ratio for specific language groups would lead to a more even distribution of task work.
- **Provide sufficient cross-training opportunities for eligibility workers to feel confident performing intake in both programs.** HSA should determine the specific training needs of eligibility workers to provide the resources and knowledge they need.
- **Investigate the root causes of customer confusion and design process improvements to address them.** This should include reviewing the forms and letters sent to clients, then revising them to enhance clarity and address common questions. Electronic forms for administering programs and communicating with clients could increase efficiency and ease of use. In the short term, HSA should also equip eligibility workers to use fillable PDF instead of printing forms and writing by hand. In the long term, HSA could explore ways to drive more client interactions online.
- **Dedicate resources to helping clients complete forms properly the first time.** Addressing upstream errors should enhance the efficiency and increase productivity of eligibility workers.

SUMMARY OF JOB SHADOW FINDINGS AND RECOMMENDATIONS

| FINDING | RECOMMENDATION | SHORT/ LONG TERM | IMPACT | EFFORT |
|--|--|------------------------|--------|--------|
| Automation/ Standardization | | | | |
| 1. There is no standard process for inputting case comments | 1. Review commonly written case comments and develop a set of standard comments that may be used by all eligibility workers | Short Term | High | Medium |
| 2. Excess motion contributes to the length of interviews with clients | 2. Explore methods to reduce motion during interviews and any client-facing interaction | Short Term | Medium | Low |
| Internal Communication | | | | |
| 3. There is limited coordination between Service Counter and Distribution Center staff | 3. Increase coordination between the Service Counter and Distribution Center at 1235 Mission Street location | Short Term | Medium | Low |
| Task Assignment | | | | |
| 4. Task metering and trailer task assignment may result in slower rates of task completion and contribute to backlog | 4. Consider assigning tasks via a pull system on a continuous rolling basis rather than through metering | Long Term | High | High |
| 5. Unassigned tasks can remain in the system for days | 5. Identify strategies to reduce backlog and to assign key tasks more quickly | Short Term | High | Low |
| Time Management/ Resource Allocation | | | | |
| 6. Staffing model does not account for predictable variation in client demand for services | 6. Analyze patterns in service utilization and develop a staffing model that flexes staff assignment based on client demand | Long Term | High | High |
| 7. Eligibility workers cannot accurately predict how long a task will take to complete | 7. Capture the start and stop times of workers beginning and ending their work on tasks | Short Term | High | Medium |
| 8. Eligibility workers may have bandwidth to complete tasks when client demand for services is slow | 8. Consider establishing a policy that requires eligibility workers to complete tasks during client-facing function time if they have free time | Short Term | Medium | Low |
| 9. Some bilingual workers feel they are receiving an unbalanced amount of task work | 9. Use a data-driven approach to determine appropriate staffing for language skills. | Long Term | Medium | High |
| 10. Some staff felt the need for additional training in the program they are less used to administering | 10. Provide sufficient cross-training opportunities for eligibility workers to feel confident performing intake in both programs | Long Term | Medium | Medium |
| User Experience | | | | |
| 11. Staff spend significant time fielding client questions about mailed paperwork | 11. Investigate the root causes of customer confusion and design process improvements to address them, including allowing use of fillable PDFs and exploring ways to drive more client interactions online | Short Term | High | High |
| 12. Many clients have difficulty sufficiently completing SFBN forms | 12. Dedicate resources to helping clients complete forms properly the first time | Long Term | High | Medium |

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About SF Benefits Net

SF Benefits Net administers both the CalFresh (food stamps) and Medi-Cal programs at three service centers: 1235 Mission, 1440 Harrison, and 2 Gough. While work on ongoing ("carrying") cases is handled in a specific location for each program (1235 Mission for CalFresh and 1440 Harrison for Medi-Cal), intake for both programs was integrated across all three locations in 2016. This integration, along with a doubling of Medi-Cal enrollment after implementation of the Affordable Care Act, requires SFBN to better manage the workload and increase the overall efficiency of the division. As of February 2017, SFBN managed cases for nearly 33,000 CalFresh clients and 132,000 Medi-Cal clients¹.

SF Benefits Net includes seven job classifications performing intake and clerical functions at the three CalFresh and Medi-Cal centers. This analysis focused specifically on eligibility workers as they comprise approximately 70% of SFBN staff.

Eligibility workers' time is divided between client-facing "functions" and back-office "tasks." Functions include:

- **Outbound and inbound phone calls** with clients about any verification needed for their application, reminders about renewals, and any inquiry the client may have regarding their case.
- **Face-to-face interviews** conducted at both Medi-Cal and CalFresh services centers. Interviews include intake processes of any service at either location. Clients are referred to specific service centers for carrying (ongoing) cases: 1440 Harrison Street for Medi-Cal and 1235 Mission Street for CalFresh.
- **Service counter** in-person direct assistance to clients such as processing applications.

Tasks include computer-based tasks reviewing documents received, doing renewals, redeterminations, and recertifications (RRR) for existing clients, and attending to any system alerts.

¹ <http://sfgov.org/scorecards/safety-net>.

Methodology

Based on SFBN's need to explore models for optimal efficiency in work processes, caseload intake, and allocation of staff throughout their service centers, City Performance analyzed the current staffing and work processes using a mixed methodology including a review of workload data, calculation of staff availability, and job shadows of eligibility workers.

To understand the staffing structure of SF Benefits Net, City Performance first calculated the net availability of eligibility workers and clerical staff. Then between January and March of 2017, City Performance conducted a total of 24 job shadows with eligibility workers across the three service centers. These job shadows consisted of observing staff during different functions for two-hour time increments, which included outbound calls, inbound calls, face-to-face interviews, service counter, and tasks. Where possible, findings from job shadows are supported by additional workload data from SFBN.

Job Shadows by Location and Function

| Location | Face to Face Interviews | Inbound Calls | Outbound Calls | Service Counter | Tasks |
|---------------|-------------------------|---------------|----------------|-----------------|-------|
| 1235 Mission | 2 | 2 | 1 | 2 | 4 |
| 1440 Harrison | 3 | 1 | 3 | 2 | 3 |
| 2 Gough | - | - | - | - | 2 |

Note: For Outbound Calls at 1235 Mission, an interview was conducted in lieu of a job shadow. At 2 Gough, HSA requested for only two job shadows of Tasks function.

Findings

Through job shadows and preliminary data analysis, City Performance identified 14 improvement recommendations in five main categories: automation/standardization, internal communication, task assignment, time management/resource allocation, and user experience.

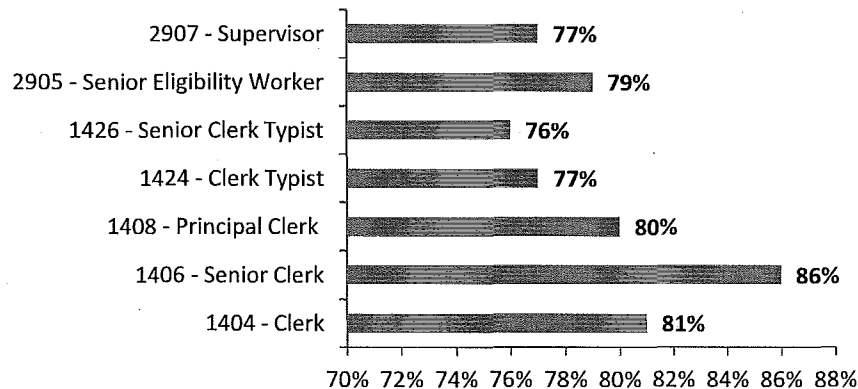
NET AVAILABLE WORK HOURS

Net availability of SFBN Staff is Comparable to Other City Departments

Net availability is the percentage of possible time staff are available to perform job duties, net of paid and unpaid leave. This is a fundamental component of staffing analyses and can reveal instances where staff within job classes are more or less available than expected, which can impact service delivery and support resource planning efforts across an organization. City Performance obtained payroll data from the City's eMerge/PeopleSoft system for the period of July 5, 2013 through October 21, 2016. A total of 1,124 employees were included in the calculations².

The table below shows the net availability of the SFBN job classes. For example, 2905 eligibility workers are available to work 79 percent of their regularly scheduled hours. However, this leaves a gap of approximately 21 percent of their regularly scheduled hours that must be covered by other staff or left uncovered. Similarly, the 2907 Supervisor class has a net availability of 77 percent, with a gap of approximately 23 percent of their regularly scheduled hours that must be covered by other staff or left uncovered.

Net Availability of Staff



2

of regular hours worked by employee within pay period range

of total possible work hours employee could have worked given their FTE status – Total # of paid legal holiday hours within pay period range

Based on other staffing analyses of City departments conducted by City Performance, City employees across a wide spectrum of job classifications are available to work in the range of 65 to 80 percent of their total possible work time. In a 2016 examination of San Francisco Public Library public services staff division which included Librarians and Technical Assistants, staff were available to work approximately 75 to 77 percent of their normal work schedules, respectively. Additionally, in a 2014 staffing analysis of social workers from In Home Supportive Services program of HSA, staff were available 78 percent of their normal work schedules. These examples show that SFBN staff fall within reasonable bounds of City employee availability.

JOB SHADOW FINDINGS AND RECOMMENDATIONS

AUTOMATION/STANDARDIZATION

Finding 1: There is no standard process for inputting case comments. During any interaction with a client, eligibility workers are required to record their notes in the CalWin system under the Case Comments section. Comments captured from previous interactions are saved and viewable to any eligibility worker that opens the client's case. Prior to meeting with a client, staff review the case comments to get an understanding of the client's status, but they do not always understand case comments written by other staff. With different staff touching a case, there is more opportunity for conflicting notes put in the case comments.

While conducting job shadows, City Performance observed eligibility workers recording similar case comments for different cases, but CalWin currently has no pre-loaded standard case comments. To limit redundancy, some staff copy and paste such comments from saved Word documents.

Recommendation 1: Review commonly written case comments and develop a set of standard comments that may be used by all eligibility workers. In the short-term, this standard comment list could be stored in a shared Word document. As a potential system improvement, City Performance also recommends a review of CalWin to see if the system can store commonly used comments in a database that can be accessed via a dropdown menu. This will help promote efficiency and reduce miscommunication between eligibility workers.

Finding 2: Excess motion significantly contributes to the length of face-to-face interviews with clients. This included staff going back and forth to retrieve printouts or make copies of documents.

Recommendation 2: HSA should explore methods to reduce motion during interviews and any client-facing interaction, including making a central location for printers and documents, placing printers at each service counter, and standardizing documentation. Besides saving time, such improvements would show greater respect to clients by freeing eligibility workers to spend more face-to-face time with them during interviews.

INTERNAL COMMUNICATION

Finding 3: There is limited coordination between Service Counter and Distribution Center staff.

The Distribution Center at 1235 Mission Street is located on the same block as the Service Counter but in a different facility with different hours and staffing. Staff at 1235 Mission Street Service Counter expressed the need for increased communication between Service Counter and Distribution Center staff near closing time. For example, one eligibility worker reported that clients arriving near the end of the day are often told to return the next day as the service area is closed by the time they reach the Distribution Center to receive their EBT card.

Recommendation 3: Increase coordination between the Service Counter and Distribution Center. Even if the back office processes are separate, to clients the Service Counter and Distribution Center are both part of a single process of receiving benefits. Gaps in coordination (e.g., misaligned opening hours) result in poor customer service (e.g., clients being turned away). SFBN should explore how the Service Counter and Distribution Center could operate as a single line of service, providing a more seamless client experience. Potential changes might include distribution of EBT cards at the service counter or moving the two services into the same space.

TASK ASSIGNMENT

Finding 4: Task metering and trailer task assignment may result in slower rates of task completion and contribute to a backlog.

Tasks are created by the Task Management (TM) Unit in the iTasks system, based on documents submitted by clients through mail, email, fax, MyBenefits CalWIN (MyBCW), or in-person drop-off. The TM Unit distributes tasks daily through a bulk assignment feature in iTasks, which allows a large number of tasks to be assigned to a pool of available workers at once. Under task metering, a set number of tasks are assigned to each eligibility worker daily. At 1440 Harrison, each eligibility worker is currently assigned exactly six tasks per day. The 1235 Mission location currently assigns all available tasks to workers each day but is testing a similar task metering procedure. Both locations distribute tasks equally, without regard to complexity or time required to complete.

SFBN has used task metering in response to employee concerns about fair distribution of work and as a morale-boosting strategy that protects staff from feeling overwhelmed by their workload. However, due to the variable complexity of tasks, eligibility workers sometimes complete all assigned tasks before the end of the work day, leaving them idle. At the same time, other eligibility workers would begin to accumulate a backlog of more complex tasks.

When a new task is associated with an "Open" or "On Hold" task with the same case, that new task (the "trailer task") is assigned to the same eligibility worker as the new one. Trailer tasks have the effect of exacerbating task backlogs for some eligibility workers.

During job shadows, staff described trailer tasks as inefficient and burdensome. Eligibility workers can receive new trailer tasks even when not on task time and marked with "Limited" availability in iTasks.

So, if a worker has several overdue or incomplete tasks, they are at risk of receiving additional trailer tasks. In other words, trailer tasks tend to be assigned precisely to staff who are already backlogged.

Recommendation 4: Consider assigning tasks via a pull system on a continuous rolling basis rather than through metering.

At present, task assignments are *pushed* to eligibility workers regardless of whether they are caught up or backlogged on work. Because task complexity is unpredictable and eligibility workers complete their work at different rates, a push system leads inevitably to some workers being overworked while others are underused. Task assignment could instead operate on a *pull* system, where eligibility workers complete a task, then move on to the next task on top of the queue in a first-in, first-out system.

In general, using a pull system to complete tasks on a continuous rolling basis should give eligibility workers maximum flexibility to complete as many tasks as time allows. Rather than set a maximum workload assignment per day, managers could set a performance expectation that staff complete a minimum number of tasks on an average day, while allowing high performers to complete additional work if possible. Such a system will result in variations of the number of tasks completed on a given day – an eligibility worker may be able to complete only a few complex tasks one day but many simple tasks the next – but over time an eligibility worker’s workload should average to a higher rate of daily task completion than under metering and should be comparable to that of fellow workers.

Under such a system, only a few tasks would be “in progress” at a time; therefore, only a few tasks would be “trailers” of existing open tasks. Remaining trailer tasks could still be pushed to eligibility workers, but because those staff will not pull another assignment until the trailer task is complete, trailer tasks should not generate a backlog.

Staff conducting the metering test at 1235 Mission plan to review the average task completion time per worker by day and language compared with task completion times before implementing metering. HSA should monitor how this test affects worker productivity. Additional investigation would be needed to determine how iTasks could support a pull system for task assignment.

Finding 5: Unassigned tasks can remain in the system for days. Tasks can sit in the system for several days and not be immediately assigned to an eligibility worker. Unassigned tasks can include; 1) those that are not considered time sensitive or 2) language tasks left unassigned until a bilingual worker is available. An eligibility worker described this situation occurring at 1235 Mission Street location due to backlog of documents from the Imaging team or due to days when they are short on staff; specifically, two to three days per month. This can be problematic if a client wants to check the status of their case and finds out it has not been assigned.

Recommendation 5: HSA should identify strategies to reduce backlog and to assign key tasks more quickly. Identifying the types of unassigned cases that prompt client inquiries could help SFBN staff prioritize certain cases for more rapid assignment.

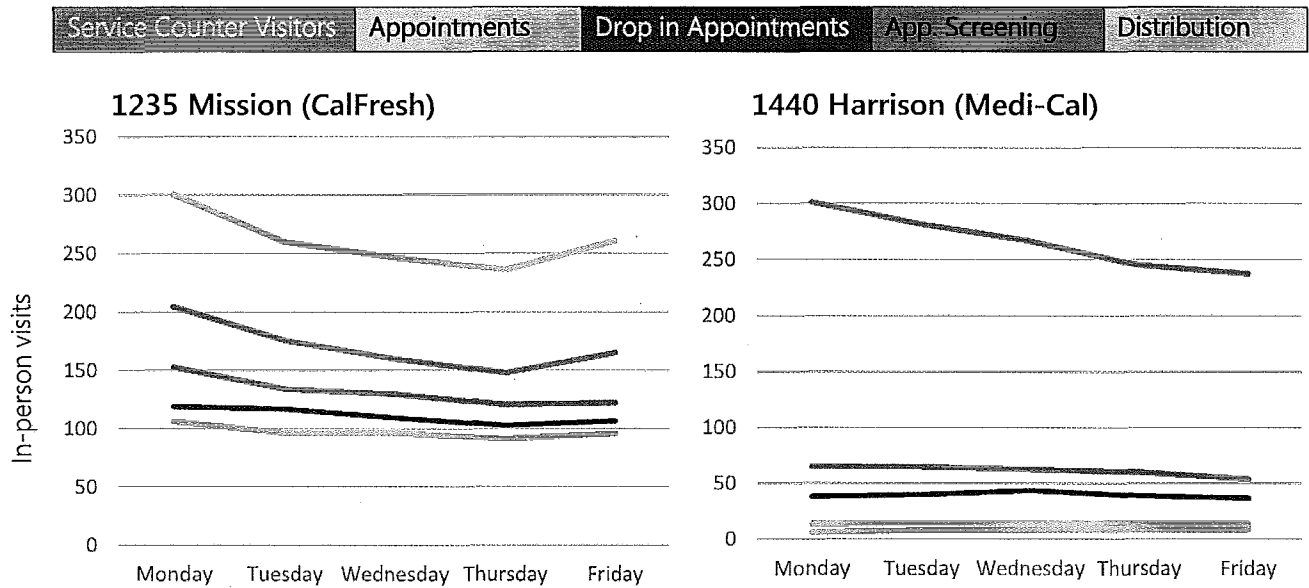
TIME MANAGEMENT/RESOURCE ALLOCATION

Finding 6: The staffing model does not account for predictable variation in client demand for services. The charts on the next page display average weekly trends of client visits and client calls. These trends were created using six months of daily data from March 1 to August 31, 2016.

There is more client demand for services early in the week. Mondays and Tuesdays have a consistently higher volume of client visits and client calls. Despite this consistent trend, the staffing schedule for 2905 eligibility workers does not change on a day to day basis. In other words, there are an equal number of 2905s working on Mondays as there are on Thursdays even though there is a pattern of higher client demand for services on Mondays than on Thursdays.

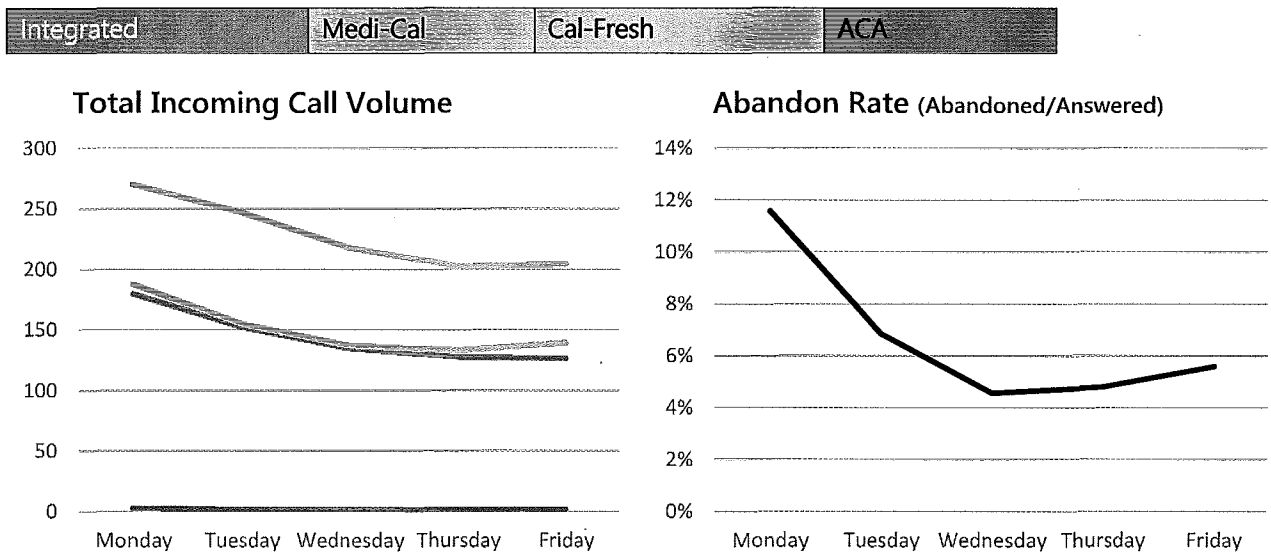
Furthermore, because of the split schedule (4 hours on client-facing function time, 4 hours on task time in an 8-hour work day), there is the same amount of work dedicated to tasks and functions every day.

In-person visits peak early in the week



Note: Average number of in-person client visits by day of week and by service using daily QFlow data for six months (March 1 through August 31, 2016).

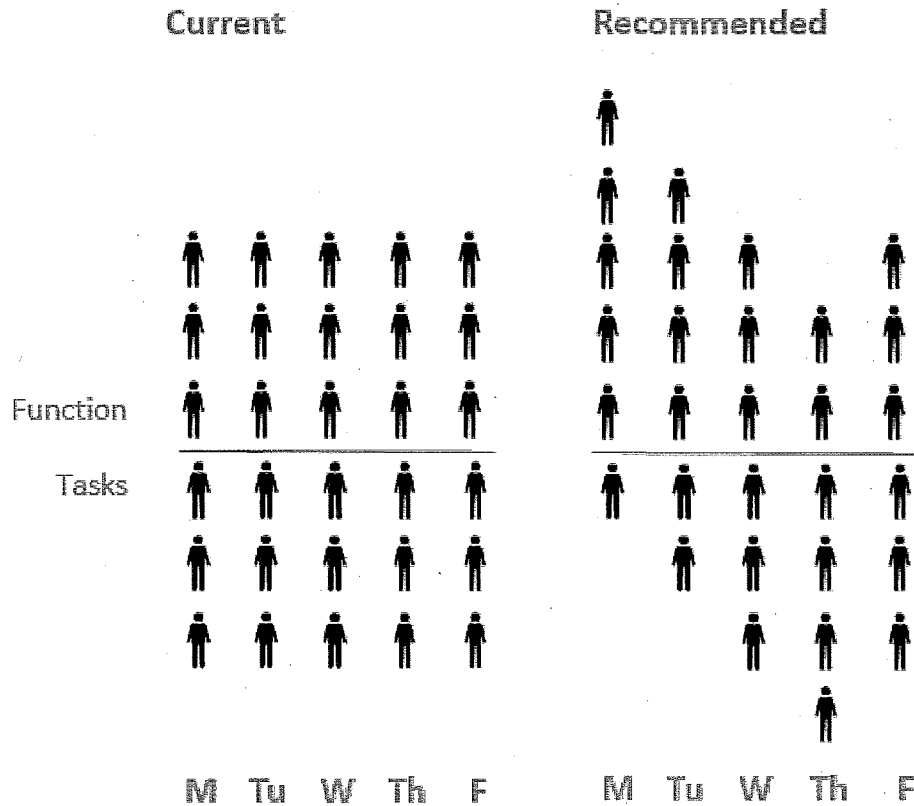
Call volume and the call abandon rate also peak early in the week



Note: Average number of client calls by day of week and by program using daily ACD data for six months (March 1 through August 31, 2016).

On average, the number of abandoned calls (clients calling but hanging up before speaking with an eligibility worker) is highest on Mondays and Tuesdays.³ Abandon rates are likely higher because call volume is higher on these days, but staffing is the same – implying that clients face longer waits on the phone to speak with an eligibility worker. These findings suggest that phones are understaffed early in the week. Additionally, client visits and call volume are highest at the beginning of the month.

Recommendation 6: SFBN should analyze patterns in service utilization and develop a staffing model that flexes staff assignment based on client demand. Based on the findings of this analysis, City Performance recommends varying staff assignment between function and task time day by day to better meet client demand for services. For example, based on the preliminary findings above, it may make sense to change the schedule of some workers as depicted below in order to devote more time to direct customer interactions earlier in the week.



³ If put on hold, every caller is given an estimated wait time announcement.

Finding 7: Eligibility workers cannot accurately predict how long a task will take to complete.

During nearly every job shadow conducted for this report, eligibility workers mentioned it was difficult to predict how long it would take to complete a task. There are general trends of certain tasks (e.g. Applications) taking longer than others. Because the effort required to complete a task varies (even within a single type) due to factors such as whether there are historical corrections to be made in the client’s record or the size of the client’s household, there is no consistent measure for how long a certain task should take to complete.

This becomes a problem when trying to efficiently and fairly allocate tasks to eligibility workers or when setting expectations for a reasonable daily workload. It also poses a challenge to eligibility workers trying to efficiently and effectively allocate their time while working on tasks.

City Performance tracked the time it took staff to complete tasks and functions during each of the 24 job shadows. Though time was tracked for each eligibility worker, City Performance determined that the sample size of observations is too small to generalize about the average length for a task or function. Each task/function was recorded in one minute increments. The table below shows common tasks and functions that took longer than 15 minutes to complete.

Average Task Completion Time

| Function/Task Type | Average Time in Minutes | Number of Observations |
|---|-------------------------|------------------------|
| Verification | 27 | 9 |
| Renewal, Redetermination, and Recertification (RRR) | 38 | 5 |
| 10-day review | 16 | 4 |
| 20-day review | 19 | 1 |

Recommendation 7: SFBN should capture the start and stop times of workers beginning and ending their work on tasks. HSA is moving forward with a pilot program to capture this data. The plan would require staff to enter a task status in QFlow as they begin a task and then enter the task status “completed” once they are finished.

City Performance could then analyze the difference in time between those two statuses to determine the average “time to complete” for different task types. Having a clearer understanding of how long certain tasks take to complete on average would provide managers with a basis for establishing task completion standards and help eligibility workers more easily manage their time.

Other potential methods to estimate how long it takes for staff to complete tasks include conducting a survey of eligibility workers and calculating an average using top-level metrics.

Finding 8: Eligibility workers may have bandwidth to complete tasks when client demand for services is slow. An ideal staffing model would perfectly match client demand to staff working at a steady, but not overwhelming pace. However, during our job shadows, we observed workers both overwhelmed by high client demand, and less frequently, workers who were not thoroughly occupied by function work. Both of these situations can cause inefficiency.

Recommendation 8: Consider establishing a policy that requires eligibility workers to complete tasks during client-facing function time if they have free time. If eligibility workers' schedules are adjusted by client demand, workers should be less likely to have downtime during function time. However, another lever that SFBN management has to increase efficiency is how it allocates task work.

Based on the results of testing task metering at 1235 Mission, HSA can better determine the efficiency of a *metered* versus *rolling* task allocation system. This recommendation would be most effective under a *rolling* task allocation system where all tasks are distributed and assigned to all eligibility workers, as opposed to a *metered* system where all eligibility workers are given the same number of tasks and not all tasks are necessarily assigned on a given day. One of City Performance's concerns with a metered task allocation system is that workers may complete a significant portion of their tasks during client-facing function time and then not have work to complete during task time.

Finding 9: Some bilingual workers feel they are receiving an imbalanced amount of task work. Multiple bilingual eligibility workers reported feeling overwhelmed by the amount of task work they received. They also felt they received more task work than eligibility workers who speak English only. Eligibility workers reported that tasks for language workers are more complex.

Recommendation 9: Use a data-driven approach to determine appropriate staffing levels for language skills. More robust data analysis could support appropriate language skill staffing in two ways.

First, using the data gathered through the pilot time stamp effort, SFBN could compare the time it takes to complete tasks by language. This analysis would determine whether and to what extent non-English tasks are more complex, on average.

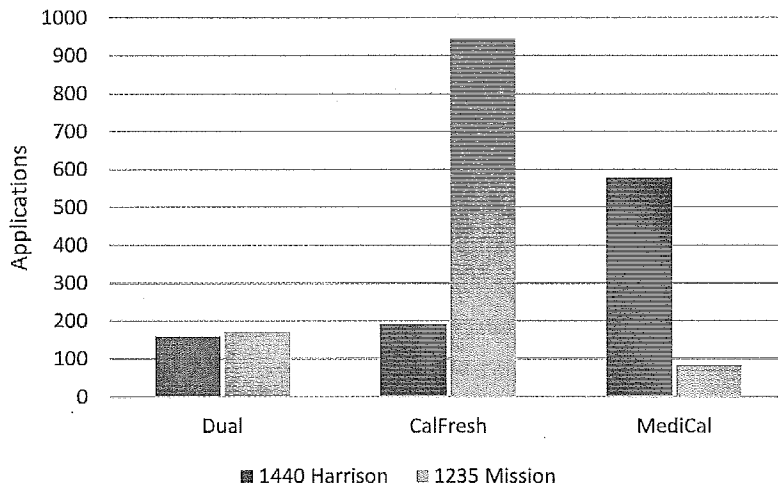
Second, SFBN could compare the ratios of the total number of tasks in a language to the number of workers with those language skills. This analysis would show which languages are relatively over- or under-staffed.

Given the findings from these analyses, SFBN management should be able to determine if greater weight needs to be placed on language task work and if the organization is staffed appropriately for language needs.

Finding 10: Some staff felt the need for additional training in the program they are less used to administering. Following the integration of CalFresh and Medi-Cal, staff received training to administer the program which was new to them. A few eligibility workers mentioned that this training was not sufficient to give them confidence administering their less-familiar program.

Additionally, although the two programs' intake has been integrated as a matter of policy, in practice, intakes remain divided in much the same way they were in the past. Though online applications are now distributed evenly by building for both programs, the graph below illustrates that most walk-in CalFresh intakes are still handled at 1235 Mission, while most walk-in intakes for Medi-Cal are still handled at 1440 Harrison. Workers in those buildings continue to get far more practice in one program than in the other. Additional research would be needed to determine why the discrepancy in walk-in applications persists.

Walk-in applications remain divided by building, despite integration



Note: Average number of monthly walk-in applications (January through May, 2017). Dual applications are for clients applying to both CalFresh and Medi-Cal simultaneously.

Recommendation 10: Provide sufficient cross-training opportunities for eligibility workers to feel confident performing intake in both programs. Options to support staff include:

- ▣ Survey staff to determine gaps in current training
- ▣ Offer ongoing refresher training
- ▣ Temporarily assign staff to intake responsibilities in the other program's building
- ▣ Explore opportunities to standardize intake procedures across Medi-Cal and CalFresh
- ▣ Implement strategies to more equally balance each program's intake cases across the two buildings.

Some of these efforts are already underway: SFBN has recently hired a new training coordinator, has assigned online intakes for both programs equally between the Harrison and Mission locations, and has provided supervisors opportunities to conduct job shadows in the other program.

USER EXPERIENCE

Finding 11: Staff spend significant time fielding simple questions from clients about mailed paperwork. Multiple clients expressed confusion when their Electronic Benefits Transfer (EBT) card and its associated Personal Identification Number (PIN) were sent separately. Others received unexpected Eligibility Status Reports (semi-annual renewals, or SAR7s), which clients must complete to continue receiving benefits. Staff commented that this caused concern for clients thinking there was an issue with their benefits. Additionally, many phone calls from clients would include common questions such as why their benefits have not been issued or if documents were received. One eligibility worker stated that most of the time clients are unaware of when their benefits are issued.

Eligibility workers mentioned they would prefer to use electronic methods of communication (email, fillable PDF during interviews) as opposed to paper mailings whenever possible. Electronic forms for administering programs and communicating with clients could increase efficiency and be easier to use.

Recommendation 11: SFBN should investigate the root causes of customer confusion and design process improvements to address them. This could include providing a county-generated cover letter or a county-initiated email/text as a follow up for clients to enhance clarity and address common questions on state-generated forms that cause confusion. To eliminate confusion, City Performance recommends HSA explore options that make it easier for clients to know when they will be receiving their PIN and EBT, and to understand when they are receiving renewals.

In the short-term, a process improvement strategy could include eligibility workers using fillable PDFs instead of printing forms and writing by hand. During face to face interviews, City Performance observed eligibility workers printing out and fill in paper copies of documents. Fillable pdfs could both save time and reduce excess motion during face-to-face interviews.

In the long-term, HSA should explore ways to drive more client interactions online. Though clients can currently review their case status online, the department should continue to explore ways to both increase awareness of the online features and expand the options for clients to manage their case online.

Finding 12: Many clients have difficulty sufficiently completing SFBN forms. One eligibility worker estimated that only 10 to 20 percent of clients properly complete their re-enrollment forms the first time through. Another eligibility worker mentioned that the vast majority of the clients they work with failed to complete their renewal forms correctly. In 2013, HSA partnered with Code for America to send automated text reminders to CalFresh clients and social workers that assist recipients about upcoming

deadlines and any required forms that need to be sent⁴. This helps clients avoid being disenrolled from CalFresh benefits. Similar innovations could be helpful for new clients needing assistance completing SFBN forms. Addressing errors created by clients inaccurately completing forms represents a significant portion of an eligibility worker's workload; cases could be handled more efficiently if clients were able to correctly complete forms the first time.

Recommendation 12: Dedicate resources to helping clients complete forms properly the first time. This issue could be addressed through a process improvement project to examine and address the root causes of client errors. Possible solutions might include:

- Creating a how-to guide to help clients navigate forms
- Redesigning client forms (where permitted by state law)
- Having HSA staff sit with clients and make sure they properly fill out the forms when they come in to apply
- Partnering with nonprofits who offer assistance with completing eligibility forms

⁴ <https://www.codeforamerica.org/products/promptly>

Mchugh, Eileen (BOS)

From: Board of Supervisors, (BOS)
Sent: Thursday, June 29, 2017 1:45 PM
To: BOS-Supervisors
Subject: FW: Reports Issued – Airport Commission: Audits of Books, Inc., and Rylo Management, LLC

From: Reports, Controller (CON)
Sent: Thursday, June 29, 2017 1:38 PM
To: Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Mchugh, Eileen (BOS) <eileen.e.mchugh@sfgov.org>; BOS-Supervisors <bos-supervisors@sfgov.org>; BOS-Legislative Aides <bos-legislative_aides@sfgov.org>; Kawa, Steve (MYR) <steve.kawa@sfgov.org>; Whitehouse, Melissa (MYR) <melissa.whitehouse@sfgov.org>; Steeves, Asja (CON) <asja.steeves@sfgov.org>; Docs, SF (LIB) <sfdocs@sfpl.org>; CON-EVERYONE <con.everyone@sfgov.org>; Ivar Satero (AIR) <Ivar.Satero@flysfo.com>; Leo Fermin (AIR) <Leo.Fermin@flysfo.com>; Wallace Tang (AIR) <Wallace.Tang@flysfo.com>; Cheryl Nashir (AIR) <Cheryl.Nashir@flysfo.com>; Nanette Hendrickson (AIR) <nanette.hendrickson@flysfo.com>; Jean Caramatti (AIR) <Jean.Caramatti@flysfo.com>; Kevin Kone (AIR) <Kevin.Kone@flysfo.com>; sjohnson@mgocpa.com; hmurk@mgocpa.com; mtucker@booksinc.net; gina@rylomanagement.com
Subject: Reports Issued – Airport Commission: Audits of Books, Inc., and Rylo Management, LLC

The City and County of San Francisco's Airport Commission (Airport) coordinates with the Office of the Controller's City Services Auditor Division (CSA) to conduct periodic compliance audits of the Airport's tenants and airlines. CSA engaged Macias Gini & O'Connell LLP (MGO) to audit tenants and airlines at the Airport to determine whether they complied with the reporting, payment, and selected other provisions of their agreements with the Airport.

CSA presents the reports of MGO's audits of Books, Inc., and Rylo Management, LLC, dba Three Twins Ice Cream.

Books, Inc. – <http://openbook.sfgov.org/webreports/details3.aspx?id=2468>

Books, Inc., reported \$5,029,701 of gross revenues and paid \$462,364 of rent due to the Airport for the audit period in accordance with the lease agreement. However, Books, Inc., did not provide the required financial reports certified by a certified public accountant to the Airport for the audit period.

Rylo Management, LLC, dba Three Twins Ice Cream (Rylo) –

<http://openbook.sfgov.org/webreports/details3.aspx?id=2469>

Rylo reported \$4,100,521 of gross revenues and paid \$350,052 of rent due to the Airport for the audit period in accordance with the lease agreement. However, Rylo did not provide the required financial reports certified by a certified public accountant to the Airport for the audit period.

To view the full reports, please visit our website listed above.

This is a send-only e-mail address. For questions about the reports, please contact Director of City Audits Tonia Lediju at Tonia.Lediju@sfgov.org or 415-554-5393 or the CSA Audits Unit at 415-554-7469.

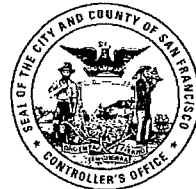
Follow us on Twitter @SFController

City and County of San Francisco

Office of the Controller – City Services Auditor

AIRPORT COMMISSION:

**Rylo Management, LLC, dba
Three Twins Ice Cream, Reported
Its Revenues and Paid Rent for
2014 and 2015 per Its Lease
Agreement but Did Not Provide the
Required Certified Financial Reports**



June 29, 2017

**OFFICE OF THE CONTROLLER
CITY SERVICES AUDITOR**

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the Charter of the City and County of San Francisco (City) that voters approved in November 2003. Charter Appendix F grants CSA broad authority to:

- Report on the level and effectiveness of San Francisco's public services and benchmark the City to other public agencies and jurisdictions.
- Conduct financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operate a whistleblower hotline and website and investigate reports of waste, fraud, and abuse of city resources.
- Ensure the financial integrity and improve the overall performance and efficiency of city government.

CSA may conduct financial audits, attestation engagements, and performance audits. Financial audits address the financial integrity of both city departments and contractors and provide reasonable assurance about whether financial statements are presented fairly in all material aspects in conformity with generally accepted accounting principles. Attestation engagements examine, review, or perform procedures on a broad range of subjects such as internal controls; compliance with requirements of specified laws, regulations, rules, contracts, or grants; and the reliability of performance measures. Performance audits focus primarily on assessment of city services and processes, providing recommendations to improve department operations.

CSA conducts its audits in accordance with the Government Auditing Standards published by the U.S. Government Accountability Office (GAO). These standards require:

- Independence of audit staff and the audit organization.
- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

For questions about the report, please contact Director of City Audits Tonia Lediju at Tonia.Lediju@sfgov.org or 415-554-5393 or CSA at 415-554-7469.

CSA Audit Team: Winnie Woo, Associate Auditor

Audit Consultants: Macias Gini & O'Connell LLP (MGO)



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

June 29, 2017

San Francisco Airport Commission
San Francisco International Airport
P.O. Box 8097
San Francisco, CA 94128-8097

Ivar Satero, Airport Director
San Francisco International Airport
P.O. Box 8097
San Francisco, CA 94128-8097

Dear Commission President, Commissioners, and Mr. Satero:

The City and County of San Francisco's Airport Commission (Airport) coordinates with the Office of the Controller's City Services Auditor Division (CSA) to conduct periodic compliance audits of Airport tenants and airlines. CSA engaged Macias Gini & O'Connell LLP (MGO) to audit the Airport's tenants to determine whether they complied with the reporting, payment, and other selected provisions of their leases.

CSA presents the attached report for the compliance audit of Rylo Management, LLC, dba Three Twins Ice Cream, (Rylo) prepared by MGO.

Reporting Period: January 1, 2014, through December 31, 2015

Rent Paid: \$350,052

Results:

Rylo reported \$4,100,521 of gross revenues and paid \$350,052 of rent due to the Airport for the audit period in accordance with the lease agreement. However, Rylo did not provide the required financial reports certified by a certified public accountant to the Airport for the audit period.

The responses of the Airport and Rylo are attached to this report.

CSA appreciates the assistance and cooperation of Airport and Rylo staff during the audit. For questions about the report, please contact me at Tonia.Lediju@sfgov.org or 415-554-5393 or CSA at 415-554-7469.

Respectfully,

Tonia Lediju
Director of City Audits

Attachment

cc: Board of Supervisors
Budget Analyst
Citizens Audit Review Board
City Attorney
Civil Grand Jury
Mayor
Public Library

**CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER**

PERFORMANCE AUDIT REPORT

Rylo Management, LLC
DBA Three Twins Ice Cream

January 1, 2014 through December 31, 2015



Certified
Public
Accountants



Performance Audit Report

Director of City Audits
City and County of San Francisco

Macias Gini & O'Connell LLP (MGO) presents its report concerning the performance audit of Rylo Management, LLC DBA Three Twins Ice Cream (Tenant) for the period January 1, 2014 through December 31, 2015 as follows:

Background

The Tenant has one lease agreement (Agreement) with the Airport Commission of the City and County of San Francisco (Commission). Lease number 12-0104 was for operations of a food and beverage kiosk in Terminal 1 at the San Francisco International Airport. The Agreement requires the Tenant to submit to the Airport Department (Airport) a monthly report showing its sales revenue and rent due.

For the period of our performance audit, January 1, 2014 through December 31, 2015, the Agreement required payment of the greater of monthly minimum rent or percentage rent thresholds as outlined below.

- Lease:** 12-0104
- Reporting periods:** January 1, 2014 to December 31, 2015
- Lease Term:** December 10, 2012 to December 9, 2017
- Percentage Rent:** 6% of Gross Revenue up to \$500,000, plus
8% of Gross Revenues over \$500,000 up to \$1,000,000, plus
10% of Gross Revenues over \$1,000,000

Minimum monthly rent is specified in the lease and has step increases stipulated by the Agreement.

| <u>Period</u> | <u>12-0104</u> |
|--------------------------------|----------------|
| Lease year ended December 2014 | \$ 1,247.25 |
| Lease year ended December 2015 | 1,276.75 |

As specified in the Agreement, the Tenant shall pay the minimum monthly rent or the percentage rent, whichever is greater. The percentage rent owed each month in excess of the monthly minimum is due as additional rent to the Airport.

Objectives and Scope

The objectives of this performance audit was to determine whether the Tenant was in substantial compliance with the reporting, payment, and other rent related provisions of its Agreement with the Commission. To meet the objectives of our performance audit and based upon the provisions of the City and County of San Francisco (City) contract number P-600 (9-15) dated November 15, 2016, between MGO and the City, and per Appendix A therein, we performed tests that revenues for the audit period were reported to the Airport in accordance with the Agreement provisions, and that such amounts agreed with the underlying accounting records. We also identified and reported the amount and cause of any significant error (over or under) in reporting together with the impact on rent payable to the Airport, and identified and reported any

recommendations to improve record keeping and reporting processes of the Tenant relative to its ability to comply with Agreement provisions.

This audit and the resulting report relates only to the gross receipts and rents reported by the Tenant, and does not extend to any other performance or financial audits of either the Commission or the Tenant.

Methodology

To meet the objectives of our performance audit, we performed the following procedures: reviewed the applicable terms of the Agreement; reviewed the procedures and internal controls of the Tenant for collecting, recording, summarizing and reporting its gross revenues and calculating its payments to the Airport; and randomly selected and tested, on a non-statistical basis, 4 sample months for each contract year and 3 sample days for each sample month per guidelines provided by the City. We recalculated monthly rent due (greater of percentage rent or minimum rent) by computing the monthly percentage rent and comparing to the minimum monthly rent due for each month within the audit period and verified the timeliness of reporting revenues and rent and submitting rent payments to the Airport.

We conducted this performance audit in accordance with generally accepted government auditing standards set forth in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Audit Results

Based on the results of our performance audit for the period from January 1, 2014 through December 31, 2015, the Tenant reported gross revenues of \$4,100,521 and paid percentage rent of \$350,052 to the Airport in accordance with its Agreement provisions. The reported amounts agreed to the underlying records.

The Agreement between the Tenant and the City defines gross revenues and percentage rent. The table below shows the Tenant reported total gross revenue and percentage rent paid to the Airport for the period under audit.

**Sales Revenues and Percentage Rent Paid
January 1, 2014 through December 31, 2015
Lease No. 12-0104**

| <u>Lease Period</u> | <u>Gross Revenue Reported by Tenant</u> | <u>Calculated Percentage Rent Stipulated by Lease</u> | <u>Minimum Rent Stipulated by Lease</u> | <u>Additional Rent Due</u> | <u>Rent Paid per Airport Payment Records</u> | <u>(Over) Under Payment</u> |
|---|---|---|---|----------------------------|--|-----------------------------|
| | A | B | C | D (B-C) | E | F (E-C-D) |
| January 1, 2014 through December 31, 2014 | \$ 1,814,560 | \$ 151,456 | \$ 14,967 | \$ 136,489 | \$ 151,456 | \$ - |
| January 1, 2015 through December 31, 2015 | 2,285,961 | 198,596 | 15,321 | \$ 183,275 | 198,596 | - |
| Total | \$ 4,100,521 | \$ 350,052 | \$ 30,288 | \$ 319,764 | \$ 350,052 | \$ - |

Finding 2016-01 – Tenant did not provide the required financial reports certified by an independent Certified Public Accountant to the Airport for the audit period.

According to Section 4.7 of the Agreement, the Tenant “within ninety days after the end of each lease year, Tenant shall submit to Director an unqualified year-end financial report certified by an independent Certified Public Accountant (CPA) showing Gross Revenues achieved with respect to the prior lease year.” The Agreement does not define an unqualified report. In addition, the Agreement does not indicate the required professional standards to be followed in issuing an unqualified report; such as generally accepted auditing standards (GAAS), generally accepted government auditing standards (GAGAS), or other professional or regulatory standards.

We inspected the Annual Report of Gross Revenues for calendar years 2014 and 2015 certified by Burr Pilger Mayer, Inc. (an independent certified public accounting firm) on March 10, 2015 and March 1, 2016, respectively.

The Annual Report of Gross Revenues that were submitted for both years did not include any discussion as to whether or not the CPA provided an unqualified report. Thus, the annual reports do not satisfy the lease requirement of “unqualified report” needed from a CPA. In discussions with the Airport, the cause for the Tenant’s noncompliance with Section 4.7 is that it was a mutual misunderstanding between Tenant and Airport, that the submitted Annual Report of Gross Revenues satisfied the unqualified report required in the Agreement. However, the Annual Report of Gross Revenues did not discuss whether the reports were certified as unqualified by an independent CPA and should not be construed as an unqualified report.

Recommendation 2016-01

The Airport should identify the professional standards to be used and define “unqualified report” for the financial reports the Tenant is required to submit.

Conclusion

We conducted this performance audit in accordance with the provisions of our contract, as outlined in the objective and scope section above, and in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonableness basis for our findings and conclusions based on our audit objectives section of this report. With the exception noted in finding 2016-01 above, we conclude that the Tenant was in substantial compliance with reporting, payment, and other rent related provisions of its Agreement No. 12-0104 with the Commission.

A copy of this report has been provided to the Airport and the Tenant. The respective responses are attached to this report.

This report is intended solely for the information and use of the City, the Commission, and the Tenant, and is not intended to be and should not be used by anyone other than these specified parties.

Macias Gini & O'Connell LLP

Walnut Creek, California
June 28, 2017



San Francisco International Airport

June 7, 2017

Ms. Tonia Lediju
Director of Audits
Office of the Controller
City Services Auditor Division
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place, Room 477
San Francisco, CA 94102

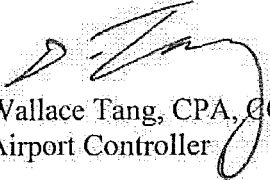
Subject: Performance Audit of Rylo Management, LLC dba Three Twins Ice Cream

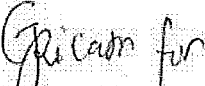
Dear Ms. Lediju:

Attached is the completed Audit Recommendation & Response Form regarding the performance audit of Rylo Management, LLC dba Three Twins Ice Cream.

If you have any questions, please feel free to call us at 650.821.2850 (Wallace) or 650.821.4500 (Cheryl).

Very truly yours,


Wallace Tang, CPA, CGMA
Airport Controller


Cheryl Nashir
Director
Revenue Development and Management

Attachment

cc: Ivar Satero
Jeff Littlefield
Leo Fermin
Nanette Hendrickson
Winnie Woo – CSA
Harrison Murk – MGO
Scott Johnson – MGO

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

LARRY MAZZOLA
PRESIDENT

LINDA S. CRAYTON
VICE PRESIDENT

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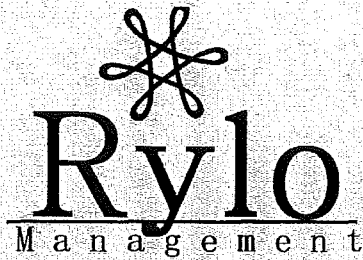
IVAR C. SATERO
AIRPORT DIRECTOR

**City Services Auditor Division
Recommendation and Response Form**

Audit Subject: Rylo Management, LLC dba Three Twins Ice Cream

For each recommendation, the responsible agency should indicate whether it concurs, does not concur, or partially concurs. If it concurs with the recommendation, it should indicate the expected implementation date and implementation plan. If the responsible agency does not concur or partially concurs, it should provide an explanation and an alternate plan of action to address the identified issue.

| Recommendation | Responsible Agency | Response |
|---|--------------------|--|
| <p>Tenant did not provide the required financial reports certified by an independent Certified Public Accountant to the Airport for the audit period. The Airport should identify the professional standards to be used and define "unqualified report" for the financial reports the Tenant is required to submit.</p> | <p>Airport</p> | <p><input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur</p> <p>Tenant submitted an independent certified public accountant compilation report. The Airport's intent of the "unqualified" report is that a simple compilation report be submitted. The Airport will amend the Lease in the future to clarify the unqualified report and send notice to the existing tenants.</p> |



June 15, 2017

Tonia Lediju
Director of City Audits
City Hall, Room 476
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Audit of Rylo Management, LLC dba Three Twins SFO

To whom it may concern:

I am in agreement with the findings of the audit results of our Three Twins SFO location, which was performed by Macias Gini & O'Connell (MGO). To the best of my knowledge all reports, findings and results are correct. I have asked for clarification on the correct required financial reports to be certified by our accountants.

If there are any questions please feel free to contact me.

Best regards,

A handwritten signature in black ink that reads "Gina Graziano". The signature is written in a cursive style with a large, looped "G" and "G".

Gina Graziano

Ph#415-913-0367

City and County of San Francisco

Office of the Controller – City Services Auditor

AIRPORT COMMISSION:

Books, Inc., Reported Its Revenues and Paid Rent for 2014 and 2015 per Its Lease Agreement but Did Not Provide the Required Certified Financial Reports



June 29, 2017

**OFFICE OF THE CONTROLLER
CITY SERVICES AUDITOR**

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- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

For questions about the report, please contact Director of City Audits Tonia Lediju at Tonia.Lediju@sfgov.org or 415-554-5393 or CSA at 415-554-7469.

CSA Audit Team: Winnie Woo, Associate Auditor

Audit Consultants: Macias Gini & O'Connell LLP (MGO)



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

June 29, 2017

San Francisco Airport Commission
San Francisco International Airport
P.O. Box 8097
San Francisco, CA 94128-8097

Ivar Satero, Airport Director
San Francisco International Airport
P.O. Box 8097
San Francisco, CA 94128-8097

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Reporting Period: January 1, 2014, through December 31, 2015

Rent Paid: \$462,364

Results:

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CSA appreciates the assistance and cooperation of Airport and Books, Inc., staff during the audit. For questions about the report, please contact me at Tonia.Lediju@sfgov.org or 415-554-5393 or CSA at 415-554-7469.

Respectfully,

Tonia Lediju
Director of City Audits

Attachment

cc: Board of Supervisors
Budget Analyst
Citizens Audit Review Board
City Attorney
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**CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER**

**PERFORMANCE AUDIT REPORT
Books, Inc.**

January 1, 2014 through December 31, 2015



Certified
Public
Accountants



Performance Audit Report

Director of City Audits
City and County of San Francisco

Macias Gini & O'Connell LLP (MGO) presents its report concerning the performance audit of Books, Inc. (Tenant) for the period January 1, 2014 through December 31, 2015 as follows:

Background

The Tenant has one lease agreement (Agreement) with the Airport Commission of the City and County of San Francisco (Commission). Lease number 10-0037 was for operations of a bookstore in Terminal 2 at the San Francisco International Airport. The Agreement requires the Tenant to submit to the Airport Department (Airport) a monthly report showing its sales revenue and rent due.

For the period of our performance audit, January 1, 2014 through December 31, 2015, the Agreement required payment of the greater of monthly minimum rent or percentage rent thresholds as outlined below.

Lease: 10-0037
Reporting periods: January 1, 2014 to December 31, 2015
Lease Term: May 1, 2011 to April 30, 2021
Percentage Rent: 8% of Gross Revenue up to \$2,000,000, plus
10% of Gross Revenues over \$2,000,000

Minimum monthly rent is specified in the lease and has step increases stipulated by the Agreement.

| <u>Period</u> | <u>10-0037</u> |
|--------------------------------|----------------|
| Lease year ended December 2014 | \$ 18,019.10 |
| Lease year ended December 2015 | 18,595.29 |

As specified in the Agreement, the Tenant shall pay the minimum monthly rent or the percentage rent, whichever is greater. The percentage rent owed each month in excess of the monthly minimum is due as additional rent to the Airport.

Objectives and Scope

The objectives of this performance audit was to determine whether the Tenant was in substantial compliance with the reporting, payment, and other rent related provisions of its Agreement with the Commission. To meet the objectives of our performance audit and based upon the provisions of the City and County of San Francisco (City) contract number P-600 (9-15) dated November 15, 2016, between MGO and the City, and per Appendix A therein, we performed tests that revenues for the audit period were reported to the Airport in accordance with the Agreement provisions, and that such amounts agreed with the underlying accounting records. We also identified and reported the amount and cause of any significant error (over or under) in reporting together with the impact on rent payable to the Airport, and identified and reported any recommendations to improve record keeping and reporting processes of the Tenant relative to its ability to comply with Agreement provisions.

This audit and the resulting report relates only to the gross receipts and rents reported by the Tenant, and does not extend to any other performance or financial audits of either the Commission or the Tenant.

Methodology

To meet the objectives of our performance audit, we performed the following procedures: reviewed the applicable terms of the Agreement; reviewed the procedures and internal controls of the Tenant for collecting, recording, summarizing and reporting its gross revenues and calculating its payments to the Airport; and randomly selected and tested, on a non-statistical basis, 4 sample months for each contract year and 3 sample days for each sample month per guidelines provided by the City. We also recalculated monthly rent due (greater of percentage rent or minimum rent) by computing the monthly percentage rent and comparing to the minimum monthly rent due for each month within the audit period and verified the timeliness of reporting revenues and rent and submitting rent payments to the Airport.

We conducted this performance audit in accordance with generally accepted government auditing standards set forth in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Audit Results

Based on the results of our performance audit for the period from January 1, 2014 through December 31, 2015, the Tenant reported gross revenues of \$5,029,701 and paid the greater of the minimum monthly rent or percentage rent of \$462,364 to the Airport in accordance with its Agreement provisions. The reported amounts agreed to the underlying records.

The Agreement between the Tenant and the City defines gross revenues and percentage rent. The table below shows the Tenant reported total gross revenue and percentage rent paid to the Airport for the period under audit.

**Sales Revenues and Percentage Rent Paid
January 1, 2014 through December 31, 2015**

Lease No. 10-0037

| <u>Lease Period</u> | <u>Gross Revenue Reported by Tenant</u> | <u>Greater of Percentage Rent or Minimum Rent</u> | <u>Minimum Rent Stipulated by Lease</u> | <u>Additional Rent Due</u> | <u>Rent Paid per Airport Payment Records</u> | <u>(Over) Under Payment</u> |
|--|---|---|---|----------------------------|--|-----------------------------|
| | A | B | C | D (B-C) | E | F (E-C-D) |
| January 1, 2014 through December 31, 2014 | \$ 2,493,560 | \$ 226,741 | \$ 216,229 | \$ 10,512 | \$ 226,741 | \$ - |
| January 1, 2015 through December 31, 2015 | 2,536,141 | 235,623 | 223,144 | \$ 12,479 | 235,623 | - |
| Total | <u>\$ 5,029,701</u> | <u>\$ 462,364</u> | <u>\$ 439,373</u> | <u>\$ 22,991</u> | <u>\$ 462,364</u> | <u>\$ -</u> |

Finding 2016-01 – Tenant did not provide the required financial reports certified by a Certified Public Accountant to the Airport for the audit period.

According to Section 4.7 of the Agreement, the Tenant “within ninety days after the end of each lease year, Tenant shall submit to Director an unqualified year-end financial report certified by a Certified Public Accountant (CPA) showing Gross Revenues achieved with respect to the prior lease year.” The Agreement does not define an unqualified report. In addition, the Agreement does not indicate the required professional standards to be followed in issuing an unqualified report; such as generally accepted auditing standards (GAAS), generally accepted government auditing standards (GAGAS), or other professional or regulatory standards.

We inspected the 2014 and 2015 annual reports submitted by the Tenant to the Airport and found SD Mayer & Associates, LLP (a certified public accounting firm) certified the 2014 Annual Report on January 29, 2015 and Michael Tucker, President of Books, Inc., certified the 2015 Annual Report on January 29, 2016. Michael Tucker is not a certified public accountant but certified the report. Also, the reports did not include any discussion as to whether or not a CPA provided an unqualified report. Thus, the annual reports do not satisfy the lease requirement of “unqualified report” needed from a CPA. In discussions with the Airport, the cause for the Tenant’s noncompliance with Section 4.7 is that it was a mutual misunderstanding between the Tenant and Airport, that the submitted annual reports satisfied the unqualified opinion required in the Agreement. However, the annual reports did not discuss whether the reports were certified as unqualified by a CPA and should not be construed as an unqualified report.

Recommendation 2016-01

The Airport should identify the professional standards to be used and define “unqualified report” for the financial reports the Tenant is required to submit. Also the Airport should enforce that the annual reports be certified by a CPA.

Conclusion

We conducted this performance audit in accordance with the provisions of our contract, as outlined in the objectives and scope section above, and in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonableness basis for our findings and conclusions based on our audit objectives section of this report. With the exception noted in finding 2016-01 above, we conclude that the Tenant was in substantial compliance with reporting, payment, and other rent related provisions of its Agreement No. 10-0037 with the Commission.

A copy of this report has been provided to the Airport and the Tenant. The respective responses are attached to this report.

This report is intended solely for the information and use of the City, the Commission, and the Tenant, and is not intended to be and should not be used by anyone other than these specified parties.

Macias Gini & O'Connell LLP

Walnut Creek, California
June 28, 2017



San Francisco International Airport

June 16, 2017

Ms. Tonia Lediju
Director of City Audits
City Hall, Room 476
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102


Subject: Performance Audit of Books, Inc.

Dear Ms. Lediju:

Attached is the revised Audit Recommendation & Response Form regarding the performance audit of Books, Inc.

If you have any questions, please feel free to call us at 650.821.2850 (Wallace) or 650.821.4500 (Cheryl).

Very truly yours,



Wallace Tang, CPA, CGMA
Airport Controller



Cheryl Nashir
Director
Revenue Development and Management

Attachment

cc: Ivar Satero
Jeff Littlefield
Leo Fermin
Nanette Hendrickson
Winnie Woo – CSA
Harrison Murk – MGO
Scott Johnson – MGO

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2017 JUN 30 PM 2:28
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO
EDWIN M. LEE, MAYOR

MEMORANDUM

TO: Members of the Board of Supervisors
FROM: Michael Carr, Workforce Director, Office of Economic & Workforce Development
DATE: June 30, 2017
RE: San Francisco PY 2017-2020 Strategic Local Workforce Plan

In accordance with San Francisco Administrative Code Chapter 30.6 (c), the Director of Workforce Development shall submit the Local Plan developed by the Workforce Investment San Francisco Board (WISF) to the Board of Supervisors for review and comment no less than 30 days prior to submitting it to the Governor.

The attached 4-year Local Plan covering program years 2017 through 2020 has been developed by OEWD and WISF¹ in accordance with the Federal Workforce Innovation and Opportunity Act, and is consistent with the State of California's Strategic Workforce Development Plan: *Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity*. The Local Plan includes San Francisco's vision and goals for the workforce development system, a description of the structure of the system and services available to job seekers and businesses, the roles of partner organizations, the ways in which the Local Plan supports the State of California's goals and policy strategies, as well as other state required information. As outlined in the Local Plan, San Francisco's system of access points, services targeting individuals with barriers to employment, and strategies to target priority sectors within the local and regional economy are designed to ensure economic vitality, and that economic success is within reach for all San Franciscans.

The Local Plan was released for a 30 day public comment period in February 2017, was approved by the WISF in March, and was subsequently submitted to the California Workforce Development Board (CAWDB) for initial review. OEWD has addressed all CAWDB comments and questions in the attached updated version of the Local Plan, which is due to the Governor by August 1, 2017.

For further questions, please contact Amabel Akwa-Asare, Director of Strategic Initiatives at Amabel.Akwa-Asare@sfgov or 415.701.4849.

Warm Regards,

A handwritten signature in cursive script that reads "Michael Carr".

Michael Carr
Director of Workforce Development

¹ The WISF is San Francisco's Workforce Investment Board as mandated by the Federal Workforce Innovation and Opportunity Act. The 30-member board includes two Board of Supervisors (BOS) representatives. At the time of plan approval BOS representatives included Supervisor Farrell and Supervisor Cohen.



Workforce Innovation and Opportunity Act
San Francisco Local Plan
2017-2020

INTRODUCTION

The Office of Economic and Workforce Development (OEWD), on behalf of Workforce Investment San Francisco, has prepared this Strategic Local Plan for Program Years 2017-2020, as required by the Workforce Investment and Innovation Act (Sec. 108). The plan is laid out in accordance with the guidance and requirements outlined in the Employment Development Department's Workforce Services Directive 16-07, including a list of questions that will be used for plan evaluation. Appendix J provides a crosswalk that lists the pages that correspond to each evaluation measure.

The plan includes San Francisco's vision and goals for the workforce development system, a description of the structure of the system and services available to job seekers and businesses, the roles of partner organizations, the ways in which the local plan supports the State of California's goals and policy strategies, as well as other state required information. San Francisco's system of access points, services targeting individuals with barriers to employment, and strategies to target priority sectors within the local and regional economy are designed to ensure economic vitality and that economic success is within reach for all San Franciscans.

A. A cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners

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. The WISF's operational arm is the Office of Economic and Workforce Development (OEWD). OEWD and WISF are referred to interchangeably throughout this plan.

Mayor Edwin M. Lee, the Chief Local Elected Official, and WISF envision that San Francisco will have an educated and skilled workforce that attracts, retains, and expands competitive industries and enhances the standard of living for all of the City's residents, by supporting regional economic growth and economic mobility. The City & County of San Francisco will implement this vision by building upon its successful sector strategy, a strategy that aligns the city's workforce programs around the needs of local and regional industry growth sectors, and through its "access points" strategy that creates training and employment pathways for disadvantaged San Franciscans.

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

- Fostering "demand-driven skills attainment" via regional sector based career pathways
- Enabling upward mobility and economic self sufficiency
- Aligning, coordinating, and integrating programs and services

The mission of the Workforce Development Division of the Office of Economic and Workforce Development 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, qualitative and quantitative information from local businesses and industry groups and other stakeholders.

B. Required detail on local program alignment to implement State Plan policy strategies (a description of the workforce development system, identifying programs in the system, and how local board will support the seven state policies)

The Mayor and WISF defined nine goals to achieve the above vision and mission:

- **Goal One:** Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents.
- **Goal Two:** Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment.
- **Goal Three:** Increase access to workforce services for populations underserved by the workforce system.
- **Goal Four:** Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers.
- **Goal Five:** Streamline and align policy and administration across multiple funding sources.
- **Goal Six:** Strengthen policy and programmatic coordination between the workforce system and the city's educational institutions, specifically the San Francisco Unified School District and City College of San Francisco.
- **Goal Seven:** Work collaboratively across City departments to implement effective workforce strategies – such as subsidized employment and “earn while you learn” programming – tailored to the needs of targeted populations, including public housing residents, ex-offenders, transitional age youth (TAY), and English language learners.
- **Goal Eight:** Equipped with the most current labor market analysis, meet the workforce needs of growth sectors within the local and regional economy.
- **Goal Nine:** Support local government and private sector succession planning efforts through targeted skill building programs aligned with job vacancy projections.

As described in greater detail later in this plan, WISF aims to prepare an educated and skilled workforce through a variety of strategies. In order to reach all potential job seekers, both entry level and incumbent workers, and particularly those with barriers to employment, OEWD

oversees a system of geographically based neighborhood access points, as well as specialized access points to reach target populations of individuals with disabilities, individuals formerly or currently involved with the justice system, youth, and veterans.

These access points assist in funneling job seekers into training for San Francisco's priority sectors. 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.

OEWD has built and invested in four industry specific sector programs: Construction, Health Care, Information and Communication Technology, and Hospitality/Retail. San Francisco residents that are able to 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.

OEWD's approach helps both entry level job seekers to gain access to the labor market as well as incumbent workers to advance along a career pathway. These strategies to prepare a skilled and educated workforce, as well as others (including supportive services, subsidized employment, job readiness services, incumbent worker training, sector bridge programs, collaboration with partners, and regional initiatives) are described in greater detail throughout this plan.

WISF's mission and vision for the local system are well aligned with the Governor's vision, goals, and strategic policy orientation as outlined in California's Strategic Workforce Development Plan: "Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity." In fact, San Francisco's nine workforce goals, which have been in effect since 2013, are directly aligned with the state plan's policy strategies – illustrating that San Francisco is in the vanguard of workforce development policy. The following sections give an overview of this alignment which is further described through this plan.

Sector Strategies, Career Pathways

Through a system of comprehensive and neighborhood based career centers, and specialized and targeted services for people with disabilities, people in reentry, veterans, and youth (Access points), business outreach and services, and four sector academies for San Francisco's highest priority sectors (healthcare, IT, construction, hospitality), job seekers are guided into career pathways. (Goals 1-4, and 8-9).

Earn and Learn Strategies, Supportive Services

In order to ensure that all job seekers are able to access and successfully complete training in order to progress toward greater economic well-being, the system incorporates earn and learn models, supportive and wrap around services. (Goals 3 and 7).

Cross System Data Capacity, Integrated Services

San Francisco uses a common data system across all WIOA funded service providers as well as CalJOBS to ensure cross system data capacity and coordination. Furthermore, all service providers are required to deliver programs in an integrated and coordinated way and work closely with partner organizations and other stakeholders (Goals 5 and 6).

Organizing Regionally

Over the last few years the workforce boards form the Bay-Peninsula RPU that have now collaborated on a number of initiatives, including the DOL Human Centered Design Challenge and the Slingshot Initiative. The Human Centered Design Challenge resulted in regionally agreed upon design improvements to the one-stop customer experience. For Slingshot, the NOVA, work2future and San Francisco workforce boards received \$100,000 to convene industry representatives to help develop more robust regional sector pathways in manufacturing and IT. Efforts in this grant will help determine additional mechanisms to on-ramp job seekers into regional sector pathways. Workforce board directors and senior staff communicate and meet on a regular basis, and will continue to do so to ensure the successful implementation of WIOA. For more information, please see the regional plan.

Role of Partner Organizations

The WIOA partners are critical components of 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 partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

WISF entered into Memorandums of Understanding (MOU) with the WIOA mandated partners to define their respective roles and responsibilities in meeting policy objectives and service goals. The MOU’s (please see appendix B) outline that all parties agree 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 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 partner to the San Francisco workforce 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 has staff physically co-located with the Comprehensive Access Point (CAP), and agrees to the cross training of one stop staff.

Department of Rehabilitation (DOR): DOR works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living, and equality 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 agrees to physical co-location through regular DOR orientations at the CAP, as well as a system for referrals to DOR and 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; lack basic skills; have limited English proficiency; or need short term vocational training. CCSF aspires to provide onsite staffing and coordinated services, potentially through physical colocation, communication technology, or cross training CAP staff on the CCSF application process and college policies. CCSF and WISF also agree to develop a reciprocal referral process.

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 agrees to work jointly with OEWD to identify models of TANF partnership and best practices that improve client outcomes. Both parties agree to provide support and technical assistance to facilitate the development of sector based career pathway programs specifically geared toward TANF recipients. HSA agrees to explore physical colocation of staff, staff cross training, and virtual connectivity. HSA and WISF also agree to develop a reciprocal referral process.

WISF recognizes the critical importance of coordinated service delivery, both for the success of clients as well as for 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.

OVERVIEW OF ACCESS POINT SYSTEM

While OEWD contracts out the majority direct service provision through a competitive procurement process, the Office provides oversight, policy direction, and systems/partnership development. OEWD issued a Request for Proposals (RFP) in December 2016 to identify a One Stop Operator as well as Access Point and other service providers. The RFP 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. Contracts awarded under this RFP may be renewed for up to three years. Preference will be 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.

The following is an overview of the Access Point System, the Comprehensive Access Point, and the One Stop Operator. Detail about the role of Access Points which target people with barriers to employment and Sector Access Points can be found in Section C.

Individually, each OEWD Access Point plays a specialized role within San Francisco's workforce system. The system by design allows for integration of services and braiding of resources. The main components of this system are:

- **Comprehensive Access Point (CAP):** The CAP 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 Access Points within San Francisco's workforce system to ensure that individuals seeking services are connected to the programs and opportunities that help them to achieve their full potential.
- **Neighborhood Access Point (NAP):** The NAPs are located in geographic areas that are physically isolated from the CAP or that chronically suffer from higher unemployment rates than San Francisco's average. NAPs allow community based access to an array of workforce services.
- **Specialized Access Point (SAP):** The SAPs 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. SAPs may be physically co located with the CAP or NAPs.
- **Youth Access Points:** The Youth Access Points 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 Youth Access Points offer the ten WIOA youth program elements.

- Sector Access Point: The Sector Access Points specialize in a specific demand-industry sector that represents a significant employment area within San Francisco. Sector Access Points are expert in all occupations within that sector and can quickly identify training needs and/or job opportunities appropriate for job seekers interested in entering that sector.
- Job Readiness Services: Job Readiness Services are focused on the removal of barriers that prevent or significantly impede a person's ability to obtain or maintain employment, or make sure of workforce services. Barriers include limited English proficiency.

COMPREHENSIVE ACCESS POINT (COMPREHENSIVE AJCC)

The CAP serves as the central hub for all WIOA Title I workforce system services and other services delivered by the CAP, NAPs, SAPs, Sector Access Points, Young Adult Access Points, Business Services Coordinators, and Core Partners. In addition to providing direct customer services via a comprehensive menu of onsite workforce preparation activities, the CAP is charged with improving and facilitating coordination of and access to workforce services across the City. The CAP 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 CAP offers comprehensive Job Readiness Training (JRT) services, computer and financial literacy services available for referral by other Access points 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, while Job Readiness Services is focused on the removal of significant barriers to employment.

The CAP serves three primary functions:

1. Collaboration with Core Partners to co-locate all workforce system services
2. Delivery of comprehensive Access Point services at a fully-staffed, "one-stop" career resource center.
3. Coordination of the NAPs, SAPs, Sector Coordinators, and Business Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system

Together, the Access Points 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 is targeting 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 Access Points must design their services in a manner that 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, homeless individuals, foster youth, LEP individuals, migrant/seasonal farm workers, people within 2 years of exhausting TANF benefits, single parents, long term unemployed. All access points will 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. A further discussion of Job Readiness Services for those with significant and/or multiple barriers to employment can be found on page 16.

ONE STOP OPERATOR

OEWD will fund 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 Access Point (CAP) and WIOA Core Partners.

The OSO will play a leadership 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.

OVERVIEW OF ACCESS POINT SERVICES

The following is a description of the comprehensive career services available via the CAP.

Outreach and Referral

Outreach and referral services will 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 will be 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.

Orientation and Assessment

Orientation: Orientations provide information on the full array of services available through all Access Points 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 that are 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 Access Points provide information and referrals on how to access services within the Access Point and 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 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 Access Points to the Sector Coordinators.

OEWD provides an approved list of qualified service providers (the Eligible Training Provider List) for Access Points to refer individuals to approved providers when WIOA-funded technical or occupational training is identified as appropriate for an individual. 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 Planning and Case Management

All Access Points provide individual 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 the unique educational and occupational goals of the participant; 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 Access Point 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 NAPs as well as the CAP. The supportive services provider works with participants to address those 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.)

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 will include topics such as learning and communication skills, employers' expectations, appropriate work attire, life skills, and job search skills. Job Readiness Training is differentiated from Job Readiness Services in that the latter is focused on removing employment barriers.

Basic Computer Skills 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 their 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 to obtain employment, assess their progress, and determine 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 Access Point 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 Access Point markets job seekers to local employers and facilitates the application and hiring process to the extent feasible. The Access Point 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 CAP has primary responsibility for ITA administration. In coordination with the CAP and following WIOA program guidance, each Access Point informs eligible job seekers about ITAs and facilitates their access as appropriate. Job seekers—in consultation with an Access Point case manager—must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to career goals as determined through an assessment.

C. Required detail on specified services and service delivery strategies

This section provides further detail on Neighborhood Access Points (NAPs) and Specialized Access Points (SAPs), services for individuals with barriers to employment, San Francisco’s sector workforce programs, business services, and coordination with economic development and EDD. While the CAP serves those with barriers to employment, the NAPs, SAPs, and Job Readiness Services (JRS) allow for even more targeted outreach and support, and does so through the braiding of various funding sources. The CAP, NAPs, SAPs (as appropriate) and Youth Access Point providers coordinate closely with sector workforce programs to ensure that those with barriers to employment are prepared for and connected to the sector opportunities that have the potential for upward mobility.

NEIGHBORHOOD ACCESS POINTS (Satellite AJCC’s)

A network of five to seven NAPs allows the workforce system to leverage neighborhood assets to enhance core programs and services. These neighborhood-based employment services 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 NAPs serve as geographically accessible entry-points into San Francisco’s larger public workforce and education systems.

The NAPs allow for specialized outreach to communities of Limited English Proficient (LEP) individuals. All NAPs 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.

NAP 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 competent (and as needed, bilingual) 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 Access Point; 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 ACCESS POINTS (SAPs)

Specialized Access Points target specific at-risk populations, as detailed below. SAPs identify clients through the CAP and NAPs and cross referrals are encouraged. All SAP service providers 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.

SAPs must identify the industries and occupations that are most appropriate for the targeted groups they serve, with an emphasis on in-demand certificate attainment. Providers are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference is given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources.

Re-Entry SAP

San Francisco has a large re-entry population in need of workforce services. According to the San Francisco Probation Department, their supervision caseload is over 6,000 clients. The number of people in re-entry 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 Access Point (SAP) to provide job readiness and employment services for job seekers with criminal convictions/involvement in the criminal justice system. The Re-Entry SAP works with existing programs, policies, tools, and services, including but not be 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 SAP 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 SAP

According to the American Community Survey's 2010-2014 5-Year Estimates, 86,242 individuals with disabilities (including 41,050 between the ages of 18 and 64) reside in San Francisco. The San Francisco job market is very focused on highly skilled individuals. This can be particularly challenging for people with disabilities (PWD) with limited skills and work experience, making 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 Access Points (SAPs) and a Disability Coordinator deliver and coordinate workforce and employment services targeting people with disabilities (PWD). The Disability SAPs 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 SAPs 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 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 CAP and NAPs.
- 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 CAP, NAPs, other SAPs, and Sector Access Points.
- 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 SAP

According to the American Community Survey's 2010-2014 5-Year Estimates, there are 28,505 veterans residing in San Francisco. Veterans Specialized Access Points (SAPs) deliver job readiness and employment services targeting veterans, especially those newly re-entering the civilian workforce. The Veterans SAPs work closely with the CAP, NAPs, the Veterans Administration, EDD's veterans' programs, community-based organizations serving veterans, other veteran services locally, and education providers.

Veterans SAPs:

- Liaise with the Veterans Administration 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.

Job Readiness Services (JRS)

OEWD is seeking to identify through its December, 2016 RFP organizations who can provide holistic and culturally-competent Job Readiness Services (JRS) for the City's residents with multiple barriers to successful job search and employment. While the Access Points described previously all serve individuals with barriers to employment, JRS providers play a special role in serving those job seekers whose barriers are so acute or so multiplicative that successful

participation in workforce services necessitates their prior removal. Among the barriers that would make an individual appropriate for JRS services are: limited English ability; referral by the Housing Authority in addition to two or more OR any individual with three or more of the following barriers:

- Limited academic skills, and/or lack of a high school diploma or GED
- Criminal history
- Lack of basic computer skills
- Lack of child care
- Lack of or limited transportation
- Lack of a valid driver's license

OEWD envisions JRS providers delivering intensive services to help these job seekers to identify and create a plan for removing barriers preventing employment, and supporting the individual in accessing and navigating a citywide service system to resolve these barriers. JRS providers will play an important cross-referral role within San Francisco's workforce system: receiving referrals from Access Points and other partners of job seekers with multiple barriers to employment, AND referring job seekers who have successfully addressed barriers through JRS to an appropriate Sector Workforce Program or other appropriate Access Point for services focused on vocational training and employment.

Young Adult Workforce Services

According to Census data, 31.9% of San Franciscan males age 18-24 live below the federal poverty level (compared to 22% statewide); this figure is 36.7% for females (compared to 26.8% statewide). Furthermore, 46.5% of San Francisco public high school students do not complete high school, based on the four-year adjusted cohort dropout rate, which measures the percentage of students who exit grades 9-12 without a high school diploma, GED, or special education certificate of completion and do not remain enrolled after the end of the fourth year. Total public school enrollment in 2015 was approximately 59,105 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 17-24. 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 who do not meet WIOA eligibility criteria can be served via other programs and funding streams, such as 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 Access Point
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 which combines employment preparation with personal support; learning experiences which combine work with the chance to build self-confidence and to 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 Access Point

Through a network of three to six Young Adult Access Points, 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 Access Points serve as entry points into San Francisco's larger public workforce and education systems.

Each Young Adult Access Point offers to young adults the same menu of services that is available through adult Access Points. However, Young Adult Access Point Coordinators ensure that these services are tailored to the needs of young adults, and that young adults are engaged in the Access Point through targeted outreach and recruitment. Young adults may be served by other Access Points, although the Young Adult Access Points are exclusive to young people. For example, young people with disabilities may be served either via a Young Adult Access Point, the Disability Coordinator, or both – whatever best meets the needs of the young person. Close coordination across these resources will ensure seamless service delivery for the participants.

Young Adult Access Points:

- Manage and coordinate an accessible, community-based facility delivering comprehensive workforce services that target young adults ages 17-24.

- 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 Access Point; 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 not 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 who are not making positive connections to the labor with an opportunity to 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. With regards to work experience, 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 the 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 Subsidized Employment Program

The Subsidized Employment program, which will be newly funded under OEWD's December 2016 RFP, will provide 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 must 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, healthcare, construction, and retail/hospitality), as well as other promising sectors.

Additional Requirements for Counties with High Percentage of LEP Individuals

San Francisco's foreign born population is almost 295,000 individuals, with 61.7% of them identifying as Asian, and 18.6% identifying as Hispanic or Latino. For individuals over five years of age, 22.3% speak English less than "very well," and of those, 59.3% speak an Asian

language, 43.1% speak Spanish, 27.2% speak other Indo-European languages and 28.7% speak other languages. Because of the wide diversity in San Francisco's populations, services are offered in a range of languages including but not limited to Spanish, Mandarin, and Cantonese, by staff who are able to communicate and assist in a culturally appropriate manner.

As mentioned previously, a primary strategy to reach LEP populations are the Neighborhood Access Points, which are imbedded within San Francisco ethnic communities. Through the NAPs, 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 and Mission Neighborhood and Specialized Access Points, agencies provide workforce services that are targeted toward the LEP population. Services include job readiness preparation (interview preparation, resume development), computer skills, case management and job placement assistance. Sector programming under the Hospitality and HealthCare Initiatives offer training that are targeted toward monolingual adults, including Chinese Cooking, Personal Care Giver and Home Health Aide.

In addition, LEP individuals are eligible for Job Readiness Services, to assist them in addressing the barriers they face in finding and keeping 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 as much as possible
- 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 culturally sensitive manner

BUSINESS SERVICES

OEWD's Business Services Unit is part of the Workforce Division. Business Services offer customized solutions to meet specific business and industry employment requirements, supporting employer competitiveness and involvement in the workforce development system and strengthening the local economy. Business Services develop and leverage workforce, employer and industry partnerships to enhance an employer's ability to capitalize on the diverse skills and experience of local job seekers. Using the targeted sector strategy, services are provided to businesses and industry by OEWD Business Services staff and OEWD partner agencies. Each Access Point also engages businesses in ways that enhance the quality of workforce service delivery for its targeted job seeker population. Business services are designed as a continuum of opportunities for businesses to engage with the workforce system so that an employer may initially engage at a level that is appropriate and aligns with their business needs

and progressively move towards deeper commitment and action along the spectrum of innovative programming and services available from networking events to Registered Apprenticeship.

The OEWD Business Services Unit offers the following services:

1. Staffing services

- Candidate screening and referral: Business Services staff connect businesses to a large pool of qualified candidates that have been recruited, trained, and prescreened for the skills and job duties that are required.
- Use of OEWD's employer and job seeker web-based Jobs Portal. After its development is completed, employers and job seekers will be able to gain access to organizations that provide customized recruitment services and solutions, helping to match candidates with jobs based on skill set, interests and location.

2. Tax Credit & Bonding programs

Consultation on numerous federal, state, and local hiring tax credits, including managing staffing risks through the use of free employee bonding programs. This is done in partnership with EDD.

3. Downsizing, Layoff Aversion and Outplacement Services (Rapid Response)

In the event of a layoff, outplacement services are provided through Rapid Response and Job Transition Assistance Services, helping affected workers quickly connect 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 are compliant with state and Federal WARN Act requirements and also aids affected workers in quickly transitioning to new employment, minimizing the length of their unemployment insurance claims.

OEWD promotes Rapid Response workshops and other Business Services through the WISE, sector subcommittees, and ongoing relationships with business partners, city agencies, grantees, employers and including employees. OEWD's Business Services staff participates 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.

OEWD will continue to partner with the Employment Development Department to meet with 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.

In addition to the services offered directly by the Business Services Unit, the CAP coordinates On-the-Job training and incumbent worker trainings for employers.

On the Job Training (OJT)

Administered by the CAP, OJT reimburses the employer for up to half of the wages of a new hire, for the time it takes the employer to provide the training required for the individual to be fully productive in the position. OJT opportunities meet the following three criteria:

- Provide knowledge or skills essential to the full and adequate performance of the job;
- Provide reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and
- Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the customer, and the service strategy of the customer.

Incumbent Worker Training

OEWD has set incumbent worker training as a priority area. In addition to benefiting existing employees by moving them to jobs with higher sustainable wages, a robust career ladder strategy for incumbent workers can open entry-level positions to be filled with un- and underemployed residents participating in the City's workforce system. As a result, OEWD's current Request for Proposals embeds incumbent worker training in each of the sector programs. Additionally, OEWD intends to pilot innovative incumbent worker strategies and is encouraging proposals that present interesting and effective models to address employer and incumbent worker needs.

Business Services Specialists and Sector Coordinators assist employers with designing training for incumbent workers, facilitating search services for third party training providers, and connecting employers with funds to offset costs. For example, through a partnership with employer Homebridge, the HealthCare Academy offers an incumbent worker training for Personal Care Givers interesting in advancing their skills and provides an opportunity to earn higher wages. The two paths offered are the Critical Care Track (for working with more at-risk clients) and the Leadership Track (prepares workers for managerial positions).

San Francisco has also received an American Apprenticeship Grant to provide Registered Apprenticeship in technology occupations for over 150 incumbent workers. Also noteworthy, the technology sector strategy coordinator assists employers in accessing Employment Training Panel (ETP) funds in order to train incumbent workers.

Summary of Business Services:

| Staffing Services | Growth Assistance | Rapid Response & Outplacement Services |
|--|--|--|
| <ul style="list-style-type: none"> • Job posting • Jobs Portal • Candidate referral • Applicant screening • Hiring Events | <ul style="list-style-type: none"> • Training/ On-the-Job Training/ Updated Skills Training • Tax Credit Information/ Referrals • Bonding programs • Employment Training Panel and Customized Training | <ul style="list-style-type: none"> • Layoff Aversion <ul style="list-style-type: none"> ○ Early warning ○ Assessment ○ Rapid Response • Job Transition Assistance Services |

Economic development is another key partner in the delivery of business services. Dedicated to continuing San Francisco's tradition of business excellence, OEWD's Economic Development arm, specifically the Business Development Team, provides specialized support to address the unique needs of businesses in key sectors. For emerging and established companies alike, the aim is to serve as a centralized clearinghouse of information and services to support these industries' ongoing success. The Business Services Unit and the City's Economic Development Team have partnered on sector work and special initiatives, such as recruitment services for restaurants in commercial corridors. Workforce and Economic Development staff communicate regularly to ensure business development and support efforts are coordinated.

The OEWD Business Services Unit collaborates with the City's Office of Small Business to help foster, promote, and retain businesses of fewer than 100 employees in San Francisco. The two organizations are partnering on business engagement and outreach, including job and resource fairs and diverse community-based events. In the future, additional collaborative efforts may include staffing and recruitment services, referrals to customized training resources and outsourcing services during layoffs.

Looking toward the future, OEWD will maintain its efforts to work closely with employers and workforce system partners to determine employer needs in the local and regional area. OEWD will continue to collect real-time labor market intelligence from employer customers, the WISF, and sector subcommittees through surveys, interviews, and focus groups. This information will be used to identify in demand occupational targets for education and training investments.

OEWD and partner agencies will also continue to provide integrated business services to employers through the One-Stop delivery system. EDD and OEWD staff members collaborate on an ongoing basis regarding Rapid Response services and assistance to employers who are recruiting. The manager of the local EDD office serves on the WISF and works with OEWD and its funded Access Points to provide assistance to employers who are hiring. By working closely with EDD, OEWD staff will avoid duplication of services.

Finally, OEWD will also continue to leverage and braid resources in the delivery of business services. OEWD currently leverages and braids other resources including Community

Development Block Grant, San Francisco General Funds, funding from other city agencies including the San Francisco International Airport, the Municipal Transportation Agency, and the Public Utilities Commission to support OJT and customized training. The WISF also leverages educational resources from its partnerships with City College of San Francisco and San Francisco State University to support customized occupational skills training in the priority industries: Construction, Healthcare, Hospitality, and Information & Communications Technology (ICT). OEWD will continue to identify and pursue other resources to address sector specific training and employment needs.

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/Retail. San Francisco residents that are able to 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.

Brief summaries of the Construction, Healthcare, Technology and Hospitality sector initiatives appear below. Please refer to appendix A for projected job numbers and information on targeted occupations within these sectors, and refer to the RPU Regional Plan for further labor market analysis.

Construction

Established in 2005, CityBuild is OEWD's most established sector initiative. CityBuild offers two distinct construction training programs, which are 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 construction industry in San Francisco employs over 26,000 people at 1,645 establishments. This industry offers many middle skill jobs that provide above median wages as well as benefits, as well as career pathways to advancement.

Healthcare

The healthcare industry and healthcare 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 HealthCare Academy prepares San Francisco job seekers for both clinical and non-clinical positions, in a wide variety of settings and requiring various levels of education and skill. The healthcare industry in San Francisco includes 2,259 establishments, and employs 36,879 individuals. Healthcare is known for its many access points, career ladders and lattices, and high wages. 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. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential.

Hospitality/Retail

The San Francisco hospitality sector includes approximately 7,000 organizations of all sizes, employing 85,242 individuals in Accommodation and Food Services and 51,611 in Retail Trade. It is one of the biggest sectors in the area, and the third fastest growing sector for the both the City and the region, with 9% job growth projected through 2022. A vibrant and thriving industry, hospitality plays a critical role in the economy and culture of San Francisco. A diverse and qualified hospitality workforce is therefore vital to the City's overall economic stability. By partnering with local hospitality industry employers, industry associations, unions and workforce education, training and service providers, OEWD has coordinated workforce efforts in this industry through the Hospitality/Retail initiative to address the growing workforce needs of industry employers. The Hospitality/Retail initiative delivers Sector Workforce Programs in three priority sub-sectors: Food Services (front-of-house and back-of-house), Facilities Maintenance & Safety (janitorial, maintenance, housekeeping and security) and Guest Services (hotel front-desk and retail sales associates). For many job seekers, this sector provides entry level opportunities for them to gain work experience and the opportunity to advance along career pathways.

Information and Communications Technology (ICT)

ICT is a major economic driver for both San Francisco and the region overall, with 12% projected job growth over the next five years. San Francisco is home to 1,216 ICT organizations, employing 35,603 individuals. 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 involved 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.

OEWD is also exploring the possible pilot project areas of services tailored to the needs of entrepreneurs, business start-ups and gig workers that are currently not being addressed by other City programs or offices. According to an August 2016 Aspen Institute Partnership Brief, California's San Francisco Bay Area is at the forefront of increasing demand for freelance workers. A sizable portion of San Francisco's freelancers are "digital workers" who are self-employed computer and information technology contractors working for the region's high-technology companies. San Francisco has already done some work in this area. Under the umbrella of TechSF, Gig U was launched with a Department of Labor Workforce Innovation Fund (WIF) grant, which provided flexible funding to experiment with offering freelancers training in a workshop format. San Francisco will continue to explore ways to adapt and respond to a new worker-employer dynamic in the economy.

Sector Access Point Coordinator (Sector Lead)

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

Each Sector Access Point Coordinator collaborates with Sector Occupational Skills Training Providers and Sector Bridge Programs (if applicable) to create a comprehensive Sector Academy that offers a seamless delivery model for all employer and job seeker customers. The Sector

Access Point 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 Bridge Programs are described below.

Occupational Skills Training Provider(s)

To compliment 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; therefore, providers leverage Sector Access Point Coordinator case management and support services to ensure program retention and overall participant success.

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 Bridge Programs

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

Sector Bridge Programs have formal partnerships with local community colleges and other post-secondary institutions, including formal articulation of bridge 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.

D. Required Information Pertaining to America's Job Centers of California

As previously described, the Comprehensive Access Point meets all the requirements of an America's Job Centers of California (AJCC). The CAP serves as the central hub for all WIOA Title I workforce system services and serves three primary functions: coordination with core partners to ensure colocation and coordination of services; delivery of comprehensive Access Point services at a fully-staffed, "one-stop" career resource center; and coordination of the NAPs, SAPs, Sector Access Points, and Business Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system.

The following sections address additional required components of the local plan.

Continuous improvement of eligible providers of services

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 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. Workforce Central captures participant credential attainment, including for partner organizations that are set up in the system.

In addition to the monthly reports and quarterly narrative reports, OEWD will continue to engage in monitoring activities that may include, but are not limited to, site visits to contractor and partner facilities, interviews or surveys of program participants, review of financial and organizational documents, and learning group meetings among grantees. OEWD aims to support grantees in their efforts to continuously improve their practice, programs and services. OEWD will offer technical assistance and capacity-building activities in a variety of subjects related to quality assurance and program improvement. These will include operational requirements, program practices, and quality standards.

In order to ensure the continuous improvement of service providers and that services meet the employment needs of local employers, workers, and job seekers, OEWD requires all service providers to meet performance goals outlined in their contracts. OEWD performance measures are applicable to all programs and services funded through the RFP, and are consistent with and incorporate WIOA measures. (See section G for more information on performance goals.) Beginning in January 2017, client satisfaction surveys will be incorporated into every participant contact point within the system, so that direct client feedback can inform the continuous improvement of services and programs. The One Stop Operator will be responsible for job seeker and employer satisfaction surveys and interviews to help provide feedback to service providers to improve overall service delivery strategies, and will also report to OEWD on operations, performance, and continuous improvement recommendations.

Facilitating access to services in remote areas through technology and other means

Although San Francisco is geographically small, and the Neighborhood Access Points are designed for geographic coverage, technology is also being used to facilitate access to services. The San Francisco Jobs Portal, an internet-based tool, is designed to give job seekers an overview and an opportunity to take part in San Francisco's workforce development system. The Portal'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 Jobs Portal 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 technology 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.

Accessibility for individuals with disabilities

As described previously, a Disability Coordinator will be funded 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*.

MOU's and Description of Roles and Contributions of AJCC Partners

As described previously, WISF entered into Memorandums of Understanding (MOU) with the WIOA mandated partners to define their respective roles and responsibilities in achieving policy objectives. The attached MOU's outline that all parties agree 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 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. Please refer to pages 3-5 for detailed descriptions of the contributions of each partner to the San Francisco workforce system.

Coordination of services for Native Americans and migrant seasonal farm workers

According to 2010 Census data, San Francisco has a very limited Native American population, at only 0.3% of the population, or 2,400 individuals out of a population of 805,000. Staff at the various access points are well versed in the wide array of community organizations and resources available, and will work with Native American clients to ensure they access the services and resources that they need.

San Francisco is an almost entirely urban environment, and as such has very limited commercial agriculture. Given the lack of agriculture, San Francisco's workforce includes very few, if any, migrant/seasonal farm workers (0.2% of the workforce is in agriculture, forestry, fishing, hunting, mining). Should any migrant/seasonal farm workers seek services, access point staff will coordinate with EDD and other community based organizations to ensure that these clients access the services and resources that they need.

How local AJCC will serve as on ramp to regional sector pathways

In order to on ramp clients to regional sector pathways, OEWD staff will continue to work closely and share information with regional workforce boards and partners. Any relevant sector pathway or training information will also be shared within the San Francisco system of service providers, so that they can promote relevant activities to their clients. In accordance with the Bay-Peninsula Regional Plan, the RPU plans to make ITA's for job seekers portable to training opportunities throughout the region.

As mentioned previously, San Francisco and its regional partners in the RPU have successfully collaborated on previous projects, including the DOL Human Centered Design Challenge which resulted in improvements throughout the region to the one stop customer experience. San Francisco remains committed to working regionally to support economic development and ensuring job seekers can access regional sector pathways.

E. Required Information Pertaining to Specific Programs, Populations, and Partners

Much of this information is detailed earlier in the plan. For each component, a summary and/or a reference to earlier page numbers is provided below.

- **Promotion of entrepreneurial skills training and microenterprise services**
As described in the Business Services section (page 21-23), OEWD includes an Office of Small Business, which provides services to small business owners and entrepreneurs. Furthermore, in the current RFP, OEWD is soliciting projects that provide services to entrepreneurs and gig workers who are not served elsewhere in the system.
- **A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.**
Please see pages 8-12. In addition to ITAs, job seekers are given training through four sector academies designed to meet the workforce needs of San Francisco's most in-demand sectors (please see Sector Workforce Programs, page 24-27).
- **A description of how the Local Board will coordinate rapid response activities**
Please see page 21-22. The Business Services Team coordinate with both EDD and the Greater Bay Area Rapid Response roundtable.

- **A description and assessment of the type and availability of youth workforce activities in the Local Area including activities for youth who are individuals with disabilities. Include successful evidence-based models of such activities.**

Please see pages 14-19 for a description of youth workforce activities, the Youth Service Access Point and the Disability Access Point.

- **How the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.**

OEWD sees education as a critical component of the workforce development system. In particular, City College of San Francisco or CCSF (the local community college and provider of adult education) is a core WIOA partner and a primary referral point for education and training.

OEWD is actively working with local educational institutions on initiatives including the STEM Talent Pathways and California Career Pathways Trust. CCSF as well as Career Technical Education within the San Francisco Unified School District (SFUSD) convene industry advisory committees to provide input on vocational training programs. WISF sector committee members are helping to drive the conversation at the education industry advisory committees. Common members across the committees share information at different meetings that are addressing the same sector. Furthermore, OEWD participates and helps to influence curriculum development via the curriculum advisory committee for City College. In addition, OEWD staff have participated in the Bay Area Community College Regional Consortium – including Strong Workforce planning meetings.

OEWD and its San Francisco education partners are committed to working together to ensure the highest possible level of coordination in preparing the local workforce.

- **How the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the Local Area.**

Please see pages 10 for a description of supportive services.

- **Plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the AJCC delivery system.**

Please see page 21 and 23 (business services) for a description of coordination with regards to Rapid Response and other business services activities. As mentioned on pages 3-4, EDD is co-located with the CAP, allowing for greater coordination. As outlined in the MOU between WISF and EDD, EDD and one stop staff will collaborate on services and cross train staff, to ensure maximum coordination, improved service delivery, and to avoid duplication of services.

- **Coordination with adult education and literacy; how the Local Board will review local applications under Title II to ensure alignment with the Local Plan**

The California Department of Education has released its WIOA Title II Request for Applications for Program Year 2017-18 funding. The local Adult Education Block Grant (AEBG) consortium will be submitting their application which includes their workforce related education goals for San Francisco. The application is due by February 10, 2017.

WIOA Regional and Local plans are expected to be approved by May 1, 2017. Following this approval, the WISF will need to review AEBG's application to insure workforce goals are aligned. This review will occur June 2017. The expectation is that the AEBG plan and the WISF local plan will both strive to provide the most relevant and necessary workforce training, in line with the sectors and targeted occupations of San Francisco and its region.

- **Services for individuals with Limited English Proficiency**

Please see the description on page 20.

F. Relevant Information Pertaining To Grants and Grant 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.

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 that the 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 all 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 Program Operations team is responsible for monitoring programmatic outcomes; OEWD's Contracts and Performance team ensures compliance with fiscal aspects of contractual agreements.

G. Relevant information pertaining to performance goals

All organizations that are awarded OEWD grant funds 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 grantees are required to enter data into OEWD's data management system Workforce Central, 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. Workforce Central captures participant credential attainment, including for clients who are co-enrolled with partner organizations, provided that the organizations are set up within the system.

In order to ensure the continuous improvement of service providers and that services meet the employment needs of local employers, workers, and job seekers, OEWD requires all contractors to meet performance goals outlined in their contracts. OEWD performance measures are applicable to all programs and services funded through the RFP, and are consistent with and incorporate WIOA measures. Please see appendix C for San Francisco's 2016-17 and 2017-18 WIOA performance goals, as negotiated with the state.

H. Relevant information pertaining to High Performing Board efforts (description of priority of service; and MOU Phase I and Phase II)

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

Phase I of the WIOA required Memorandums of Understanding with core partners was completed and submitted in June 2016. Meetings have been set-up with core partners to discuss Phase II, with the goal of completing Phase II by early May and submitting to the state by June 30, 2016. A progress report timeline was submitted as required by January 4, 2017. San Francisco is on track for the timely completion of Phase II.

I. Training Activities

In addition to the Sector Academies and Initiatives, 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

Job seekers – in consultation with an Access Point case manager -- must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to career goals as determined through an assessment. This ensures informed customer choice.

During the contracting and budgeting process with service providers, OEWD staff ensure that a minimum of 30% of funding is used for workforce training in accordance with UIC 14211.

J. Public Transparency, Accessibility, and Inclusivity information

The local plan was agendized and discussed at three WISF meetings, on June 8, 2016, September 14, 2016 and December 14, 2016. The WISF board as well as the interested parties list reaches a wide range of partners and stakeholders, including those representing job seekers with disabilities, EDD, education, economic development, and business leaders (see appendix D). WISF meetings are publicly posted, open to the public and held at accessible locations. Furthermore, in December 2016 over 200 partner organizations and stakeholders were sent an online survey request to solicit further input into the local strategic plan development (see appendix D for the list of recipients and email invitation). Again, this broad distribution lists includes organizations that serve historically disadvantaged and high need populations. The online survey format was selected to make it as easy as possible for partners to provide input, including those who may have accessibility needs. The local plan was posted for a 30-day comment period beginning January 24, 2017 and ending February 24, 2017. No comments were received that disagreed with the local plan. Two organizations provided comments regarding providing additional resources for immigrant communities. OEWD will continue to work with partner organizations to ensure the best possible services for all job seekers.

K. Relevant information pertaining to common intake and case management efforts

As mentioned previously, all WIOA-funded grantees are required to enter data into OEWD's data management system Workforce Central, which 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. If partners are set up in the system, it allows for tracking of co-enrolled individuals across programs.

L. Other miscellaneous information requirements, including the State Plan requirement that Local Boards specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding

Title II program applicants are among those included in the stakeholder input process described in Section J. In addition to the public comment period, the Local Plan will be available on the OEWD website.

Appendix A: Labor Market Analysis

Appendix B: Memoranda of Understanding

Appendix C: Performance Goals

Appendix D: Public Comment

Appendix E: Local Board Assurances

Appendix F: Local Grant Recipients

Appendix G: Bylaws

Appendix H: Administration Designee and Plan Signatures

Appendix I: List of One Stops and AJCCs

Appendix J: Crosswalk Scoring Matrix

Appendix A: LABOR MARKET ANALYSIS

Construction

The construction industry in San Francisco employs over 26,000 people at 1,645 establishments, 92.2% of which have ten or few employees. This is consistent with the industry profile, which is comprised mainly of specialty trade contractors, small businesses that provide a specific trade such as plumbing, painting, or flooring. The number of construction jobs is expected to increase by 7% over the next five years, and the average earnings per employee in 2016 were \$91,709.

In December of 2010, the San Francisco Board of Supervisors formally adopted the San Francisco Local Hiring Policy for Construction, becoming one of the strongest pieces of legislation in the country to promote the utilization of local residents on locally sponsored projects. In the first year of the Local Hire Policy, the mandatory local hiring requirement was 20% by trade. In the second year, the requirement increased to 25% and in the third year (beginning March 2013), 30%. In addition to implementing the local hire policy in 2011 and its oversight since, OEWD operates the CityBuild Academy to prepare local residents for entry into the construction industry through pre-apprenticeship and construction administration training, to assist contractors in meeting their local hire requirements, and to provide construction employers with skilled workers.

The following table of EMSI data provides the top construction occupations, by percentage of total jobs in the sector.

| Description | Employed in Industry (2017) | Employed in Industry (2022) | Change (2017-2022) | % of Total Jobs in Industry | Median Earnings |
|--|-----------------------------|-----------------------------|--------------------|-----------------------------|-----------------|
| Carpenters | 3,997 | 4,273 | 276 | 15.2% | \$26.60 |
| Construction Laborers | 3,821 | 4,238 | 417 | 14.4% | \$21.33 |
| Electricians | 1,562 | 1,837 | 275 | 5.9% | \$47.94 |
| Construction Managers | 1,394 | 1,426 | 32 | 5.3% | \$56.83 |
| First-Line Supervisors of Construction Trades and Extraction Workers | 1,396 | 1,504 | 108 | 5.3% | \$42.52 |
| Pipelayers, Plumbers, Pipefitters, and Steamfitters | 1,043 | 1,050 | 7 | 4.0% | \$25.53 |

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| | | | | | |
|---|-----|-----|----|------|---------|
| Drywall Installers, Ceiling Tile Installers, and Tapers | 714 | 740 | 26 | 2.8% | \$28.97 |
| Office Clerks, General | 713 | 764 | 51 | 2.7% | \$19.73 |
| Secretaries and Administrative Assistants | 676 | 728 | 52 | 2.6% | \$26.24 |
| General and Operations Managers | 620 | 676 | 56 | 2.3% | \$64.71 |
| Cost Estimators | 454 | 501 | 47 | 1.7% | \$39.42 |
| Cement Masons, Concrete Finishers, and Terrazzo Workers | 413 | 448 | 35 | 1.6% | \$24.20 |
| Bookkeeping, Accounting, and Auditing Clerks | 399 | 414 | 15 | 1.5% | \$24.71 |
| Miscellaneous Managers | 394 | 422 | 28 | 1.5% | \$48.67 |
| Miscellaneous Sales Representatives, Services | 382 | 403 | 21 | 1.5% | \$36.11 |

There are many occupations within the construction sector, from unskilled to skilled trades, as well as administrative and supervisory/managerial roles in professional occupations such as architect and engineer. OEWD has focused its work on the occupations shown below because they provide access to opportunities for priority populations, a sustainable wage at entry, career pathways to advancement, and are growing and/or in demand locally.

- **Construction Trades**

- All other Construction (47-4790)
- Carpenters (47-2030)
- Carpet, Floor, and Tile Installers and Finishers (47-2040)
- Cement Masons, Concrete Finishers, and Terrazzo Workers (47-2050)
- Construction Equipment Operators (47-2070)
- Construction Laborers (47-2060)
- Drywall Installers, Ceiling Tile Installers, and Tapers (47-2080)
- Electricians (47-2110)
- Glazier (47-2120)
- Helpers, Construction Trades (47-3010)
- Painters & Paperhangers (47-2140)
- Plasterers and Stucco Masons (47-2160)
- Plumbers and Pipelayers (47-2150)
- Roofers (47-2180)
- Sheet Metal Workers (47-2210)

- **Construction Administrative**

- General Office Clerks (43-9060)
- Secretaries and Administrative Assistants (43-6010)

The lowest paid construction laborers, according to EDD data, earn over \$21/hour. Construction provides a clear pathway to earnings, health benefits, and retirement provisions, especially for those with minimal education. The average hourly wage of San Francisco construction workers who had not attended college was \$24.50 in 2012 (L. Luster & Associates, 2013). However, workers in the specialty trades can make much more than this wage. San Francisco focuses on providing training and support for entry-level roles and skilled workers, and collaborates with local union halls and training programs in order to ensure that job seekers can enter the construction sector and identify pathways to specialized trades, including apprenticeships.

Healthcare

The healthcare industry in San Francisco includes 2,259 establishments, and employs 36,879 individuals. Job growth is projected to be 7% by 2022, and the average earnings per employee in 2016 were \$93,636. Healthcare is different than the other sectors in that there are a few extremely large employers, including University of California San Francisco (UCSF) Medical Center, which employs over 21,000 in the region. UCSF is the second largest employer in San Francisco after the City and County itself. The other large healthcare employers are the Veterans Affairs Medical Center, the Public Health Department, Moffitt Hospital, St. Luke's Hospital, and St. Francis Memorial Hospital.

The following table of EMSI data provides the top healthcare occupations, by percentage of total jobs in the sector.

| Description | Employed in Industry (2017) | Employed in Industry (2022) | Change (2017-2022) | % of Total Jobs in Industry | Median Earnings |
|--|-----------------------------|-----------------------------|--------------------|-----------------------------|-----------------|
| Registered Nurses | 4,599 | 4,859 | 260 | 12.6% | \$65.63 |
| Miscellaneous Healthcare Support Occupations | 3,391 | 3,637 | 246 | 9.1% | \$20.42 |
| Secretaries and Administrative Assistants | 2,374 | 2,484 | 110 | 6.4% | \$26.24 |
| Physicians and Surgeons | 2,214 | 2,235 | 21 | 6.1% | \$89.78 |
| Nursing, Psychiatric, and Home Health Aides | 1,667 | 1,950 | 283 | 4.4% | \$15.53 |
| Therapists | 1,168 | 1,272 | 104 | 3.1% | \$44.84 |
| Receptionists and Information Clerks | 1,100 | 1,207 | 107 | 2.9% | \$17.48 |

| | | | | | |
|---|-----|-----|----|------|---------|
| Office Clerks, General | 826 | 864 | 38 | 2.2% | \$19.73 |
| Diagnostic Related Technologists and Technicians | 764 | 801 | 37 | 2.1% | \$48.47 |
| Dental Hygienists | 734 | 744 | 10 | 2.0% | \$54.80 |
| Licensed Practical and Licensed Vocational Nurses | 751 | 849 | 98 | 2.0% | \$28.31 |
| Psychologists | 741 | 787 | 46 | 2.0% | \$37.46 |
| Dentists | 649 | 655 | 6 | 1.8% | \$86.31 |
| Clinical Laboratory Technologists and Technicians | 603 | 644 | 41 | 1.6% | \$31.88 |
| Medical and Health Services Managers | 558 | 599 | 41 | 1.5% | \$68.90 |

Through work with the healthcare employer advisory committee, OEWD identified the following four occupational clusters (listed with SOC code). These occupations were selected for analysis based on their high projected growth, accessibility to target populations, and potential for building partnerships and leveraging resources to meet the sector’s workforce needs.

- **Healthcare Practitioners**
 - Licensed Vocational Nurses (29-2061)
 - Registered Nurses (29-1111)
 - Respiratory Therapists (29-1126)
 - Speech-Language Pathologists (29-1127)
- **Technicians & Technologists**
 - Dental Hygienists (29-2021)
 - Emergency Medical Technicians and Paramedics (29-2041)
 - Medical and Clinical Laboratory Technicians (29-2012)
 - Medical and Clinical Laboratory Technologists (29-2011)
 - Pharmacy Technicians (29-2052)
 - Radiologic Technologists and Technicians (29-2037)
 - Surgical Technologists (29-2055)
- **Administrative**
 - Medical Records and Health Information Technicians (29-2071)
 - Medical Secretaries (43-6013)
- **Healthcare Support**
 - Dental Assistants (31-9091)
 - Home Health Aides (31-1011)

- Massage Therapists (31-9011)
- Medical Assistants (31-9092)
- Nursing Aides, Orderlies, and Attendants (31-1012)
- Pharmacy Aides (31-9095)

Healthcare is known for its many access points, career ladders and lattices, and high wages. 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. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential. Nursing, for example, offers a clear pathway from entry-level patient care to nurse licensure and self-sufficiency.

Hospitality/Retail

The San Francisco hospitality industry includes approximately 7,000 organizations of all sizes, employing 85,242 individuals in Accommodation and Food Services and 51,611 in Retail Trade. It is one of the biggest sectors in the area, and the third fastest growing sector for both the City and the region, with 9% job growth projected through 2022. According to EconoVue data, 81% of hospitality businesses have ten or fewer employees, 17.4% have 11-99 employees, and 1.6% have 100 or more. The size of the hospitality industry reflects San Francisco's desirability as a tourist destination and provides ample opportunity for low-skilled workers to enter the workforce.

A vibrant and thriving industry, hospitality plays a critical role in the economy and culture of San Francisco. A diverse and qualified hospitality workforce is therefore vital to the City's overall economic stability. By partnering with local hospitality industry employers, industry associations, unions and workforce education, training and service providers, OEWD's Hospitality/Retail initiative has coordinated workforce efforts to address the growing workforce needs of industry employers. The Hospitality/Retail initiative delivers sector workforce programs in three priority sub-sectors: Food Services (front-of-house and back-of-house); Facilities Maintenance & Safety (janitorial, maintenance, housekeeping and security); and Guest Services (hotel front-desk and retail sales associates). For many job seekers, this sector provides entry-level opportunities for them to gain work experience and to advance along career pathways.

San Francisco PY2017-2020 Strategic Local Plan

The following table of EMSI data provides the top hospitality occupations, by percentage of total jobs in the sector.

| Description | Employed in Industry (2017) | Employed in Industry (2022) | Change (2017 - 2022) | % of Total Jobs in Industry | Median Earnings* |
|--|-----------------------------|-----------------------------|----------------------|-----------------------------|------------------|
| Retail Salespersons | 14,844 | 15,752 | 6% | 11.0% | \$14.64 |
| Waiters and Waitresses | 14,927 | 16,483 | 10% | 10.8% | \$13.61 |
| Fast Food and Counter Workers | 12,206 | 13,322 | 9% | 8.9% | \$11.28 |
| Cooks | 11,801 | 13,015 | 10% | 8.5% | \$14.06 |
| Cashiers | 10,670 | 11,306 | 6% | 7.9% | \$12.21 |
| Building Cleaning Workers | 5,218 | 5,383 | 3% | 3.9% | \$14.43 |
| Supervisors of Food Preparation and Serving Workers | 5,212 | 5,748 | 10% | 3.8% | \$20.28 |
| Food Preparation Workers | 5,144 | 5,618 | 9% | 3.7% | \$11.49 |
| Dishwashers | 5,022 | 5,211 | 4% | 3.7% | \$11.30 |
| Bartenders | 4,900 | 5,614 | 15% | 3.5% | \$14.33 |
| Dining Room & Cafeteria Attendants & Bartender Helpers | 4,047 | 4,364 | 8% | 3.0% | \$11.51 |
| First-Line Supervisors of Sales Workers | 3,862 | 3,953 | 2% | 2.9% | \$26.31 |
| Stock Clerks and Order Fillers | 3,933 | 4,339 | 10% | 2.9% | \$15.24 |
| Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop | 2,157 | 2,414 | 12% | 1.6% | \$11.54 |
| Driver/Sales Workers and Truck Drivers | 1,999 | 2,145 | 7% | 1.5% | \$18.28 |
| Food Service Managers | 1,988 | 2,112 | 6% | 1.5% | \$21.99 |

Median hourly earnings may be less than the current San Francisco minimum wage (\$13) because EMSI's occupational data is heavily based on the OES, which is a 3-year rolling average survey. The 3-year rolling average period for these data is 2013-2015. In 2013, San Francisco's minimum wage was \$10.55; therefore, all of the median hourly earnings in this set will at least be higher than \$10.55. For those occupations with median hourly earnings less than the current \$13 minimum wage, the current minimum wage is a reasonable estimate for current earnings.

Through work with the hospitality employer advisory committee, staff have identified the following five occupational clusters (listed with SOC codes). These occupations provide entry into the sector, career pathways to advancement and are currently in demand and projected to be so in the foreseeable future.

- **Culinary**
 - Chefs and Head Cooks (35-1011)
 - Cooks (35-2012, 35-2014, 35-2015, 35-2019)
 - First-Line Supervisors of Food Preparation and Serving Workers (35-1012)
 - Food Preparation Workers & Fast Food Cooks (35-2011, 35-2021)
- **Food and Beverage Service**
 - Bartenders (35-3011)
 - Dishwashers (35-9021)
 - Other Customer-Facing Service Jobs (35-3022, 3041)
 - Waiters and Waitresses (35-3031)
- **Facilities Maintenance**
 - Janitors (37-2011)
 - Maids and Housekeeping (37-2012)
- **Guest Services**
 - Baggage Porters and Bellhops (39-6011)
 - Concierge (39-6012)
 - Hotel, Motel Desk Clerk (43-4081)
 - Parking Lot Attendants (53-6021)
- **Security Guards** (33-9032)

Hospitality is a sector that has many entry points and many opportunities for advancement. In the culinary cluster, for example, an individual can enter the workforce as a food preparation worker. With experience, the worker can become a cook and then perhaps a supervisor. With more education and training come further opportunities for advancement and earning potential. There are similar trajectories in food and beverage service and guest services. Entry-level employment in hospitality is not as well paid as in other sectors, but it provides the first step on a pathway to self-sufficiency and economic security.

Information and Communications Technology (ICT)

San Francisco is home to 1,216 ICT organizations, employing 35,603 individuals. ICT is a major economic driver for both San Francisco and the region overall, with 12% projected job growth over the next five years and average earnings per employee in 2016 of \$185,669. It has the highest location quotient of San Francisco’s targeted industries, at 2.39. According to EconoVue data, 80.9% of ICT businesses employ ten individuals or fewer; 15.5% employ 11-99; and 3.7% have 100 or more.

The following table of EMSI data provides the top ICT occupations, by percentage of total jobs in the sector. Software developers and programmers is the number one fastest growing occupation, across all industries.

| Description | Employed in Industry (2017) | Employed in Industry (2022) | Change (2017-2022) | % of Total Jobs in Industry | Median Earnings |
|--|-----------------------------|-----------------------------|--------------------|-----------------------------|-----------------|
| Software Developers and Programmers | 6,075 | 7,254 | 1,179 | 16.6% | \$53.92 |
| Miscellaneous Sales Representatives, Services | 1,871 | 2,105 | 234 | 5.2% | \$36.11 |
| Actors, Producers, and Directors | 1,303 | 1,418 | 115 | 3.7% | \$32.01 |
| Writers and Editors | 1,137 | 1,161 | 24 | 3.3% | \$27.69 |
| Computer Support Specialists | 1,146 | 1,362 | 216 | 3.2% | \$33.64 |
| Customer Service Representatives | 1,108 | 1,293 | 185 | 3.1% | \$22.00 |
| Market Research Analysts and Marketing Specialists | 1,027 | 1,184 | 157 | 2.9% | \$39.64 |
| Computer and Information Analysts | 1,005 | 1,219 | 214 | 2.7% | \$52.42 |
| Advertising Sales Agents | 927 | 941 | 14 | 2.7% | \$29.60 |
| Database and Systems Administrators and Network Architects | 964 | 1,114 | 150 | 2.7% | \$54.37 |
| Marketing and Sales Managers | 940 | 1,040 | 100 | 2.6% | \$75.07 |
| Computer and Information Systems Managers | 819 | 943 | 124 | 2.3% | \$80.02 |

| | | | | | |
|---|-----|-----|----|------|---------|
| General and Operations Managers | 783 | 881 | 98 | 2.2% | \$64.71 |
| Broadcast and Sound Engineering Technicians and Radio Operators | 663 | 691 | 28 | 1.9% | \$25.87 |
| Radio and Telecommunications Equipment Installers and Repairers | 636 | 687 | 51 | 1.8% | \$34.57 |
| Artists and Related Workers | 638 | 684 | 46 | 1.8% | \$34.61 |
| Office Clerks, General | 627 | 678 | 51 | 1.8% | \$19.73 |

Mid-Pacific Information and Communications Technology (MPICT) Center and Centers of Excellence have done significant analysis of the ICT occupations in California. Based on their research and advice from the employer advisory committee, OEWD identified four occupational clusters in ICT (listed with SOC codes). These occupations were selected based on the needs of the local labor market. They are in demand currently and are projected to grow both locally and regionally. In addition, they provide entrance into the sector with professional growth possibilities and a corresponding increase in earning potential. These jobs meet the demands of local employers as well as OEWD's target populations.

- **Multimedia & Design**
 - Multimedia Artists and Animators (27-1014)
 - Graphic Designers (27-1024)
 - Film and Video Editors (27-4032)
- **Networking & Security**
 - Network and Computer Systems Administrators (15-1142)
 - Information Security Analysts, Web Developers, and Computer Network Architects (15-1179)
- **IT Support & Database Admin**
 - Computer and Information Systems Managers (11-3021)
 - Computer Support Specialists (15-1150)
 - Database Administrators (15-1141)
- **Programming**
 - Computer Systems Analysts (15-1121)
 - Computer Programmers (15-1131)
 - Software Developers, Applications (15-1132)
 - Software Developers, Systems Software (15-1133)

A brief scan of the median hourly wage for ICT occupations is enough to see that these jobs provide a pathway to economic security. The industry requires workers to be agile and lifelong learners, but in return, workers are among the highest paid in the region.

APPENDIX B
Local Workforce Development Board MOUs

The Local Workforce Development Board is required to submit a copy of their MOUs as an attachment to the local plan. The MOUs are included under this cover page.

MEMORANDUM OF UNDERSTANDING
BETWEEN THE SAN FRANCISCO HUMAN SERVICES AGENCY AND
THE WORKFORCE INVESTMENT BOARD OF SAN FRANCISCO

Parties to the MOU

The parties to this Memorandum of Understanding ("Parties") are the Workforce Investment Board of San Francisco (WISF) and the San Francisco Human Services Agency (HSA). WISF is San Francisco's Local Workforce Development Board. As authorized by Chapter 30 of the San Francisco Administrative Code, WISF is supported by the Department of Workforce Development (DEWD), which department assists WISF with the planning and coordination of all Workforce Development Services in the City.

Purpose of MOU

- A. Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards are responsible for entering into a Memorandum of Understanding (MOU) with each of the America's Job Center of California (AJCC) partners that outlines operations of the overarching one-stop delivery system. HSA is an AJCC partner.
- B. As set forth in the WIOA, the purpose of the MOU is to establish a cooperative working relationship between the WIOA Mandated partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

Local/Regional Vision Statement, Mission Statement, and Goals

The One-Stop delivery system is designed to establish services for a variety of San Francisco jobseekers that include unskilled, semi-skilled and high skilled individuals. Further, services provided by the One-Stop delivery system must prioritize the target populations identified by the WISF as appropriate:

- TANF Recipients
- Welfare to Work Participants
- County Adult Assistance Program (CAAP) Participants
- SNAP/CalFresh Employment & Training (E&T) Participants
- Dislocated Workers
- Formerly Incarcerated Individuals
- Homeless Individuals
- Public Housing Residents
- People with Disabilities
- Individuals with limited English proficiency
- Veterans
- Out-of-school youth
- In-school youth not on track to graduate

- Youth in juvenile justice and foster care systems
- Pregnant and parenting teens
- Individuals who are economically disadvantaged (low-income)
- Individual with barriers to education and employment

Responsibilities of the Parties

HSA and WISF agree to:

1. HSA and Partner to achieve the policy objectives of the state plan, which include:
 - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
 - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
 - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular needs, including achieving mandated TANF Work Participation Rate (WPR) hours and potentially unique needs so as to facilitate skills-attainment.
 - Serving Individuals with Barriers to Employment. This may include remedial education, English language literacy services as well as programming will better position these individuals to participate in training and education to better meet employer's needs. (WIOA section 134 requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals that are basic skills deficient for any expenditure of WIOA Adult program funds spent on individualized career services and training.)
2. Ensure the target population's access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job, i.e. jobs as those that provide, "a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size and the cost of living in the worker's community.
3. Participate in joint planning, plan development, and modification of activities to accomplish the following:
 - Continuous partnership building
 - Continuous planning in response to state and federal requirements
 - Responsiveness to local and economic conditions, including employer needs
 - Adherence to common data collection and reporting needs
4. Accomplish the following objectives by ensuring access to high-quality AJCCs that provide the full range of services for all customers seeking the following:
 - Enrollment in public assistance
 - Employment and Training Services

- Basic education and occupational skills
- Postsecondary degree or certificate
- Guidance with career choices
- Hiring skilled workers
- Other activities that allow the customer to meet his/her mandated work participant hours

One-Stop System, Services

1. HSA agrees to work jointly with the Department of Economic and Workforce Development (DEWD) to identify models of TANF one stop partnership that go beyond baseline federal expectations, as well as the purpose of these partnerships, and the manner in which these partnerships elevate service delivery to improve client outcomes.
2. HSA and WISF will work together, as appropriate, to implement WIOA program strategies through a value-added partnership in which program partners contribute on the basis of their programmatic expertise. The WIOA strategies are as follows: subsidized employment, sector strategies, career pathways, organizing regionally, providing supportive services, "earn and learn" training models, including apprenticeships, integrating service delivery and braiding resources, and creating cross-system data capacity.
3. HSA and DEWD will each provide access to their respective programs at the AJCCs and at HSA service locations by means to be determined, which may include physical co-location of staff, cross training of staff, virtual access through phones or websites, distribution of printed materials, etc. HSA and DEWD will work together to establish a process for reciprocal referrals to appropriate services offered through the AJCC and HSA programs.
4. HSA and DEWD will work together to identify and implement best practices and model partnerships that encourage program coordination and alignment beyond minimum federally required standards pertaining to one stops and HSA programs.
5. HSA will be included and participate in local and regional planning, led by WISF and DEWD.
6. HSA agrees to provide co-location of physical staff and/or cross-training of One-Stop staff and/or virtual access to HSA to job seekers in coordination with WISF including:
 - Providing One-Stop clients with information and referrals including but not limited to the following:
 - i. Public Benefits, including CalWORKS and CAAP eligibility and enrollment
 - ii. Employment, Job Training and Job Placement Services, including JOBS NOW Program
 - iii. Food Assistance
 - iv. Food Assistance
 - v. Health Care Coverage
 - vi. Barrier removal services

- Support in the development of training Comprehensive Access Point (CAP) staff to assist with providing preliminary information regarding HSA programs.
7. HSA and DEWD will collectively provide support and technical assistance to facilitate the development of sector based career pathway programs specifically geared towards TANF recipients by providing information on best practices and model partnerships using both policy research and information from the field.

Funding of Services and Operating Costs

WISF and HSA agree to share operating costs of the AJCC system with all of the AJCC partners, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. The method of cost sharing will be mutually determined and effectuated by December 31, 2017.

Methods for Referring Customers

The Parties agree to develop a reciprocal referral procedure that will do the following:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding HSA and AJCC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators.
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through means to be determined, which may include co-location, cross training of HSA and AJCC staff, or real-time technology (two way communication and interaction with partners that results in services needed by the customer).

Shared Technology and System Security

The Parties agree to:

- Comply with the applicable system security provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Abide by the principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such

- services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate and to the extent permitted by law
 - Collaborate with all WIOA partners in the development of system security provisions of shared data systems.

Confidentiality

The Parties agree to comply with the client data confidentiality provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual client records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such service.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Parties agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the WIOA program as allowed under law and regulation.

Non-Discrimination and Equal Opportunity

The Parties shall not unlawfully discriminate against, harass or allow harassment against any employee, applicant for employment or AJCC customer on the basis of any federal, state or local protected categories.

Grievance and Complaints Procedure

The Parties agree to utilize DEWD's procedure for grievances and complaints for WIOA-funded programs and services provided at the AJCC, attached hereto as Exhibit A. Partners may have additional procedures for the programs they directly administer.

American's with Disabilities Act and Amendments Compliance

The Parties agree to operate in compliance with the Americans with Disabilities Act and its amendments. Additionally, the Parties agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

Execution, Effective Dates, and Term of MOU

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first review to be performed prior to July 1, 2017.

This MOU is not in force or effect until signed by authorized representatives of the Parties, and until approved by the Director of DEWD on behalf of WISF.

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the Parties.

Termination

The Parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

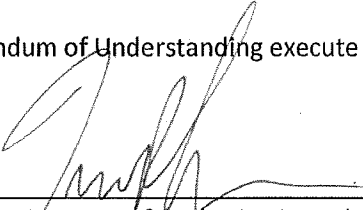
Dispute Resolution

All WIOA mandated partners agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Signatures

In WITNESS THEREOF, the parties to this Memorandum of Understanding execute this agreement.

Dated: 7/20/16

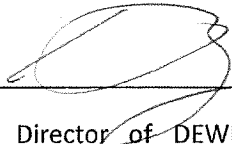
BY: 
Signature of Authorization Administrator

San Francisco Human Services Agency

170 Otis Street
(Address)

San Francisco, CA 94103
(City, State, Zip)

Dated: 7/28/16

BY: 
Director of DEWD on behalf of Workforce
Investment Board of San Francisco

City Hall, Room 448
(Address)

San Francisco, CA 94102
(City, State, Zip)

MEMORANDUM OF UNDERSTANDING
BETWEEN CITY COLLEGE OF SAN FRANCISCO, TITLE II PARTNERS AND
THE WORKFORCE INVESTMENT BOARD OF SAN FRANCISCO

Parties to the MOU

The parties to this Memorandum of Understanding (“Parties”) are the Workforce Investment Board of San Francisco (WISF) and City College of San Francisco (CCSF). WISF is San Francisco’s Local Workforce Development Board. As authorized by Chapter 30 of the San Francisco Administrative Code, WISF is supported by the Department of Workforce Development (DEWD), which department assists WISF with the planning and coordination of all Workforce Development Services in the City.

Purpose of MOU

- A. Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards (Local Boards) are responsible for entering into a Memorandum of Understanding (MOU) with each of the America’s Job Center of California (AJCC) required partners, which outlines operations of the overarching one-stop delivery system. CCSF is an AJCC partner.
- B. As set forth in the WIOA, the purpose of the MOU is to establish a cooperative working relationship between the WIOA Mandated partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

Local/Regional Vision Statement, Mission Statement, and Goals

The One-Stop delivery system is designed to establish services for a variety of San Francisco jobseekers that include unskilled, semi-skilled and high skilled individuals. Further, services provided by the One-Stop delivery system must prioritize the target populations identified by the WISF as appropriate:

- TANF Recipients
- Welfare to Work Participants
- County Adult Assistance Program (CAAP) Participants
- SNAP/CalFresh Employment & Training (E&T) Participants
- Dislocated Workers
- Formerly Incarcerated Individuals
- Homeless Individuals
- Public Housing Residents
- People with Disabilities
- Individuals with limited English proficiency
- Veterans
- Out-of-school youth
- In-school youth not on track to graduate

- Youth in juvenile justice and foster care systems
- Pregnant and parenting teens
- Individuals who are economically disadvantaged (low-income)
- Individual with barriers to education and employment

Responsibilities of the Parties

CCSF and WISF agree to:

1. CCSF and Partner to achieve the policy objectives of the state plan, which include:
 - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
 - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
 - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular needs, including achieving mandated TANF Work Participation Rate (WPR) hours and potentially unique needs so as to facilitate skills-attainment.
 - Serving Individuals with Barriers to Employment. This may include remedial education, English language literacy services as well as programming will better position these individuals to participate in training and education to better meet employer's needs. (WIOA section 134 requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals that are basic skills deficient for any expenditure of WIOA Adult program funds spent on individualized career services and training.)
2. Ensure the target population's access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job, i.e. jobs as those that provide, "a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size and the cost of living in the worker's community.
3. Participate in joint planning, plan development, and modification of activities to accomplish the following:
 - Continuous partnership building
 - Continuous planning in response to state and federal requirements
 - Responsiveness to local and economic conditions, including employer needs
 - Adherence to common data collection and reporting needs
4. Accomplish the following objectives by ensuring access to high-quality AJCCs that provide the full range of services for all customers seeking the following:
 - Enrollment in public assistance
 - Employment and Training Services

- Basic education and occupational skills
- Postsecondary degree or certificate
- Guidance with career choices
- Hiring skilled workers
- Other activities that allow the customer to meet his/her mandated work participant hours

One-Stop System, Services

1. CCSF and WISF will work together, as appropriate, to implement WIOA program strategies through a value-added partnership in which program partners contribute on the basis of their programmatic expertise. The WIOA strategies are as follows: sector strategies, career pathways, organizing regionally, providing supportive services, “earn and learn”, integrating service delivery and braiding resources, and creating cross-system data capacity.
2. CCSF will assist in providing access to Title II programs through the AJCCs by means to be determined, which may include co-location, cross-training, or direct access through real-time technology. CCSF will provide information about all programs, services, and activities that may be available to customers through other Workforce partners. Staff can be designated at the Comprehensive AJCC to provide direct access to Title II programs for customers who are interested in enrolling in CCSF. Examples may include:
 - CCSF program staff physically present at the Comprehensive Access Point or other AJCC locations
 - Technology aided communication with customers to conduct services virtually, e.g. email, Skype, video and web conferencing;
 - Identification of a single point of contact for service delivery;
 - Establishment of an Internet portal linking all partners.
3. CCSF and DEWD will work together to identify and implement best practices and model partnerships that deepen program coordination and alignment beyond minimum federally required standards pertaining to one stops.
4. CCSF will be included and participate in local and regional planning, led by WISF and DEWD.
5. The San Francisco Adult Education Consortium will be asked to participate in WIOA regional planning efforts and help those with basic skills deficiencies achieve sufficient skills to participate in the regional career pathway programs.
6. CCSF will aspire to provide onsite staffing and coordinate services to job seekers at AJCCs. Examples include:

- a. Provide CCSF orientation sessions and career pathways information available through programming;
 - b. Designate staff at the Comprehensive Access Point to identify potential CCSF students;
 - c. Support in the development of training Comprehensive Access Point staff to assist clients with the CCSF application process and navigating college policies.
7. CCSF will continue to collaborate with DEWD on developing a work based learning system to enhance career opportunities for local residents.

Methods for Referring Customers

The Parties agree to develop a reciprocal referral procedure that will do the following:

- Ensure intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJCC programs, services, activities, and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and AJCC operators.
- Provide a direct link or access to other AJCC partner staff that provides meaningful information or service, through the use of co-location, cross training of staff, or real-time technology (two way communication and interaction across AJCC partners that results in services needed by the customer).

Shared Technology and System Security

The Parties agree to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Comply with the principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Collaborate with all WIOA partners in the development of system security provisions of shared data systems.

Confidentiality

The Parties agree to comply with the client data confidentiality provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individuals records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such service.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Parties agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the WIOA program as allowed under law and regulation.

Non-Discrimination and Equal Opportunity

The Parties shall not unlawfully discriminate against, harass or allow harassment against any employee, applicant for employment or AJCC customer on the basis of any federal, state or local protected categories.

Grievance and Complaints Procedure

The Parties agree to utilize DEWD's procedure for grievances and complaints for WIOA-funded programs and services provided at the AJCC, attached hereto as Exhibit A. Partners may have additional procedures for the programs they directly administer.

American's with Disabilities Act and Amendments Compliance

The Parties agree to operate in compliance with the Americans with Disabilities Act and its amendments. Additionally, the Parties agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

Execution, Effective Dates, and Term of MOU

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first review to be performed prior to July 1, 2017.

This MOU is not in force or effect until signed by authorized representatives of the Parties, and until approved by the Director of DEWD on behalf of WISF.

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the Parties.

Effective Dates and Term of MOU

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first revision to be performed prior to July 1, 2017.

This MOU is not of force or effect until signed by authorized representatives of the WIOA mandated partners, and until approved by the Chief Elected Official or designee.

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

Termination

The Parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

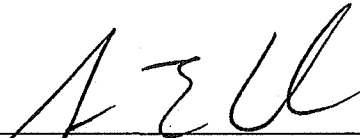
Dispute Resolution

All Parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Signatures

In WITNESS THEREOF, the parties to this MOU execute this agreement.

Dated: 7/12/14

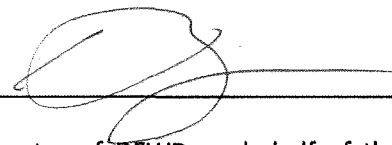
BY: 
Signature of Authorization Administrator

City College of San Francisco

50 Phelan Avenue
(Address)

San Francisco, CA 94112
(City, State, Zip)

Dated: 7/28/16

BY: 
Director of DEWD on behalf of the Workforce
Investment Board of San Francisco

Workforce Investment Board of San Francisco

City Hall, Room 448
(Address)

San Francisco, CA 94102
(City, State, Zip)

MEMORANDUM OF UNDERSTANDING
BETWEEN THE DEPARTMENT OF REHABILITATION, SAN FRANCISCO AND
THE WORKFORCE INVESTMENT BOARD OF SAN FRANCISCO

Parties to the MOU

The parties to this Memorandum of Understanding (“Parties”) are the Workforce Investment Board of San Francisco (WISF) and the Department of Rehabilitation, San Francisco (DOR). WISF is San Francisco’s Local Workforce Development Board. As authorized by Chapter 30 of the San Francisco Administrative Code, WISF is supported by the Department of Workforce Development (DEWD), which department assists WISF with the planning and coordination of all Workforce Development Services in the City.

Purpose of MOU

- A. Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards are responsible for entering into a Memorandum of Understanding (MOU) with each of the America’s Job Center of California (AJCC) partners that outlines operations of the overarching one-stop delivery system. DOR is an AJCC partner.
- B. As set forth in the WIOA, the purpose of the MOU is to establish a cooperative working relationship between the WIOA Mandated partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.
- C. Required partners include local/regional representatives of the following programs:

| Required Mandated Partner | Program Area |
|--|--|
| San Francisco Workforce Investment Board | WIOA Title I Adult, Dislocated Worker, and Youth |
| City College of San Francisco | WIOA Title II Adult Education |
| California Employment Development Department | WIOA Title III Wagner-Peyser |
| San Francisco Department of Rehabilitation | WIOA Title IV Vocational Rehabilitation |
| San Francisco Human Services Agency | Temporary Assistance for Families (TANF) |

Local/Regional Vision Statement, Mission Statement, and Goals

The One-Stop delivery system is designed to establish services for a variety of San Francisco jobseekers that include unskilled, semi-skilled and high skilled individuals. Further, services provided by the One-Stop delivery system must prioritize the target populations identified by the WISF as appropriate:

- TANF Recipients
- Welfare to Work Participants
- County Adult Assistance Program (CAAP) Participants
- SNAP/CalFresh Employment & Training (E&T) Participants
- Dislocated Workers

- Formerly Incarcerated Individuals
- Homeless Individuals
- Public Housing Residents
- People with Disabilities
- Individuals with limited English proficiency
- Veterans
- Out-of-school youth
- In-school youth not on track to graduate
- Youth in juvenile justice and foster care systems
- Pregnant and parenting teens
- Individuals who are economically disadvantaged (low-income)
- Individual with barriers to education and employment

Responsibilities of the Parties

DOR and WISF agree to:

1. DOR and Partner to achieve the policy objectives of the state plan, which include:
 - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
 - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
 - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular needs, including achieving mandated TANF Work Participation Rate (WPR) hours and potentially unique needs so as to facilitate skills-attainment.
 - Serving Individuals with Barriers to Employment. This may include remedial education, English language literacy services as well as programming will better position these individuals to participate in training and education to better meet employer's needs. (WIOA section 134 requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals that are basic skills deficient for any expenditure of WIOA Adult program funds spent on individualized career services and training.)
2. Ensure the target population's access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job, i.e. jobs as those that provide, "a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size and the cost of living in the worker's community.

3. Participate in joint planning, plan development, and modification of activities to accomplish the following:
 - Continuous partnership building
 - Continuous planning in response to state and federal requirements
 - Responsiveness to local and economic conditions, including employer needs
 - Adherence to common data collection and reporting needs
4. Accomplish the following objectives by ensuring access to high-quality AJCCs that provide the full range of services for all customers seeking the following:
 - Enrollment in public assistance
 - Employment and Training Services
 - Basic education and occupational skills
 - Postsecondary degree or certificate
 - Guidance with career choices
 - Hiring skilled workers
 - Other activities that allow the customer to meet his/her mandated work participant hours

Access for Individuals with Barriers to Employment

San Francisco's One-Stop system will serve a variety of jobseekers including individuals with barriers to employment and education and target populations identified by the Workforce Investment Board. The AJCCs will offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA funds.

A system map is available and included in this MOU that identifies the location of every comprehensive and affiliate AJCC within the Local Area.

One-Stop System, Services

1. DOR and the San Francisco Workforce Investment Board will work together, as appropriate to implement WIOA program strategies through a value-added partnership in which program partners contribute on the basis of their programmatic expertise. The WIOA strategies are as follows: sector strategies, career pathways, organizing regionally, providing supportive services, "earn and learn" model, integrating service delivery and braiding resources, and creating cross-system data capacity.
2. DOR will provide access to programs through the AJCCs by means of co-location, cross-training, or direct access through real-time technology. Co-location includes program staff are physically present at the AJCC for monthly orientations to provide information about all programs, services, and activities.
3. DOR and DEWD will coordinate monthly DOR orientations at the AJCC.

4. DOR services will be individualized and geared to the needs of the consumer.
5. DOR will provide access to the Talent Acquisition Portal (DOR consumers only), Schedule A, and the LEAP program to qualified job seekers with disabilities. DEWD will provide access to CalJOBS labor exchange website and other services.
6. DOR will provide access to Vocational Rehabilitation services including training, self-advocacy training, assessments, career counseling/exploration; OJT/work experience; benefits planning; job placement services and assistive technology for eligible individuals with disabilities.
7. DOR and DEWD will develop a soft referral by contacting DOR staff directly for referrals. DOR will provide point of contacts for soft referrals.
8. DOR and DEWD agree to the partnership plus agreement for referral of eligible Ticket to Work Supplemental Security Income (SSI) and/or Social Security Disability Insurance (SSDI) beneficiaries to obtain sequential services from the DOR and an EN.

Funding of Services and Operating Costs

WISF and DOR agree to share operating costs of the AJCC system with all of the AJCC partners, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. The method of cost sharing will be mutually determined and effectuated by December 31, 2017.

Methods for Referring Customers

The Parties agree to develop a reciprocal referral procedure that will do the following:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding DOR and AJCC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators.
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through means to be determined, which may include co-location, cross training of DOR and AJCC staff, or real-time technology (two way communication and interaction with partners that results in services needed by the customer).

Shared Technology and System Security

The Parties agree to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.

Confidentiality

The Parties agree to comply with the client data confidentiality provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual client records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such service.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Parties agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the WIOA program as allowed under law and regulation.

Non-Discrimination and Equal Opportunity

The Parties shall not unlawfully discriminate against, harass or allow harassment against any employee, applicant for employment or AJCC customer on the basis of any federal, state or local protected categories.

Grievance and Complaints Procedure

The Parties agree to utilize DEWD's procedure for grievances and complaints for WIOA-funded programs and services provided at the AJCC, attached hereto as Exhibit A. Partners may have additional procedures for the programs they directly administer.

American's with Disabilities Act and Amendments Compliance

The Parties agree to operate in compliance with the Americans with Disabilities Act and its amendments. Additionally, the Parties agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

Execution, Effective Dates, and Term of MOU

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first review to be performed prior to July 1, 2017.

This MOU is not in force or effect until signed by authorized representatives of the Parties, and until approved by the Director of DEWD on behalf of WISF.

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the Parties.

Termination

The Parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

Dispute Resolution

All Parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Signatures

In WITNESS THEREOF, the parties to this MOU execute this agreement.

Dated: 6/30/16

BY: 
Signature of District Administrator

Department of Rehabilitation, (San Francisco District)

301 Howard, 7th Floor
(Address)

San Francisco, CA 94105
(City, State, Zip)

Dated: 7/28/16

BY: 

Director of DEWD on behalf of the Workforce
Investment Board of San Francisco

CITY HALL, ROOM 448
(Address)

SAN FRANCISCO, CA 94102
(City, State, Zip)

America's Job Centers of California and Affiliate Sites

Comprehensive Access Point

1500 Mission Street

San Francisco, CA 94103

(415) 575-4570

Chinatown Neighborhood Access Point

601 Jackson Street

San Francisco, CA 94133

(415) 677-7500

Visitacion Valley Neighborhood Access Point

1099 Sunnydale Ave

San Francisco, CA 94134

(415) 239-8705

Affiliate Site:

Civic Center – EDD Career Center

801 Turk Street

San Francisco, CA 94102

(415) 749-7503

GRIEVANCE RIGHTS

(Posting)

As an individual participating in an OEWD funded program, you have certain rights and responsibilities.

Under the Code of Federal Regulations 20 CFR 667.600(g)(I), 24CFR570.431 and San Francisco Chapter Appendix F1.107, you have the right to grieve the terms and conditions of employment and/or training. Please contact your counselor if you feel that you have been unfairly treated. Every agency has grievance procedures within its personnel procedures that detail the term and conditions of your services, training and/or employment. The agency, which operates the program you are enrolled in should give you a copy of these rights and responsibilities and be able to explain them to you. It is important that you follow these procedures. If you feel that your agency is not following the procedures, contact OEWD. You will be asked to provide the individual responding to your concern with complete and accurate information in order to follow up on your complaint.

You have the right to allege a violation of the regulations, grant or other agreements under OEWD. If you feel that a violation has occurred, you may file a complaint in writing with OEWD.

For specific information on filing a grievance, please contact OEWD. A strict timeline is required for filing a complaint (within one year of its alleged occurrence). You also have the right to request technical assistance with filing a complaint, and may call (415) 701-4848 for more information on how to file.

OEWD may schedule an informal complaint resolution meeting prior to the administrative hearing. At the informal complaint resolution meeting an attempt to resolve the complaint will take place. If and when the complaint has been informally resolved, OEWD shall attempt to contact you and request you provide a written withdrawal within 10 days of the informal resolution.

If an informal resolution cannot be reached, OEWD will schedule an administrative hearing within 30 days from the receipt of a written complaint. You must be notified in writing of the administrative hearing 10 days prior to the date of the hearing.

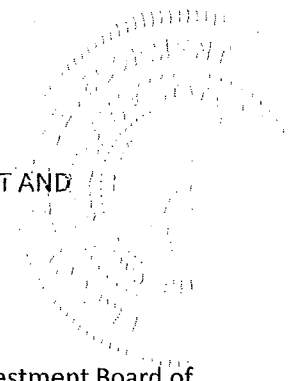
After the hearing, OEWD will issue a decision on your case within 60 days. If a decision is not reached within 60 days or you receive an adverse decision you may further appeal in writing to:

- WIOA – Chief, EDD Compliance Review Division,
P. O. Box 826880, Sacramento, CA 94280-0001
- CDBG – Regional Administrator, U.S. Department of Housing and Urban Development, 600
Harrison Street, 3rd Floor, San Francisco, CA 94107-1300
- General Fund – Whistleblower Program, Office of the Controller, City Hall Room 316, 1 Dr.
Carlton B. Goodlett Place, San Francisco, CA 94102-4694
- H-1B/WIF/RTW – The Office of Federal Contract Compliance Programs, U.S. Department of Labor,
200 Constitution Avenue, Washington, DC 20210



08/2015

MEMORANDUM OF UNDERSTANDING
BETWEEN THE CALIFORNIA EMPLOYMENT DEVELOPMENT DEPARTMENT AND
THE WORKFORCE INVESTMENT BOARD OF SAN FRANCISCO



Parties to the MOU

The Parties to this Memorandum of Understanding ("Parties") are the Workforce Investment Board of San Francisco (WISF) and the California Employment Development Department (EDD). WISF is San Francisco's Local Workforce Development Board. As authorized by Chapter 30 of the San Francisco Administrative Code, WISF is supported by the Department of Workforce Development (DEWD), which department assists WISF with the planning and coordination of all Workforce Development Services in the City.

Purpose of MOU

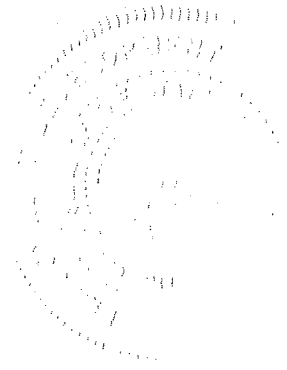
- A. Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards are responsible for entering into a Memorandum of Understanding (MOU) with each of the America's Job Center of California (AJCC) partners that outlines operations of the overarching one-stop delivery system. EDD is an AJCC partner.
- B. As set forth in the WIOA, the purpose of the MOU is to establish a cooperative working relationship between the WIOA Mandated partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

Local/Regional Vision Statement, Mission Statement, and Goals

The One-Stop delivery system is designed to establish services for a variety of San Francisco jobseekers that include unskilled, semi-skilled and high skilled individuals. Further, services provided by the One-Stop delivery system must prioritize the target populations identified by the WISF as appropriate:

- TANF Recipients
- Welfare to Work Participants
- County Adult Assistance Program (CAAP) Participants
- SNAP/CalFresh Employment & Training (E&T) Participants
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- Formerly Incarcerated Individuals
- Homeless Individuals
- Public Housing Residents
- People with Disabilities
- Individuals with limited English proficiency
- Veterans
- Out-of-school youth

- In-school youth not on track to graduate
- Youth in juvenile justice and foster care systems
- Pregnant and parenting teens
- Individuals who are economically disadvantaged (low-income)
- Individual with barriers to education and employment



Responsibilities of the Parties

EDD and WISF agree to:

1. EDD and Partner to achieve the policy objectives of the state plan, which include:
 - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state’s industry sector needs so as to provide California’s employers and businesses with the skilled workforce it needs to compete in the global economy.
 - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
 - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client’s particular needs, including achieving mandated TANF Work Participation Rate (WPR) hours and potentially unique needs so as to facilitate skills-attainment.
 - Serving Individuals with Barriers to Employment. This may include remedial education, English language literacy services, as well as programming will better position these individuals to participate in training and education to better meet employer’s needs. (WIOA section 134 requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals that are basic skills deficient for any expenditure of WIOA Adult program funds spent on individualized career services and training.)
2. Ensure the target population’s access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job, i.e. jobs as those that provide, “a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size and the cost of living in the worker’s community.
3. Participate in joint planning, plan development, and modification of activities to accomplish the following:
 - Continuous partnership building
 - Continuous planning in response to state and federal requirements
 - Responsiveness to local and economic conditions, including employer needs
 - Adherence to common data collection and reporting needs
4. Accomplish the following objectives by ensuring access to high-quality AJCCs that provide the full range of services for all customers seeking the following:

- Enrollment in public assistance
- Employment and Training Services
- Basic education and occupational skills
- Postsecondary degree or certificate
- Guidance with career choices
- Hiring skilled workers
- Other activities that allow the customer to meet his/her mandated work participant hours



One-Stop System, Services

Services by WIOA TITLE III STATE WORKFORCE SERVICES (Wagner-Peyser, Unemployment Insurance, Labor Market Information, Veterans and Trade Adjustment Assistance programs): CA Employment Development Department (EDD) for the One-Stop System

Description of Services:

- Core services that may include, but are not limited to Employment Services, Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Assistance. A description of services within each of these categories of core services is provided below:
 - Employment Services:

Universal access to the registration process and, based on required identification, may receive one or more of the following services:

 - Access to basic labor exchange, CalJOBSSM and various printed and electronic materials for preparing resumes and improving interviewing skills;
 - Public access to computer stations; Labor Exchange (job seekers & employers) using the State CalJOBSSM system
 - Workshops (employment and job search preparation)
 - Staff assistance as follows:
 - Assistance and guidance in using CalJOBSSM.
 - Determination of employment related skills, abilities, and knowledge;
 - Assignment of specific occupational codes and titles;
 - Determination of employment barriers;
 - Matching of applicant profile with existing opportunities;
 - Referrals to employers where qualifications and requirements match;
 - Documentation of referrals and results through employer follow-up;
 - Referral to other partners when barriers indicate a need for intensive services;
 - Initiation of job development activities
 - Provision of Fidelity Bonding information
 - Youth Employment Opportunity Program (YEOP) access; Case management for eligible youth participants
 - Experience Unlimited program
 - Assistance to employers in recruiting, hiring, and retaining the best qualified persons for positions at all skill and education levels as follows:
 - Active outreach to employers to inform and educate on services and resources available through EDD.
 - Assistance in posting job orders into CalJOBSSM

- Availability of facilities for employers to conduct interviews and other recruiting activities when accommodation is feasible.
- Provision of information on services and resources available through other units of EDD and governmental entities;
- Unemployment Insurance (UI) Services:
 - Program Eligibility

The EDD provides UI claim information online to customers on UI OnlineSM and by mailing the following documents that can be utilized when determining eligibility for the local Title I programs.
 - Notice of Unemployment Insurance Award (DE 429Z)
 - Notice of Unemployment Insurance Claim Filed (DE 1101CLMT)

If the customer is unable to provide sufficient information, the Data Consent Authorization Form (DCAF) is available for AJCC staff to complete and fax/mail to the EDD. The form is signed by the claimant authorizing the partner to have access to confidential UI claim information (such as, basic claim info and wages reported in previous quarters) for one year.

The EDD UI Program responds within three business days upon receipt.

- UI Claim Filing Assistance and Information

The WIOA outlines the 10th Basic Career Service as providing meaningful assistance in filing a UI claim in the one-stop delivery system. The UI program is committed to providing AJCC staff with training on resources available on the EDD website for filing a UI claim, accessing UI Online, viewing tutorials, and FAQs.

The AJCC staff should be guiding customers through the online methods for filing a UI claim available on the EDD website. If the individual is considered irate/disruptive or all other means to provide meaningful assistance have been exhausted, the AJCC staff can direct the customer to the PSP line.

The UI program is committed to making the PSP line available in the offices to provide the real-time technology for providing meaningful access after all in-person attempts by cross-trained AJCC staff have been exhausted.

- California Training Benefits (CTB)

Participate in consistent and meaningful collaboration and communication pathways within the California Training Benefits (CTB) programs, including a streamlined and expedited response time to determination requests sent to UI for CTB eligibility received from the local areas.
- Trade Adjustment Assistance (TAA)/ Trade Readjustment Allowance (TRA) (UIB)

Contribute to consistent and meaningful collaboration and communication pathways within the Trade Adjustment Assistance (TAA) program, specific to the Trade Readjustment Allowance (TRA).

(WSB) Commit to writing Petitions, Case Management, Rapid Response Presentations, Lay Off aversion (e.g. workshare)

- Rapid Response
Participate in the planning of a rapid response event.
Participate as a member of the rapid response team.
Participate as a member of the Rapid Response Roundtable.

Provide information on EDD programs and services at orientation:

Work Share Program,
Partial Program,
TAA/TRA,
UI services and CTB.

NOTE: UI resources determined by event.

- Reemployment Services and Eligibility Assessment (RESEA), Personalized Job Search Assistance (PJSA), and Initial Assistance Workshop (IAW) Workshops
Committed to profiling and scheduling job seekers to IAW, PJSA, and RESEA workshops.

Committed to collaborating with the local areas to establish one reemployment workshop that includes all core components for IAW, PJSA, and RESEA while retaining individual tracking and reporting for each respective workshop.

Committed to collaborating on feedback loops for reporting UI eligibility issues that may arise during interaction with the customer during the reemployment workshops.

- Work Share
Committed to providing lay off aversion information to Employers.

○ Veteran's Services:

Veterans will receive priority of service as mandated by law. The following services may be offered, per the Jobs for Veterans State Grant:

- Registration for conducting employment services;
- Public access to computer stations; labor exchange using the State CalJOBS system.
- Veteran services navigator intake/assessment; initial employability assessment.
- Referral to intensive services and/or appropriate training opportunities, if eligible under program criteria.
 - Case management/counseling regarding employment and potential barriers to employment.
- Staff assistance may include:
 - Assessment of veterans' needs and making referrals to agencies and programs which may meet those needs;
 - Veterans still on active duty status may receive information and guidance to assist in their re-entry to civilian employment;
 - Job referrals and job development

- Staff will strive to meet all mandated veterans standards per updated Veteran Program Letters and EDD Directives.
- Labor Market Information:

Labor market information may be provided to jobseekers under the universal access principal adopted by the EDD. Services may be delivered through self-help or facilitated self-help. Self-help may include but not be limited to:


 - Labor Market Information for regional economies, local areas, and California
 - Self- service website: accessible to all customers with our LMI products & data
 - Occupational Guides/Profiles
 - Wage data
 - Skills info & skills transference
 - In-demand occupations
 - Education and licensing requirements
 - Crosswalk occupation and education program offerings
 - ETPL certified training organizations
 - Commute pattern data
 - Evaluating in-demand industries/occupations
 - Using LMI in your policy/decision making
 - How to use LMI
 - How to navigate through our LMI info website
 - LMI training for WIOA partners
 - Training through various mediums
- Employer Information Services may include the following:
 - Assistance with CalJOBSSM CalJOBS registration and navigation.
 - Assistance and information on how to post job orders into CalJOBSSM
 - CalJOBSSM assistance, training, and education.
 - Help-Desk employer assistance through assigned central site.
 - Assistance to employers by providing information on hiring incentives and programs such as Work Opportunity Tax Credit, which provides tax incentives for hiring certain classifications of workers.
 - Employer Advisory council (EAC coordination & activities) seminars and employer resource information.
 - Targeted Recruitment, job fairs, and hiring events.
 - Employer outreach.
 - Rapid Response presentations and lay-off aversion information.
- Trade Adjustment Assistance (TAA):

Approval of a petition for benefits by the U.S. Department of Labor for individuals displaced under the laws governing TAA may result in those eligible individuals receiving the following services:

 - TAA benefits equal to most recent weekly benefit amount of unemployment insurance;
 - Trade Readjustment Allowance (TRA) benefits while enrolled in approved training if enrollment meets timing criteria;
 - Financial assistance with transportation, living expenses, job search, travel expense, and/or relocation expenses may be available.



- Rapid Response presentations.
 - Training or re-training assistance and allowance.
 - Co-enrollment with Title I partners for individual assessment.
 - Writing of training contracts and doing invoicing.
 - Case management for eligible participants throughout training period.
 - Employment services
1. EDD and WISF will work together, as appropriate, to implement WIOA program strategies through a value-added partnership in which each partner contributes on the basis of its programmatic expertise. The WIOA strategies are as follows: subsidized employment, sector strategies, career pathways, organizing regionally, providing supportive services, “earn and learn” training models, including apprenticeships, integrating service delivery and braiding resources, and creating cross-system data capacity.
 2. EDD agrees to achieve program coordination and, to the extent possible, integration, of the following programs in the America’s Job Center System of California: Wagner-Peyser Act, Trade Adjustment Assistance Act, Jobs for Veterans State Grant (JVSG), Unemployment Insurance, Re-employment Services and Eligibility Assessment Activities (RESEA) and Labor Market Information as negotiated and articulated in local MOUs.
 3. EDD agrees to provide co-location of physical staff and/or cross-training of One Stop staff and/or virtual access to EDD to job seekers in coordination with WISF including:
 - Orientation to help claimants/job seekers access self-service basic career services offered by the AJCC through the resource room or virtually, with particular emphasis on accessing available labor market and career information.
 - Registration in the state CalJOBS system
 - Assessment of skill levels, abilities, and aptitudes
 - Referrals to appropriate services offered through the AJCC, such as self-assessments, career exploration, and online job and occupations resources.
 - Support in the development of the individual employment plan that must include: work search activities, workshops providing appropriate staff-assisted career services, job search strategies, and/or training.
 - Career guidance, job search workshops, and referral to jobs or training in accordance with the approved and adopted MOUs.
 - Conduct workshops as needed on specialized services
 4. EDD agrees to work together with partners to identify methods to share data and develop a common outcomes reporting system.
 5. EDD will administer the State’s labor exchange system and work with local and regional LWDAs to list job openings, provide a statewide network that links employers with qualified job seekers throughout California.

- 
6. EDD will assist in the planning and implementation of professional development and career advancement opportunities for staff to strengthen career guidance services and enhance employer services.
 7. EDD will be included and participate in local and regional planning, led by WISF and DEWD.
 8. EDD will provide labor market information and workforce data to support the policy objectives of the state plan and to support regional and local planning efforts.

Funding of Services and Operating Costs

WISF and EDD agree to share operating costs of the AJCC system, with all of the AJCC partners, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. The method of cost sharing will be mutually determined and effectuated by 12/31/17.

Methods for Referring Customers:

The Parties agree to develop a reciprocal referral procedure that will do the following:

- Ensure that intake and referral process are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding EDD and AJCC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators.
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through means to be determined, which may include co-location, cross training of EDD and AJCC staff, or real-time technology.
- If EDD services are not available at an AJCC job centers, the following procedures will be used to refer persons needing assistance:
 - Referral to appropriate person or unit who can provide information or service; and
 - Provision of printed materials containing the necessary contact information.
- EDD agrees to refer customers to other AJCC partners for services as appropriate.
- Ensure intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJCC programs, services, activities, and resources shall be made available to all customers as appropriate.

Shared Technology and System Security

The Parties agree to:

- Comply with the applicable system security provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Abide by the principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate and to the extent permitted by law
- Collaborate with all WIOA partners in the development of system security provisions of shared data systems.

Confidentiality

The Parties agree to comply with the client data confidentiality provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual client records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such service.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Parties agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the WIOA program as allowed under law and regulation.

Non-Discrimination and Equal Opportunity

The Parties shall not unlawfully discriminate against, harass or allow harassment against any employee, applicant for employment or AJCC customer on the basis of any federal, state or local protected categories.

Grievance and Complaints Procedure

The Parties agree to utilize DEWD's procedure for grievances and complaints for WIOA-funded programs and services provided at the AJCC, attached hereto as Exhibit A. Partners may have additional procedures for the programs they directly administer.

American's with Disabilities Act and Amendments Compliance

The Parties agree to operate in compliance with the Americans with Disabilities Act and its amendments. Additionally, the Parties agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

Execution, Effective Dates, and Term of MOU

This MOU is effective July 1, 2016 and terminates on June 30, 2019 and will continue in effect until such time as it is revised, extended, or terminated as provided below. This MOU will be reviewed on an annual basis with the first review to be performed prior to July 1, 2017.

This MOU is not in force or effect until signed by authorized representatives of the Parties, and until approved by the Director of DEWD on behalf of WISF.

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the Parties.

Termination

The Parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

Dispute Resolution

All Parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Hold Harmless/Indemnification/Liability

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

Signatures

In WITNESS THEREOF, the parties to this Memorandum of Understanding execute this agreement.

Dated: 6-30-16

BY: Emilia Bartolomeu
Signature of Authorization Administrator
Emilia Bartolomeu, Deputy Division Chief
Employment Development Department
Workforce Service Branch

409 K St
(Address)

Eureka, CA 95501
(City, State, Zip)

Dated: 7-1-16

BY: Maria Rutherford
Signature of Authorization Administrator
Maria Rutherford, Northern Operation Division Chief
Employment Development Department
Unemployment Insurance Branch

800 Capitol Mall
(Address)

Sacramento, CA 95814
(City, State, Zip)

Dated: 7/28/16

BY: [Signature]
Director of DEWD on behalf of the Workforce
Investment Board of San Francisco

Workforce Investment Board of San Francisco
City Hall, Room 448
(Address)
San Francisco, CA 94102
(City, State, Zip)

APPENDIX C

**BAY/PENINSULA REGION
PROPOSED 2016-17 GOALS**

ADULT

| Local Area 2016-17 | Employment Rate 2 nd Quarter after Exit | Employment Rate 4th Quarter after Exit | Median Earnings 2 nd Quarter After Exit | Credential Attainment with-in 4 quarter after Exit |
|--------------------|--|--|--|--|
| NOVA | 59.5% | 58.33 % | \$6,787 | 52.9% |
| San Benito | 65% | 62.50% | \$4,957 | 52.9% |
| San Francisco | 65.0% | 62.50% | \$4,957 | 52.9% |
| San Jose | 57.5% | 55.0% | \$5,340 | 48% |
| Regional Goal | | | | |
| State Goal | 65.0% | 62.5% | \$4,957 | 52.9% |
| | | | | |

DISLOCATED WORKER

| Local Area 2016-17 | Employment Rate 2 nd Quarter after Exit | Employment Rate 4th Quarter after Exit | Median Earnings 2 nd Quarter After Exit | Credential Attainment with-in 4 quarter after Exit |
|--------------------|--|--|--|--|
| NOVA | 66.2% | 61.5% | \$11,803.84 | 60.0% |
| San Benito | 68% | 66.50% | \$7,308 | 60.0% |
| San Francisco | 68.0% | 66.5% | \$7,308 | 60.0% |
| San Jose | 63.4% | 62.00% | \$8,425 | 60.0% |
| Regional Goal | | | | |
| State Goal | 68.0% | 66.5% | \$7,308 | 60.0% |
| | | | | |

YOUTH

| Local Area 2016-17 | Employment or Placement Rate 2 nd Quarter after Exit | Employment or Placement Rate 4th Quarter after Exit | Median Earnings | Credential Attainment with-in 4 quarter after Exit |
|--------------------|---|---|-----------------|--|
| NOVA | 62.4% | 64.2% | baseline | 50.0% |
| San Benito | 63.6% | 63.6% | baseline | 54.7% |
| San Francisco | 62.4% | 64.2% | baseline | 35.0% |
| San Jose | 62.4% | 64.2% | baseline | 50.0% |
| Regional Goal | | | | |
| State Goal | 62.4% | 64.2% | Baseline | 54.7% |

| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

PROPOSED 2017-18 GOALS

ADULT

| Local Area 2017-18 | Employment Rate 2 nd Quarter after Exit | Employment Rate 4th Quarter after Exit | Median Earnings 2 nd Quarter After Exit | Credential Attainment with-in 4 quarter after Exit |
|--------------------|--|--|--|--|
| NOVA | 59.5% | 58.3% | \$6,787 | 55.9% |
| San Benito | 65.5% | 65.50% | \$5,157 | 55.9% |
| San Francisco | 68.0% | 65.50% | \$5,157 | 52.9% |
| San Jose | 58.0% | 55.0% | \$5,550 | 48% |
| Regional Goal | | | | |
| State Goal | 68.0% | 65.5% | \$5,157 | 55.9% |

DISLOCATED WORKER

| Local Area 2017-18 | Employment Rate 2 nd Quarter after Exit | Employment Rate 4th Quarter after Exit | Median Earnings 2 nd Quarter After Exit | Credential Attainment with-in 4 quarter after Exit |
|--------------------|--|--|--|--|
| NOVA | 66.2% | 61.5% | \$11,803 | 60.0% |
| San Benito | 69% | 69.5% | \$7,308 | 63.0% |
| San Francisco | 71.0% | 69.5% | \$7,523 | 60.0% |
| San Jose | 64.0% | 62.00% | \$8,425 | 60.0% |
| Regional Goal | | | | |
| State Goal | 71.0% | 69.5% | \$7,523 | 63.0% |

YOUTH

| Local Area 2017-18 | Employment or Placement Rate 2 nd Quarter after Exit | Employment or Placement Rate 4th Quarter after Exit | Median Earnings | Credential Attainment with-in 4 quarter after Exit |
|--------------------|---|---|-----------------|--|
| NOVA | 62.4% | 64.2% | baseline | 52.0% |
| San Benito | 64% | 65% | baseline | 55.0% |
| San Francisco | 62.4% | 64.2% | baseline | 45.0% |
| San Jose | 62.4% | 64.2% | baseline | 52.0% |
| Regional Goal | | | | |
| State Goal | 65.4% | 67.2% | Baseline | 57.7% |

Acevedo, Lauran (ECN)

From: Office of Economic and Workforce Development <workforce.development@sfgov.org>
Sent: Monday, March 06, 2017 5:56 PM
To: Development, Workforce (ECN)
Subject: **Regional and Local Plans - Invitation for Public Comment**



Dear Colleagues,

The Bay Area Regional Planning Unit is pleased to release the 2017-2020 Workforce Innovation and Opportunities Act (WIOA) Regional Plan Draft for Public Comment. The Local Workforce Development Boards for San Benito, San Francisco, NOVA (Northern Santa Clara and San Mateo County), and San Jose Silicon Valley Workforce Investment Network (Southern Santa Clara County, which operates as work2future) jointly developed this Regional Plan Draft with input from our partners and stakeholders. The plan focuses on our goals and strategies for building regional sector pathways and regionally coordinated workforce services to better meet the needs of employers and job seekers in the region.

The Regional Plan Draft for Public Comment will be posted for the 30-day period ending **February 25th**. The Bay Area Regional Planning Unit will include all public comments in our final submission of the Regional Plan to the State of California Labor and Workforce Development Agency.

Please note that the final Regional Plan will be submitted to the State along with separate *Local Plans* for each of the above Local Workforce Development Boards. If you have comments on *local service delivery* and *coordination among local partners*, please refer to your Local Workforce Development Board's website for more information about the Local Plan.

The Plans and Forms for Public Comment are available at OEWD's website at <http://oewd.org/node/2009>.

Hard copies of the Local and Regional Plans are also available at the following locations:

- Office of Economic and Workforce Development, 1 South Van Ness Avenue, 5th floor, San Francisco, CA 94103

- Comprehensive Access Point – Goodwill located at 1500 Mission Street, San Francisco, CA 94103

For questions about the Local Plan, please contact OEWD at 415-701-4848.
Comments will be accepted until 5pm PST February 25th, 2017.

We look forward to receiving your comments, feedback, and suggestions.

Thank you!

Sincerely,

Workforce Development Division,
Office of Economic & Workforce Development

If you require an accommodation due to disability, please contact Lauran Acevedo at (415) 701-4848 or TDD 800-735-2929 (CRS), or via email at lauran.acevedo@sfgov.org. Assistance in other languages will be honored whenever possible.

Workforce Development Division
Office of Economic & Workforce Development
Workforce.Development@sfgov.org
www.oewd.org/workforce
(415) 701-4848



Office of Economic and Workforce Development | 1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103

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4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|--------------|--------------|---------------------------------------|-----------------------------------|--|
| Susan | A. Chapman | | | |
| Joshua | Abeyta | | | |
| Lauran | Acevedo | City and County of San Francisco, | Manager of Administration and | |
| Jeff Adachi | Adachi | Public Defender | | |
| Sherilyn | Adams | Larkin Street Youth Services | Executive Director | |
| Sherilyn | Adams | Larkin Streets | | |
| Workforce | Admin | Office of Economic and Workforce | Administrative Team | |
| Mileti | Afuha'amango | LCA/CASC/Probation | Case Manager CASC/Young Adult | |
| Mullane | Ahern | San Francisco Human Rights | | |
| Dalila | Ahumada | Arriba Juntos | Executive Director | |
| Marilyn | Aiello | Martinez Adult Education | | |
| Amabel | Akwa-Asare | Office of Economic and Workforce | Director of Strategic Initiatives | |
| Wil | Alderman | Office of Economic and Workforce | Grants Administrator | |
| Michele | Alexia | Hire Ability | | |
| Nancy Alfaro | Alfaro | 311 Customer Service Center | Director | |
| Bolivar | Alison | World American Capital | | |
| Shawn | Allen | Stamen | Partner, Interaction Director | |
| Barbara | Allison | Alameda County Social Services | | |
| Ivan | Alomar | At The Crossroads | | |
| Ricardo | Alva | Mission Language and Vocational | General Program Manager | |
| Alexj | Alvarado | | | |
| Nicolas | Alvarenga | Department of Child Support Services | | |
| Kelly Alves | Alves | San Francisco Fire Department | | |
| Rosario | Anaya | Mission Language and Vocational | Executive Director | |
| Terry | Anders | Anders & Anders Foundation | Executive Director | |
| Brett | Andrews | Positive Resource Center (PRC) | Executive Director | |
| David | Andrews | Independent Contractor/Paralegal | | |
| Francisco | Anduha | UrbanFit-SF | | |
| Dom | Angelo | | | |
| | Ansell | San Francisco Public Utilities | | |
| Emilio | Aparicio | Mission Hiring Hall (MHH) | Hospitality Program Counselor | |
| ' | Aparicio | MEDA | | |
| Joshua | Arce | Brightline Defense Project | | |
| Jennifer | Armstrong | County of San Mateo Workforce | | |
| John Arntz | Arntz | Department of Elections | | |
| Dickerson | Artena | San Francisco Clean City | | |
| Laurel | Arvanitidis | Business Development | Director of Business Development | |
| Elinioemi | Asenloo | H.S.A. | | |
| Rudy | Asercion | West Bay Pilipino Multi-Service Corp. | | |
| Trevor | Aulick | Symplicity | | |
| Alma | Avila | City College of San Francisco | CommunitH Health Worker Program | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|----------------|-------------|-------------------------------------|------------------------------|--|
| - | Ayerdi | | | |
| Laura Azzolino | Azzolino | Department of Juvenile Probation | | |
| Nara | Babakhanyan | Office of Economic and Workforce | CityBuild Employment Liaison | |
| Martha | Bader | California Labor Federation | | |
| Jay | Balicea | | | |
| John | Banfield | Year Up Bay Area (YUBA) | Executive Director | |
| Ruth | Banks | | | |
| Margaret | Barajas | Chalk | | |
| Linda | Baran | In-Home Supportive Services | Executive Director | |
| Sabrina | Barnard | Department of Recreation and Parks | | |
| Indiana | Barnes | Bay Area Legal Aid | | |
| Laurel | Barrenechea | Goodwill Industries | | |
| Emilia | Barsotti | OEWD | Business Development Manager | |
| Joe | Bartolomeu | | | |
| Brian | Bashier | | | |
| Karen | Basinger | AIDS Housing Alliance | Director | |
| Kavoos G. | Baskind | La Casa de las Madres | | |
| Amy | Bassiri | RAMS, Inc. | President & CEO | |
| Ed | Bates | Strategic Development Solutions LLC | | |
| Stella | Battista | | | |
| Linda | Becerra | Mission Hiring Hall (MHH) | Program Manager | |
| - | Becker | SFMade | Development Manager | |
| John | Beekeeper | | | |
| Marie | Beem | Swords to Plowshares | CFO | |
| Utuma | Beichert | Granthelper.com | | |
| Lauren | Belfrey | Sustainable Futures | CEO | |
| Kaseem | Bell | Department of Adult Probation | | |
| Kathryn | Bentley | | | |
| Terry | Benton | Episcopal Community Services (ECS) | Education Program Manager | |
| Brett | Bergeson | San Francisco School Alliance | Executive Director | |
| Jerry | Berning | Manpower | | |
| Laurie | Bernstein | Lighthouse San Francisco | | |
| laurie | Bernstein | Goodwill Industries | | |
| Steven | bernstein | CHP | Director | |
| Larry | Berry | | | |
| John | Berry | San Francisco YouthWorks | | |
| Steve | Bielenberg | city colleges of san francisco | advisory committee | |
| Cammy | Bingham | Bay Area Legal Aid | | |
| Tricia | Blackstone | SF Board of Supervisors | Supervisor Aide | |
| Lisa | Blair | Casey Family Program | | |
| | Blakely | Community Housing Partnership (CHP) | Director of Pathway Services | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|---------------|-----------|---------------------------------------|------------------------------------|--|
| Michael | Blecker | Swords to Plowshares | Executive Director | |
| Marissa | Bloom | OEWD | Grants Administrator | |
| Antoinette | Bobbit | Abilicorp | | |
| Dayala | Bonadie | Youth Employment Partnership | | |
| | Bonifacio | | | |
| | Bonillo | Imagine Bus Project | | |
| Jacqueline | Bouttle | Berkeley Adult School | | |
| Flynn Bradley | Bradley | San Francisco International Airport | | |
| Bradley | Bradley | Young Community Developers | | |
| Brandon | Breon | 1981 | | |
| George | Bridges | Redevelopment Agency | | |
| Barbara | Brock | | | |
| Rebecca | Brook | Computer Technologies Program | | |
| Larenda | Brooks | | | |
| Rodney | Brooks | Totouch One Inc. | | |
| Dion-Jay | Brookter | Young Community Developers (YCD) | Deputy Director | |
| Armina | Brown | OEWD | Administrative Assistant | |
| Stephanie | Brown | OEWD | Workforce Compliance Officer | |
| Michael | Brown | Inner City Youth | | |
| Tere | Brown | Catholic Charities CYO | | |
| Dr. Amos | Brown | Third Baptist Church of San Francisco | | |
| Dr. Amos | Brown | SF NAACP | | |
| Vallie | Brown | Neighborhoods | Project Manager | |
| Sandra | Brucker | OEWD/SBDC | Business Case Manager | |
| Anthony | Bryant | | | |
| Joseph | Bryant | OEWD | CityBuild | |
| James | Bryant | | | |
| Joseph J | Bryant | | | |
| James | Bryant | JBR Partners Inc | | |
| Courtney | Budesa | Enterprise for High School Students | | |
| Marilyn | Bunag | Arriba Juntos | Programs Manager | |
| | Burchell | | | |
| Mark | Burns | | | |
| Yvette | Burnside | Mission Hiring Hall (MHH) | General Employment Counselor | |
| Jerome | Burstein | | | |
| John | Butler | TEDP - Tenderloin Equitable | Executive Director | |
| Kevin E. | Bynes | APEB | | |
| | Cabral | Enterprise for High School Students | | |
| Micki | Callahan | Department of Human Resources | Human Resources Director, City and | |
| Eric | Canada | Synchronist | | |
| Christina | Canaveral | Coleman Advocates | | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-------------------|------------------|----------------------------------|---|---|
| JuanCarlos | Cancino | Neighborhoods | Project Manager | |
| Michael | Caplan | City Of Berkeley | | |
| Angel | Cardoz | OEWD/SBDC | | |
| Michael | Carr | Office of Economic and Workforce | Director of Workforce | |
| John Matthew | Carrese | City College of San Francisco | | |
| Judy | Case | YWCA San Francisco and Marin | | |
| Noel | Casey | | | |
| Leslie | Castellanos | Hearing and Speech Center of | | |
| Renzo | Castillo | | | |
| Jennifer | Cha | | | |
| Gloria | Chan | Economic Development | | |
| Francis | Chan | OEWD | Project Manager, Job Squad | |
| Francis | Chan | Neighborhoods | | |
| Mark | Chandler | Economic Development | Director, Mayor's Office of Int'l Trade | |
| Tilly | Chang | SFCTA | | |
| Lise Chansin | Chansin | Office of Community Development | | |
| Carmen | Chapman-Reynolds | | | |
| Anthea | Charles | Marriott Foundation Bridges | Director | |
| Emily | Chea | OEWD | CityBuild Compliance Officer | |
| Aifen | Chen | Oakland Private Industry Council | | |
| Norman | Cheng | Opportunity Junction | | |
| Carol | Cheng | Office of Small Business | | |
| Brian | Cheu | Mayor's Office of Community | Deputy Director | |
| Virginia | Cheung | Wu Yee Children's Services | | |
| Jeffrey | Chiu | | | |
| Iliana | Choate | Contra Costa Employment & Human | | |
| Jeannie | Choi | API Legal Outreach | | |
| | Chow | Chinatown Community Development | | |
| Derek | Chu | Asian Pacific American Community | | |
| Andrew | Chung | OEWD | Administrative Analyst | |
| Dr. Caesar | Churchwell | SF African American Chamber of | | |
| Jose Cisneros | Cisneros | Treasurer/Tax Collector | | |
| Simonidia | Cjevic | Bay Area Medical Academy | | |
| Jorna | Clark | SolarCity | Workforce Development Manager | |
| Ann | Cochrane | San Francisco Conservation Corps | Executive Director | |
| Brannon | Cody | Integrated Marketing Systems | Research Manager | |
| Allison | Cohen | Transitional Age Youth | | |
| Tara | Cohen | | | |
| Amy | Cohen | OEWD Invest in Neighborhoods | Director of Neighborhood Program | |
| Martha | Cohen | Economic Development | Director of Special Events | |
| Amy | Cohen | Neighborhoods | | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|----------------|--------------|--------------------------------------|------------------------------------|--|
| Wanda | Cole-Frieman | | | |
| Jenny | Collins | Office of Economic and Workforce | Grants Administrator | |
| Scott | Collins | ClientTrack, Inc. | | |
| Robert | Collins | San Francisco State University | Associate Professor, College of | |
| MARIA | COLOMA | CCSF WFD | CCSF WFD PST | |
| Tim | Combs | Rubicon Programs | | |
| Diva (Dee) | Conrad | City College of San Francisco | | |
| Dee | Conrad | H.S.A. W.D.D., City & County of San | COR Specialist | |
| Christopher | Corgas | OEWD Invest in Neighborhoods | Project Manager | |
| Chris | Corgas | Neighborhoods | | |
| Rudy | Corpuz | United Playaz | | |
| Rebecca | Corteza | Office of Economic and Workforce | Executive Assistant | |
| Jeanine | Cotter | Luminalt | | |
| Sarah | Cottonyec | | | |
| Kim | Coulthurst | Pathways Consultants | | |
| Lisa | Countryman | JVS | Grants Development Manager | |
| Maria F | Cremer | U.S. Department of Housing and Urban | | |
| Gerald Anthony | Criswell | New Life Fellowship Baptist Church | | |
| Jun | Cruz | Filipino Community Center | | |
| Anthony | Cun | HAS/ WDD | | |
| Staci | Current | Jones Memorial United Methodist | | |
| Sheryl | Cutler | WIB of Solano County | | |
| Kristine | Damalas | OEWD | Contracts and Performance Director | |
| Katherine | Daniel | Office of Economic and Workforce | Deputy Director of Workforce | |
| | Darmawi | | | |
| Siri | Datta | A Green Planet | | |
| Pragna | Dave | | | |
| Denny | David | LYRIC | | |
| Angela | Davis | Marriott Hotel | | |
| Sheryl | Davis | Public Defender's Office | | |
| Sheryl | Davis | Opportunity Impact/Collective Impact | Executive Director | |
| Wanetta | Davis | SF-DPH Community Behavioral Health | | |
| Brandon | Davis | Downtown Streets Team | Project Director | |
| Gil | De Anda | Office of Economic and Workforce | CityBuild Employment Liaison | |
| Mario | De Mira | Filipino community Center | | |
| Yavor | Dee | Positive Resource Center | | |
| Sabah | Deilee | UC Berkley | | |
| Allison | DeLise | Upwardly Global | | |
| | Delpport | City College of San Francisco | | |
| Lynetta | Demus | Daughters United | Pres & CEO | |
| Carmen | Denis | Mujeres Unidas y Activas (MUA) | Caring Hands Project Coordinator | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-------------------|------------------|---|---------------------------------|---|
| Sarah | Dennis-Phillips | Joint Development | Project Director | |
| | Deunlap | International Institute of the Bay Area | | |
| Antonio | Diaz | PODER | | |
| Regina | Dick-Endrizzi | Small Business Commission | Executive Director | |
| Laura | Dillon | Ohlone College | | |
| Heather | Dinneen | San Francisco Conservation Corps | Case Manager | |
| Tony | DiStefano | Enterprise for Youth | Executive Director | |
| David | Do | | | |
| Ron | Dockery | Oxnard College | Student | |
| Kevin | Dole | San Francisco Foliage | | |
| Ed | Donaldson | Osiris Collaborative | | |
| Su | Dong | Lao Family Community Development, | | |
| | Donovan | Enterprise for High School Students | | |
| Barry | Dow | Access Advocates | | |
| Margaret | Doyle | Policy Planning | | |
| Glenda | Droguett | Buckelew Programs | | |
| Donya | Drummond | San Francisco Public Library | Librarian | |
| | Dubinsky | NISH | | |
| Ellen | Dumesnil | International Institute of the Bay Area | Executive Director | |
| | Duphily | Enterprise for High School Students | | |
| Cynthia | Dyson | Alameda County Social Services | | |
| Glenn Eagleson | Eagleson | Department of Children, Youth & Their | | |
| Eileen | Easterbrook | WorkLink Competitive Employment | | |
| Devra | Edelman | Hamilton Family Center | Director of Programs | |
| Erris | Edgerly | Brothers for Change | Executive Director | |
| Debra | Edgerly | Brothers for Change | | |
| Carol | Eggers | Urban Services YMCA | Development Director | |
| Ashley | Einhaus | Goodwill Industries | | |
| Emily | Eisenhart | IDEO | Designer | |
| Liz | Elkiss | General Assembly | | |
| Nick | Ellis | JobRooster / TrueBlue | Founder & President, JobRooster | |
| Lillie | Ellison | OEWD | Director of Business Services | |
| Jeannine | Elzey | Aduh Foster/Employment Care | | |
| Sandra Eng | Eng | Civil Service Commission | | |
| Bill | Erben | Goodwill Industries of the Greater | | |
| | Erin | | | |
| Kareem | Ervin | New Door Ventures | | |
| Julio | Escobar | The Archdiocese of San Francisco | | |
| | Espanol | | | |
| Bobby | Evans | First Baptist Church | | |
| Alfredo | Fajardo | OEWD | Program Compliance Manager | |

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|----------------|-----------------|--|------------------------------------|--|
| David | Falesoga | GLIDE | | |
| Clair | Farley | San Francisco LGBT Community | Manager of Employment Services | |
| Manijeh | Fata | Film Commission | | |
| Tracey Paula | Faulkner | City College of San Francisco | | |
| Terri | Feeley | Consultant | Consultant | |
| Amanda | Feinstein | Haas Sr. Foundation | | |
| Mason | Feldman | MONS | | |
| Lyuda | Feldman | Mission Hiring Hall, Inc. | Program Coordinator | |
| Mary | Fernandez | | | |
| David | Fernandez | Mercy Housing | Sunnydale Transformation Project | |
| | Ferrer | Chalk | | |
| Lisa | Fidler | Buckelew Programs | | |
| Ramonda | Fields | VF Connects | Business Development | |
| | Finn | Exploratorium | | |
| Bruce | Fisher | Huckleberry Youth Program | | |
| Dan | Flanagan | Friends of the Urban Forest | Executive Director | |
| Linila | Fleeton | Young Community Developers | | |
| Anthony | Fletcher | Lighthouse San Francisco | Director, Enchanted Hills Camp and | |
| Anthony | Fletcher | Lighthouse San Francisco | | |
| Cathy | Flight | SF STATE College of Extended | Program Manager | |
| Jackie | Flin | A. Philip Randolph Institute (APRI) | Executive Director | |
| Juana | Flores | Mujeres Unidas y Activas (MUA) | Co-Director for Programs | |
| Erika | Flores | Huckleberry Youth Programs | | |
| Peter | Fong | Charity Cultural Service Center | | |
| Nattie | Fong | Chinese for Affirmative Action (CAA) | Finance | |
| Portia | Fontes | Film Commission | | |
| Mylene | Foo | Jewish Vocational Service (JVS) | Personal Caregiver Manager | |
| Elaine | Forbes | San Francisco Port | | |
| Monique | Forster | OEWD | Senior Workforce Development | |
| Tim | Foster | ResCare | Mr. | |
| Jamie | Fountain | Larkin Street Youth Services | Program Manager | |
| Stephen | Fraga | Academy X | CEO | |
| Roy | Francesconi Jr. | National Elevator Industry Educational | | |
| William | Franklin | HealthRIGHT360 | Computer Lab Instructor | |
| Keimani Brazil | Franklin | N/a | | |
| Gary | Freund | California State University, East Bay | Director of Hospitality Industry | |
| Gary | Freund | Hospitality Institute of San Francisco | Academic Director | |
| Katie | Furuyama | Compass Family Services | Grants Manager | |
| Sharon | Gabriel | Contra Costa Employment & Human | | |
| Christina | Gagnier | TRAIL | CEO | |
| Alex | Galeczka | Lighthouse for the Blind and Visually | | |

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| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-------------------|--------------|---|---------------------------------|--|
| Alberto | Galindo | Mission Economic Development | Development Officer | |
| Linda | Galliher | Bay Area Council | | |
| Raul | Galvan | Dep of Industrial Relations-Div of DTIS | Apprenticeship Consultant | |
| Teresa Galvis | Galvis | Gamarra, CPA | | |
| ' | Gamarra | San Benito County CalWORKS | | |
| Alice | Garcia | Arriba Juntos | | |
| Gladys | Garcia | | | |
| Peter | Garcia Meza | | | |
| Shawn | Garety | At The Crossroads | | |
| ' | Garrett | | | |
| George | Gascon | San Francisco Public Department | | |
| Ricardo | Gazo-Rosario | Office of Economic and Workforce | Administrative Aide | |
| Ricardo | Gazo-Rosario | Economic Development | | |
| Dan | Geiger | USGBC Northern California | | |
| Delfina | Geiken | City Of Berkeley | | |
| Amanda | Gerrie | Pathways Consultants | | |
| | Gilbert | | | |
| Gail | Gilman | Community Housing Partnership (CHP) | Executive Director | |
| Phil | Ginsburg | Department of Recreation and Parks | | |
| Paul | Giusti | Sunsets Cavenger / Recology SF | | |
| Michelle | Glauser | Techtonica | Founder & CEO | |
| Alice | Gleghorn | Department of Public Health | | |
| Alan | Glenn | Economic Opportunity Council of San | Executive Director | |
| Elizabeth | Glenwinkel | Gravity Tank | Associate Partner | |
| ' | Glover | EDD | | |
| | Goldberg | California School-Age Consortium | | |
| Michael | Goldberg | College of Alameda One Stop Career | | |
| Cynthia Goldstein | Goldstein | Board of Appeals | | |
| Stefan | Goldstone | Goodwill Industries | | |
| Dov | Golodner | Bay Area Video Coalition (BAVC) | Workforce Development Manager | |
| Janet | Gomes | OEWD Workforce Development | CityBuild Employment Liaison | |
| Janet | Gomes | San Francisco Conservation Corps | Director of Programs | |
| Walter | Gonzales | | | |
| Steve | Good | San Francisco Sheriff's Dept - 5 Keys | Executive Director | |
| Terry | Goodwin | The Arc SF | Director of Employment Services | |
| Debra | Gore-Mann | | | |
| Angelique | Gosse | OEWD/SBDC | Program Services Coordinate | |
| Matthew | Goudeaus | Office of Economic & Workforce | | |
| Manish | Goyal | Business Development | Business Development Manager | |
| Ramona | Graham | Human Services Agency/ Workforce | | |
| Luis | Granados | Mission Economic Development | Executive Director | |

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|-------------------|------------------|-------------------------------------|---------------------------------|---|
| Gia Nicole | Grant | San Francisco Clean City | | |
| Tajuana | Gray | Office of Economic and Workforce | CityBuild Employment Liaison | |
| Andrea Green | Green | City Planning | | |
| Erika | Gregory | Collective Invention | | |
| John | Gressman | | | |
| Kurt | Grimes | A. Philip Randolph Institute (APRI) | Program Manager | |
| | Groninger | | | |
| Marc | Guberman | Foster + Partners | Partner | |
| Hale L. | Guerra | City College of San Francisco | | |
| Margaret | Guichard | CCSF, John Adams Cmpus | Department Chair, HCT | |
| Azizi | Gupton | Community Housing Partnership | | |
| berk | gurkan | TRUE BLUE AUTOMATION | field service engineer | |
| Tammy | Gustin | Sips N Sews | | |
| Yolanda | Gutierrez | Young Community Developers | | |
| Josue | Guzman | The Unity Council | | |
| Laura | Guzman | WSP Parsons Brinckerhoff | VP of Marketing | |
| Daniel | Hagos | Larkin Street Youth Services | | |
| Ben | Halili | Office of Economic and Workforce | Senior Workforce Development | |
| | Halili | Japanese Community Youth Center | | |
| Jeremy | Hallisey | Economic Development | Director, Business Acceleration | |
| John | Halpin | City College of San Francisco | Associate Dean | |
| Omored | Hamilton | Brothers for Change | | |
| Raza | Handan | JVS | Program Assistant | |
| | Hanlon | Enterprise for High School Students | | |
| Linda | Hannawalt | ThriftStitch | | |
| Shawn | Hansen | Employment Development Department | | |
| Rebecca | Hanson | | | |
| Gabriel | Hanzek-Sello | Enterprise for High School Students | | |
| Roxie | Hardeman | | | |
| | Harlow | Hamilton Family Center | | |
| Neelamd | Harod | | | |
| Richard | Harper | Real Way llc. | CAREER COACH | |
| Richard | Harper | Real Way llc. | CAREER COACH | |
| Gerald | Harris | Art of Quantum Planning | | |
| Sonya | Harris | Department of Building Inspection | | |
| Allegra | Harrison | | | |
| Laura | Harrison | Refugee Transitions | | |
| ' | Harrison | The Balanced Atlas | | |
| Uverda | Harry | Family Service Agency & National | | |
| Amy Hart | Hart | Medical Examiner's Office | | |
| Barrie | Hathaway | Stride Center | | |

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|--------------------|-------------------|--------------------------------------|----------------------------|--|
| Edward | Hatter | Potrero Hill Neighborhood House | | |
| Robin | Havens | Joint Development | Project Manager | |
| Lane | Hawkins | Neighborhood Baptist Church | | |
| | Hayes | | | |
| Holly | Hayes | | | |
| Joanne Hayes-White | Hayes-White | Fire Department | | |
| Pastor James R. | Haynes | Totouch One Inc. | | |
| | Hazard | | | |
| Sarah | He | Chinese Progressive Association | Operations Director | |
| Richard | Heasley | Conard House | | |
| Cathy Helton | Helton | Rent Board | | |
| Paul | Henderson | Office of the Mayor Edwin M. Lee | | |
| Ruby Henderson | Henderson | WMPAC | | |
| Daniel | Henning | | | |
| Sonia | Henry | Contra Costa Vocational Services | | |
| Troy | Henry | Hospitality House | Director of Programs | |
| Robert | Hernandez | Ohlone College | | |
| Aileen | Hernandez | OEWD | | |
| Joanna | Hernandez | Goodwill Industries | | |
| Bernardo | Hernandez | Hill International | | |
| | Herrera | San Francisco Public Library | | |
| | Herrguth | The Cannon Group | | |
| Kristen | Hershbell Charles | City College of San Francisco (CCSF) | Associate Dean, Grants and | |
| Myisha Hervey | Hervey | Office of Economic & Workforce | | |
| Stephen | Herzenberg | Keystone Research | | |
| Jimmy | Hewitt | | | |
| Sharen | Hewitt | | | |
| Kevin Hickey | Hickey | JVS | | |
| Joyce Hicks | Hicks | Office of Citizen Complaints | | |
| Letha Marie | Higgins | City College of San Francisco | | |
| | Higgs | | | |
| | Higgs | Enterprise for High School Students | | |
| Meredith | Hightower | Tableau | | |
| Anne | Hinton | Department of Aging and Adult | Executive Director | |
| Mivic | Hirose | | | |
| Daniel | Hlad | Hospitality House | Development Director | |
| Carmen | Ho | Charity Cultural Services Center | Executive Director | |
| Hoang | Ho | Refugee Employment Social Services | | |
| Greg | Hodge | Providence Baptist Church | | |
| G.L. | Hodge | Providence Baptist Church | | |
| Hillary | Hoerber | Hillary Hoerber | | |

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|----------------|-----------------|-------------------------------------|------------------------------|--|
| Tinisch | Hollins | Human Rights Commission | | |
| Fathina | Holmes | OEWD | CityBuild Employment Liaison | |
| Leslie | Holpit | | | |
| Karen Hong | Hong | Administrative Services | | |
| James | Hooker | CREES Project | Executive Director | |
| Natalie | Hopner | Mission Language and Vocational | Executive Assistant | |
| Merry | Horonberger | Contra Costa County Mental Health | | |
| Fiona | Hovenden | Collective Invention | | |
| Janan | Howell | OEWD | Senior Workforce Development | |
| William (Bill) | Hsu | San Francisco State University | | |
| | Hu | Enterprise for High School Students | | |
| Ai Chang | Huang | Office of Economic and Workforce | Accountant II | |
| Mackenzie | Hughes | Akimbo Connect | | |
| Cheryl | Hughes | Wu Yee Children's Services | Provider Services Director | |
| Cheryl | Hughes | Wu Yee Children's Services | Provider Services Director | |
| Veronica | Hunnicut | City College of San Francisco | | |
| Marisa | Hunt | Job Market Experts | | |
| Arlene | Hylton | ci.sf.ca.us | | |
| ViVian | Ikeda | City College of San Francisco | | |
| Emmanuel | Imah | Upwardly Global | | |
| Workforce | Intern | Office of Economic and Workforce | Workforce Intern | |
| inguishie | inwang | corporate hospitality services | mission director | |
| Prentiss | Jackson | OEWD | CityBuild Employment Liaison | |
| Cedric | Jackson | ci.sf.ca.us | | |
| Isaac | Jackson | | | |
| Ceneca | Jackson | Arc Sasn Francisco | | |
| Mose | Jackson | Totouch One Inc. | | |
| Tiffany | Jackson | Hospitality House | Employment Case Manager | |
| Sonya | Jackson-Dixon | Contra Costa County Employment and | | |
| Liz | Jackson-Simpson | YGIC - Success Center SF | Executive Director | |
| Judy | Jacobs | Jails to Jobs | | |
| Lam | Jai | | | |
| Kiran | Jain | Civic Design Lab | Founder | |
| Abraham | Jankans | LaunchPad | | |
| Jonathan | Jay | | | |
| Carolyn Jayin | Jayin | Department of Building Inspection | | |
| Maynard | Jenkins | | | |
| Jackie | Jenks | Hospitality House | Executive Director | |
| Xiaoyi | Jin | UC Berkeley | | |
| Marie | Jobling | Community Living Campaign | | |
| Alice | Johnson | Bethel AME Church | Executive Director | |

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|-------------------|----------------|---------------------------------------|-------------------------------------|--|
| Gregory A. | Johnson | City College of San Francisco | | |
| Richard | Johnson | Employment Development Department | | |
| Jennifer Johnston | Johnson | Civil Service Commission | | |
| Floyd D. | Johnson | San Francisco Sheriff's Department | | |
| Gary Allen | Johnson | | | |
| Gerald | Johnson | Small Business Exchange | | |
| Melanie | Johnson | | | |
| Kesha | Johnson-Clark | Brown Sugar Promotions | Owner & Social Media Mgr | |
| Caleb | Jonas | Samaschool | | |
| Lorna D. | Jones | Community Vocational Enterprises | | |
| | Jones | Women's Audio Mission | | |
| | Jones | SFOP | | |
| Dwayne | Jones | RDJ Enterprises | | |
| Frederick | Jordan | SF African American Chamber of | | |
| Schenelle | Jordan Andrews | Community Housing Partnership | | |
| Alka | Joshi | | | |
| Andrea | Juarez | CHALK | Associate Director | |
| Yong | K. | Wonolo | | |
| Edie | Kaeuper | CCSF | Assoc. Dean for CCPT | |
| Marilyn | Kan | Alameda Co (WIB) | | |
| James | Kass | Youth Speaks | | |
| Rebecca Katz | Katz | Animal Care & Control | | |
| Ruth | Kavanagh | Employment Development Department | | |
| Stephen A. | Kech | City College of San Francisco | | |
| Naomi | Kelly | GSA | City Administrator | |
| Mindy | Kener | Anders & Anders Foundation | Program Manager | |
| Darragh | Kennedy | Hearing and Speech Center of | Executive Director | |
| Megan | Kenny | Goodwill Industries of San Francisco, | Director of Operations, People | |
| Charlie | Kim | ARIA | | |
| Susan | Kimball | First Place for Youth | | |
| Michael | King | Office of Economic and Workforce | Senior Workforce Analyst | |
| Franzo | King | St John Coltrane African Orthodox | | |
| Franzo | King | St John Coltrane African Orthodox | | |
| Vas | Kiniris | Zinc Details | Own Business | |
| Daisy | Kinyauo | | | |
| Laura | Kirkwood | Adaptive Path | | |
| Lisa | Kirvin | Renaissance Entrepreneurship Center | Director of Finance, Operations and | |
| Anne | Kirwan | Upwardly Global | Managing Director | |
| | Klee | Childrens Council | | |
| John | Knox | San Francisco Juvenile Probation | STEPS Coordinator | |

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|--------------|-------------|--------------------------------------|-----------------------------------|--|
| Tom | Kolbeck | Greater Rincon Hill Association | | |
| Donna | Kotake | Department of Human Resources | Workforce Development Director | |
| | Kreiss | CBS Television | | |
| Vendetta | Krista | | | |
| Ina | Kupriyanova | CSI Security North | | |
| Richard | Kurylo | Office of Small Business | | |
| Sylvia Kwan | Kwan | Kwan Henmi Architecture/Planning | Founder | |
| Todd | Kyger | San Francisco Public Utilities | | |
| Christiaan | L. Canter | New Door Ventures | Chief Development Officer | |
| Marina | LaBarbe | CA Department of Rehabilitation | | |
| Josh | Lachs | | | |
| Deena | Lahn | | | |
| Craig | Lahti | | | |
| Byron | Lam | OEWD Workforce Development | CityBuild Employment Liaison | |
| Jenny | Lam | Chinese for Affirmative Action (CAA) | Director of Community Initiatives | |
| Gladys | Lam | Chinatown Community Development | | |
| Paul | Lamb | SF Goodwill | | |
| Maura Lane | Lane | Controller's Office | | |
| Harriett | Larkin | Renaissance Parents of Success | Employment/Retention Specialist | |
| Kamilah | Latimore | Neighborhoods | Project Manager, Jobs Squad | |
| Grace | Lau | | | |
| Karen | Lau | Wu Yee Children's Services | | |
| Jon | Lau | Joint Development | Project Manager | |
| Lan | Le | Vietnamese Community Center of SF | | |
| Heather | Leach | ManpowerGroup | Program Director | |
| Deborah | LeDet | Excelsior Action Group Steering | Steering Committee Member | |
| Andrea | Lee | Mujeres Unidas y Activas (MUA) | Co-Director for Development and | |
| Brenda | Lee | | | |
| Helen | Lee | Enterprise for Youth | Program Director | |
| John | Lee | Bread Project | | |
| Kenneth | Lee | | | |
| Kari | Lee | The YMCA | | |
| Edwin M. Lee | Lee | City and County of San Francisco | | |
| Kordnie | Lee | Green Streets | | |
| Selina | Lee | Asian Pacific Community Center | Executive Director | |
| Alyson | Lee-Suzuki | Wu Yee Children's Services | Chief Programs Officer | |
| Teresa | Lei | | | |
| Lex | Leifheit | Business Development | Project Manager | |
| Max | Lelu | Department for International Trade | | |
| ' | Lenio | CBRE | | |
| Bianca | Leon | | | |

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|-------------------|------------------|--|-----------------------------------|---|
| Emily | Lesk Lesner | Joint Development | Project Manager | |
| Jane | Leu | Upwardly Global | | |
| Janny | Leung | | | |
| Nicole | Levine | Women's Initiative for Self Employment | Executive Director | |
| Leslie | Levitas | San Francisco Sheriff's Department | | |
| Leslie | Levitas | San Francisco Sheriff's Department | | |
| Alpha | Lewis | Goodwill Industries | | |
| Claudia | Lewis | Urban University | | |
| Shamar | Lewis | Youth Employment Partnership | | |
| Ferdinand | Lewis | Jireh Technologies, Inc. | | |
| Thomas | Li | Communications | Business Outreach Specialist | |
| Cecilia | Liang | Charity Cultural Services Center | Program Director | |
| May | Liang | Film Commission | | |
| Michael | Liao | NICOS Chinese Health Coalition | | |
| Fred | Liedl | Economic Development | Director of Financial Operations | |
| Nancy | Limyee | Department of Public Health | | |
| Ku-Tsang | Lin | | | |
| Po Yee | Lindahl | Department of Public Health | | |
| | Ling | Goodwill Industries | | |
| Geoffrey | Link | San Francisco Study Center | | |
| Maylee | Liu | | | |
| Linda | Liu | Chinese for Affirmative Action | | |
| Lily | Lo | Northern Community Federal Credit | | |
| Leisha | Loggins | | | |
| Larry | Lom | | | |
| Matthew | Lombard | | | |
| Lawland | Long | FacesSF | Executive Director | |
| Robert | Lopez | Mission Hiring Hall (MHH) | Program Counselor | |
| Andrew | Lopez | Native American AIDS Project | Assistant to the Director | |
| Vinico | Lopez | | | |
| Alisa | Loveman | East Bay Refugee Forum TA Project | | |
| Joanne | Low | City College of San Francisco | | |
| Marty | Low | Institute for the Future | | |
| Allen | Lu | | Coordinator of Community Outreach | |
| Celina | Lucero | | | |
| Tony | Lugo | Human Services Agency | | |
| Holly | Lung | Neighborhoods | Program Manager | |
| Alexander | Luong | | | |
| Laura | Luster | Laura Luster & Associates | | |
| Leigh | Lutenski | Joint Development | Project Manager | |

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|-------------|------------|---|-----------------------------------|--|
| Paula | Luu | Coming Home Goods | Founder | |
| Bernie | Lynch | Strategic Development Solutions LLC | | |
| Tonja | Lynn | | | |
| Diana | Lyons | Lao Family Community Development, | | |
| Susan | Ma | Economic Development | Community Development Specialist | |
| Karrie | Ma | APA Family Support Services | | |
| Sandra | Machado | A friend | Case Manager | |
| Alex | Macmillan | Swords to Plowshares | | |
| Tyler | Macmillan | Eviction Defense Collaborative | Executive Director | |
| Cheryl | Magid | | | |
| Menaka | Mahajan | CCSF, Office of Small Business | | |
| Rosalyn | Mahashin | Samasource | | |
| Lise | Maisano | S.H. Cowell Foundation | | |
| Marc | Majors | OEWD | CityBuild Academy Manager | |
| Linda | Manion | | | |
| Martha | Mar | Larkin Street Youth Services | Manager of Education and Training | |
| Rosalyn | Marcellais | Friendship House Association of | Contract Analyst | |
| | Marco | | | |
| Don | Marcos | Mission Hiring Hall (MHH) | Executive Director | |
| Stephanie | Margossian | TRAIL | | |
| Joe | Marino | CTC - California Technical Contracting, | Principal | |
| Gray | Marquez | Chalk | | |
| Corey | Marshall | Splunk | Director, Splunk 4 Good | |
| | Martin | Japanese Community Youth Center | | |
| John Martin | Martin | San Francisco International Airport | | |
| Michael | Martin | OEWD | Project Director | |
| Mike | Martin | Joint Development | | |
| Veronica | Martinez | Adult Probation Department | | |
| Richard | Martinez | Juma Ventures | Director of Enterprise | |
| Pauline | Marx | TTX | | |
| Dennis | Marzan | Mission Hiring Hall | | |
| Delia | Mayberry | Volunteers of America, Bay Area | | |
| D | Mayeda | ' | | |
| Carla | Mays | Mays Social Capital Solutions | | |
| Margaret | McArthur | Department of Recreation and Parks | | |
| Michael | McCarthy | Department of Technology | Community Broadband Manager | |
| Jordan | McDonald | Symplicity | | |
| ' | McDonnell | ' | | |
| James | McGhee | SF African American Chamber of | | |
| Sacha | McGowan | Buckelew Employment Services | | |
| Phyllis | McGuire | City College of San Francisco | Dean, Evans Campus | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|------------|------------|---------------------------------------|-------------------------------|--|
| Chester | Meadows | | | |
| Gabriel | Medina | | | |
| | Medina | MEDA | Policy Manager | |
| Patricia | Medina | OEWD Invest in Neighborhoods | Contracts Administrator | |
| Patty | Medina | Neighborhoods | | |
| Harlon | Meeks | | | |
| Josette | Melchor | GAFFTA | Founder | |
| Patricia | Melgar | Arriba Juntos | Training Programs Coordinator | |
| Santiago | Mendez | Independent | | |
| Salvador | Menjivar | Hamilton Family Center | | |
| Betsy | Merzenich | San Francisco YouthWorks | | |
| Daniel | Michael | Thrive-Ability, LLC. | | |
| Ken | Miller | Northern California -Joint | | |
| Sharon | Miller | Renaissance Entrepreneurship Center | CEO | |
| Wendy | Miller | City College of San Francisco | | |
| Sarah | Miller | CAEL | | |
| Rebecca | Miller | | | |
| Julie | Millman | Hamilton Family Center | | |
| David | Miree | Human Rights Commission | | |
| Janice | Mirikitani | Glide | | |
| Ross | Mirkarimi | Sheriff Department | | |
| Sidharth | Mishra | America Works of California, Inc | Director | |
| Patrick | Mitchell | OEWD | TechSF Program Manager | |
| | Mizuhara | EarthLink | | |
| Holly | Moala | OEWD | CityBuild Workforce Analyst | |
| ROCIO | MOLINA | The Reset Foundation | Public Engagement Manager | |
| Jennie | Mollica | | | |
| Britt D | Moore | San Mateo County Human Services | | |
| Lilli | Morales | OEWD | CityBuild Employment Liaison | |
| Laura | Moran | San Francisco Unified School District | Chief of Staff | |
| Jeff | Mori | Office of Economic and Workforce | Special Assistant | |
| Sherryl | Morris | Treasure Island Homeless | | |
| Stanley | Moy | Excelsior Works! | Program Assistant | |
| Candra | Muhammad | Employment & Training Dept. (City of | | |
| Gee | Mulah | | | |
| Jamie | Munter | Third Baptist Church of San Francisco | | |
| Araceli | Murcia | | | |
| Elizabeth | Murray | War Memorial and Performing Arts | | |
| Roxanne | Murray | Family Service Agency of San | Seniors Community Service | |
| Uma | Murugan | Urban Strategies Inc. | | |
| Lievin | Mwamba | Upwardly Global | Finance | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-----------------|-----------|--|-------------------------------------|--|
| Maysa | Namakian | | | |
| Sandra | Nathan | National Council on Aging | | |
| Sandra | Naughton | DCYF | | |
| John R. | Navarra | Goodwill Industries | | |
| | Navarro | Lighthouse San Francisco | | |
| Steve | Nelson | SF Independent Living Skills Program | | |
| Jennifer | Nette | | | |
| Sarah Jo | Neubauer | Foundation Center | | |
| May | Ng | OEWD Workforce Development | Business Services Specialist | |
| Kristina | Ng | ' | | |
| Paul | Nguyen | Tekmeca | Executive Director | |
| Norm | Nickens | San Francisco Employees' Retirement | | |
| Ken | Nim | OEWD | Workforce Compliance Manager | |
| Rashaida | Nirobe | Equality and Inclusion in Hospitality, | President/CEO | |
| Harriet | Nixon | Center Point Day Reporting Center | | |
| | Nogot | | | |
| John T. Noguchi | Noguchi | City & County of San Francisco: | Director, Convention Facilities | |
| Melanie | Novenario | San Francisco Conservation Corps | Case Manager | |
| Jessica | Nowlan | Young Women's Freedom Center | Executive Director | |
| ' | Nwalieji | ' | | |
| Miguel | Oaks | | | |
| Andrea | Ogarrio | Lighthouse Center for the Blind | Development Coordinator | |
| rey | okamoto | city & county of sf | Fiscal Compliance Officer | |
| Carmen | O'Keefe | RAMS Hire-Ability | Director, Vocational Services | |
| Donald | Oliveira | Department of Enviroment | | |
| Olugbemiga | Oluwole | Oakland Private Industry Council | | |
| Bonnie | Ora Sherk | Aliving Library | Founder & Director, Chief Designer, | |
| Dean | Oshida | Indochinese Housing Development | | |
| Mark | Ostapiak | Community Housing Partnership | | |
| Tyrone | Owens | Department of Child Support Services | | |
| Elvira | Owyang | City College of San Francisco | | |
| Kenton Owyang | Owyang | Administrative Services | | |
| Jeff | Oxendine | | | |
| Lisa | Pagan | Joint Development | Senior Project Manager | |
| June | Palladino | Marin Housing | | |
| Vincent | Pan | Chinese for Affirmative Action (CAA) | Executive Director | |
| | Pandeli | Enterprise for High School Students | | |
| Melvin | Parham | Volunteers of America, Bay Area | | |
| Helen | Park | OEWD - Workforce Development | Grants Administrator | |
| Tacing | Parker | | | |
| Douglas | Parrish | Red Dipper LLC | Chief Executive Officer | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title |
|-----------------|--------------|--|----------------------------------|
| Merrick | Pascual | Economic Development | Chief Financial Officer |
| Rosa | Pascual | Young Community Developers | |
| Ethan | Patchell | | |
| Neal | Patel | SFMTA | |
| Rick | Pearman | Department of Public Works | |
| Evelyn | Pena | LFCD | |
| Greg | Pensinger | Downtown Streets Team | |
| Tom | Perdue | Goodwill Industries | |
| Caz | Pereira | Growth Sector | |
| Ceasar | Perez | Native TANF Program | |
| Maryann Danyele | Perrine | California Department of Rehabilitation | |
| | Peterson | New American Media | |
| Leigh | Phillips | Office of the Assessor- Recorder | |
| Jacqueline | Piccini | Noyola Piccini Group | |
| Raquel | Pinderhughes | Roots | |
| Kymerlee | Pittman | | |
| Matt | Poland | United Way of the Bay Area | Director of MatchBridge |
| Adrienne Pon | Pon | Office of Civic Engagement & Neighborhoods | Executive Director |
| Diana | PonceDeLeon | The YMCA | Project Manager |
| | Ponciano | | |
| Bobby T. | Pope | Hunters Point Family | |
| Jason | Porth | San Francisco State University | |
| Tess | Posner | SamaUSA | |
| | Post | | |
| John | Powell | GLIDE | |
| John | Power | The Volunteer Center | |
| Liza | Pratt | Livable City/Sunday Streets | |
| IVAN | PRATT | XERISCAPE/BUDDHA INC. | San Francisco Citizen |
| Tempi | Priestly | Renaissance Parents of Success | Chief Executive Officer |
| Stephen A. | Privett | University of San Francisco | |
| Susan | Propst | San Francisco State University | Executive Director of College of |
| Christopher | Punongbayan | Asian Law Caucus | |
| Mai | Quach | Lao Family Community Development, | |
| Bryan | Quevedo | Policy Programing | Policy Program Analyst |
| Yohana | Quiroz | Family Services Agency | |
| Daniel | Quon | New Door Ventures | |
| Allison | Rae | | |
| Nick | Rael | LaunchPad | |
| John Rahaim | Rahaim | Planning Department | |
| Mayra | Ramirez | Oakland Private Industry Council | |
| Willie | Ramirez | | |

Email Addresses have been removed due to privacy

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-------------|-----------------|--------------------------------------|------------------------------------|--|
| Joe | Ramirez-Forcier | Positive Resource Center (PRC) | Managing Director, Employment | |
| Freda | Randolph-Glenn | Department of Child Support Services | | |
| Michael | Red | Golden Gate for Seniors | | |
| Randy | Reed | Hamilton Family Center | | |
| Tenley | Reftrans | | | |
| Patrick | Regan | Community Vocational Enterprises | | |
| Kenneth | Reggio | Episcopal Community Services (ECS) | Executive Director | |
| Lois O | Reid | College of Alameda One Stop Career | | |
| Patricia | Reilly | Positive Resource Center (PRC) | Deputy Director | |
| Erin | Renshaw | | | |
| Chris | Reyes | | | |
| Tess | Reynolds | New Door Venture | | |
| Leha | Rhone | Chalk | | |
| Trent | Rhorer | City & County of San Francisco | Executive Director, Human Services | |
| Lowell | Rice | Office of Economic and Workforce | Business Services Specialist | |
| Chip | Rich | Urban Services YMCA | Executive Director | |
| Ken | Rich | Joint Development | Director of Development | |
| | Richard | The GEO Group Inc. | | |
| Camile | Richard | San Francisco YouthWorks | | |
| pat | Richards | NOVA Job Center | Business Liaison | |
| Chris | Richardson | Downtown Streets Team | | |
| Trisha | Ridlon | Not employed | | |
| Alexis | Ringwald | LearnUp | Co-founder & CEO | |
| Patricia | Ris | Memory Care CafZ | | |
| Jorge | Rivas | Neighborhoods | Project Manager | |
| Mary | Rivers | Allen CDC/ Western Addition | | |
| Larry | Robbin | Robbin and Associates | Executive Director | |
| Larry | Robbin | Larry & Associates | | |
| Susannah | Robbins | Film Commission | Executive Director | |
| Mark | Robbins | | | |
| Carla | Roberts | Homeless Prenatal | Child Welfare Services | |
| h | roche | n/a | unemployed | |
| Mary Alice | Rodrigues | SF Conservation Corps | | |
| Aide | Rodriguez | Mujeres Unidas y Activas (MUA) | Finance | |
| Lecy | Rodriguez | | | |
| Kemi | Role | Women's Community Clinic | Director of Community Programs and | |
| Rebecca | Rolfe | San Francisco LGBT Community | Executive Director | |
| Linda | Rosa | San Francisco YouthWorks | | |
| Jorge | Rosales | Bernal Heights Neighborhood Center | | |
| Shauna Rose | Rose | San Francisco International Airport | | |
| Wade | Rose | | | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|--------------|-------------|---------------------------------------|---------------------------------|--|
| Ben | Rosenfeld | Office of the Controller | City Controller | |
| Patricia | Ross | Office of the Democratic Leader | | |
| Abby | Rovner | Abby Rovner | | |
| Jennifer | Rowe | Contra Costa Employment & Human | | |
| Theresa | Rowland | | | |
| Karen Roye | Roye | Child Support Services | | |
| Laurie | Rubin | Five Keys Schools and Programs | Grants Development Manager | |
| Toni | Rucker | | | |
| Todd | Rufo | Economic Development | Executive Director | |
| Andrew | Russo | San Francisco Family Support Network | | |
| Maria | Rutherford | | | |
| Julia | Sabory | Juvenile Probation Department | | |
| Jennifer | Sachs | LightHouse for the Blind and Visually | Director of Development | |
| Mirian Saez | Saenz | Treasure Island | | |
| Cindy | Saenz | OEWD | Administrative Assistant | |
| Cindy | Saenz | Economic Development | | |
| Ahsha | Safai | | | |
| Natosha | Safo | Business Development | Business Development Manager | |
| Rosabella | Safont | Mission Economic Development | Finance | |
| Mitchell | Salazar | | | |
| Nicole | Salvador | Office of Economic and Workforce | CityBuild Compliance Officer | |
| Sam | Samuelson | City Clinic | | |
| Marlen | Sanchez | Workforce Development Division | | |
| Ethelvina | Sanchez | | | |
| Don | Sanders | San Francisco Conservation Corps | Associate Director of RAMP | |
| Scotty | Sanderson | Workforce Investment Board of Solano | | |
| Amanda | Sanguinet | | | |
| Carmelo | San-Mames | OEWD Workforce Development | Senior Community Development | |
| Amor | Santiago | APA Family Support Services | Executive Director | |
| Ria | Santos | Marriott Hotel | | |
| Johnny | Santos | Elefint Design | | |
| Ruth | Sappelt | Office of Economic and Workforce | Principal Workforce Analyst | |
| Annabel | Sarabia | Dept of Rehabilitation | | |
| Samanta | Sassi | San Francisco Conservation Corps | Associate Director of Academics | |
| Jennifer | Scaife | San Francisco Adult Probation | | |
| Dorick | Scarpelli | Five Keys Schools and Programs | | |
| Dee | Schexnayder | Office of the Mayor Edwin M. Lee | | |
| J | Schirmer | | | |
| Alison | Schlageter | Human Services Agency | Program Manager | |
| Shadia | Schoen | Ohlone College | | |
| Kary Shulman | Schulman | Grants fro the Arts | | |

4a. Appendix D Email list for Regional and Local Plans

Email Addresses have been removed due to privacy

| First name | Last name | Company | Job title |
|-------------|----------------|---------------------------------------|-----------------------------------|
| Scott | Schwaitzberg | Google.org | Civic Innovation |
| Jodi | Schwartz | LYRiC | |
| Charlie | Sciammas | PODER | |
| Laini Scott | Scott | Health Service System | |
| Mattie | Scott | Healing Circle for the Soul Support | |
| Nichelle | Scott | Goodwill Industries | |
| Taula | Seals | Young Community Developers (YCD) | Lead Education & Employment |
| Robbie | Seamster | GCDF - Employment Development | |
| Valentina | Sedeno | | |
| Maureen | Sedonaen | Goodwill Industries of San Francisco, | Interim Chief Executive Officer & |
| David | Serrano Sewell | | |
| Nadia Sesay | Sesay | Public Finance | |
| Rolf | Sester | | |
| ' | Shauf | Enterprise for High School Students | |
| ' | Sheehan | | |
| Rita | Shimmin | Glide Memorial Church | |
| Peg | Simmons | | |
| Noel | Simmons | | |
| Joel | Simon | CAEL | |
| Zina | Simonaitis | ZinaGraphicDesign (self-employed) | Art Director |
| Anabel | Simonelli | Economic Development | Chief People Office |
| Hasian T. | Sinaga | Hire Ability | |
| Beth | Sirull | Pacific Community Ventures | |
| Jorge | Sisoy | | |
| Dolly | Sithounnolat | Neighborhoods | Project Manager |
| Jack | Siu | APA Family Support Services | |
| Katie | Skjerpig | OEWD Economic Development | Program Manager, Business |
| Clean | Slate | Public Defender's Office | |
| Darlene | Sloan | Alameda County SSA / East Bay | |
| | Smith | | |
| George J | Smith | City & County of San Francisco | |
| Bill | Smith | East Bay Professional Experience | |
| George | Smith | Department of Child Support Services | |
| John | Smith | Friendship House Association of | |
| Geoff | Smith | FutureWork Systems | VP Marketing |
| | Smith | Childrens Council | |
| Kwanasia | Smith | DSP janitorial | |
| Kwanasia | Smith | DSP janitorial | |
| Joseph | Smooke | Bernal Heights Neighborhood Center | |
| Abby | Snay | Jewish Vocational Service (JVS) | Executive Director |
| Julia | Solomons | Hamilton Family Center | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-----------------------|---------------|---------------------------------------|----------------------------------|--|
| Judy | Sorro | OEWD | CityBuild Employment Liaison | |
| Dalila | Sotelo | The Integral Group | Vice President | |
| Theresa | Sparks | Human Rights Commission | | |
| Marc | Spencer | JUMA Ventures | Chief Executive Officer | |
| Reginal | Spencer | | | |
| Derrick | Spiva | Allen Community Development | | |
| Linda | Squires-Grohe | City College of San Francisco | Dean Emeritus | |
| Emily | Stefiuk | Office of Economic and Workforce | Senior Community Development | |
| Vivian | Stern Turner | Enterprise for High School Students | | |
| Barbara F. | Stevenson | | | |
| Mike | Stevenson | | | |
| Barbara | Stevenson | Lumenos LLC | Principal | |
| Wendy | Still | Adult Probation | Chief | |
| Mariane | Stimbra-Mora | Mujeres Unidas y Activas (MUA) | Caring Hands Job Placement | |
| Stephanie | Stone | Academy of Sciences | | |
| Mark | Stoner | LegalShield | | |
| Erica | Stowers | First Place for Youth | | |
| Lisa | Stringer | San Francisco Sheriff's Dept - 5 Keys | Director of Education | |
| Dawn Steuckle / Vicky | Stueckle | Sunset Youth Services | Co-founder, Executive Director | |
| Maria | Su | DCYF | Director | |
| Gayle | Suits | Marin Housing | | |
| Betty | Szudy | Oakland Housing Authority | Resident and Community Services | |
| Elsy | Tadeo | Mission Language & Vocational School | | |
| Jen | Talao | San Francisco Ethics Commission | | |
| Alex | Tam | txt2wrk | Founder | |
| Vicky | Tan | OEWD | Accountant III | |
| Crezia | Tano | Joint Development | Project Manager | |
| Jorge | Tapia | EDD | Cluster Manager | |
| Tabitha | Tapia | City/County of San Francisco | Project Manager | |
| Jeannie Tulealo | Taulealo | Administrative Services | | |
| Anne | Taupier | Joint Development | Project Manager | |
| David | Taylor | OEWD Workforce Development | Program Operations | |
| Art | Taylor | RDJ Enterprises | | |
| Ryan | Teller | Friends of the Urban Forest | | |
| Juliana | Terheyden | In-Home Supportive Services | Director of Business Development | |
| Egon | Terplan | SPUR | | |
| Matthew | Terry | | | |
| AJ | Thomas | Office of Economic and Workforce | CityBuild Compliance Officer | |
| Meredith | Thomas | San Francisco Neighborhood Parks | | |
| Elycia | Thomas | | | |
| | Thomas | Episcopal Community Services | | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-----------------|---------------|--------------------------------------|-------------------------------------|--|
| Pamela Thompson | Thompson | Office of the County Clerk | | |
| Rosario | Thompson | Human Services Agency (SF) | | |
| Steven | Thompson | Salesforce | | |
| Marianne | Thompson | Economic Development | Project Manager | |
| Chelsea | Tirone | Office of Economic and Workforce | CityBuild Employment Liaison | |
| Adrian | Tirtanadi | Bayview/Hunters Point Community | | |
| Roland | Tolosa | Applied Video Solutions | Solutions Consultant | |
| Alex | Tom | Chinese Progressive Association | Executive Director | |
| | Tom | City College of San Francisco | | |
| Erica | Tom | Department of Rehabilitation | | |
| Lance | Toma | Asian & Pacific Islander Wellness | | |
| Chase | Torres | San Francisco Conservation Corp | | |
| Joaquín | Torres | Economic Development | Deputy Director | |
| Aziza | Toussaint | Alameda County Social Services | | |
| Lynne C | Towle | City College of San Francisco | | |
| Floyd | Trammell | West Bay Local Development | Executive Director | |
| Julie | Trell | Workday Foundation | Executive Director | |
| Cuauhcihuatl | Trinidad | Native TANF Program | | |
| Angela | Tsang | | | |
| Francis Tsang | Tsang | Mayor's Office | | |
| Lonnie | Tuck | Goodwill Industries | | |
| | Tumbocon | Episcopal Community Services | | |
| Albert | Turner | Department of Child Support Services | | |
| Sharon | Turner | Jewish Vocational Service | | |
| Molly | Turner | SPUR / Airbnb | Board of Directors, SPUR / Director | |
| Rumi | Ueno | San Francisco Municipal | | |
| Scott | Ullman | Foundation Center | | |
| Beth | Urfer | Jewish Vocational Service (JVS) | Director of Programs | |
| Terry | Valen | Filipino Community Center | | |
| Vicky | Valentine | Huckleberry Youth Program | | |
| Toi | Valentine | Adaptive Path | Experience Designer | |
| Ben | Van Houten | Neighborhoods | Project Manager, Nightlife and | |
| Jessica | Van Tuyl | Oasis for Girls | | |
| Adam | VandeWater | Joint Development | Project Manager | |
| Xavier | Vanvlasselaer | blue fifteen | | |
| Carol | Varney | BAVC | | |
| Cynthia Vasques | Vasquez | Department on the Status of Women | Commission Secretary | |
| Salina | Vavia-Johnson | SFMTA | | |
| Chris | Vergara | Office of Economic and Workforce | CityBuild Compliance Officer | |
| | Vernick | Baker Places | | |
| Aida | Villagracia | | | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-------------------|------------------|---------------------------------------|------------------------------------|---|
| Jorge | Villalobos | Labor Market Information Division, | Labor Market Consultant | |
| David | Viotti | Smallify | Founder, CEO | |
| Mary | Voelbel | Upwardly Global | | |
| Mary | Voelbel | Upwardly Global | Program Manager | |
| Anne | Vorhauer | Solano County Office of Education | | |
| Ciara | Wade | New Door Ventures | Program Director | |
| David | Walker | Office of Economic and Workforce | Senior Workforce Development | |
| David | Walker | Goodwill Industries of San Francisco, | Director of Participant Services | |
| Rev. Arelious | Walker | True Hope Church | | |
| Shamann | Walton | Young Community Developers (YCD) | Executive Director | |
| Jimmy | Walton | | | |
| Jessica | Wan | Chinese for Affirmative Action (CAA) | Employment Advocate | |
| Sarah | Wan | Community Youth Center (CYC) | Executive Director | |
| Meiling | Wang | Employment Development Department | | |
| Villy | Wang | BAYCAT | Executive Director | |
| Bettina | Warburg | Institute for the Future | Program Assistant to the Executive | |
| Ace | Washington | Community Reform Committee | | |
| Al | Waters | SFUD | | |
| Tracey | Weaver | Urban University | | |
| Katherine | Webster | Vets in Tech | | |
| Marc | Weisman | Department of Rehabilitation (Novato) | | |
| Linda | Welch | Volunteers of America, Bay Area | | |
| Cordell | Wesselink | Community Boards | | |
| Wesley | West | Larkin Street Youth Services | Assistant Manager, Larkin Street | |
| Wendolyn | Westbrook | | | |
| Norell | Wheeler | Hamilton Family Center | | |
| James | Whelly | San Francisco Human Services | Manager | |
| Staci White | White | Department of Recreation and Parks | | |
| Kevin | White | | | |
| Brian | Whitford | Positive Resource Center | | |
| Angela Whittaker | Whittaker | Controller's Office | | |
| Jenny | Wiley | Central City Hospitality House | | |
| Toby | Wiley | Recreation & Park Department | | |
| Kate | Williams | LightHouse for the Blind and Visually | Employment Immersion Program | |
| Al | Williams | Alfred williams Consultancy, LLC | | |
| Michael | Williams | Childrens Council | | |
| Orrian | Willis | OEWD | Sr. Workforce Development | |
| Anne | Wilson | United Way of the Bay Area | Chief Executive Officer | |
| Alex | Wilson | LightHouse for the Blind and Visually | Grant Manager | |
| Jennifer | Wilson-Fischer | | | |
| Stephanie | Wilson-Wagner | Adaptive Path | | |

4a. Appendix D Email list for Regional and Local Plans

| First name | Last name | Company | Job title | Email Addresses have been removed due to privacy |
|-------------------|------------------|--------------------------------------|-------------------------------|---|
| Melanie | Winfield | Workforce Investment Network | Deputy Director of Operations | |
| Terri | Winston | Women's Audio Mission | | |
| Jill | Winter | Hamilton Family Center | | |
| Aaron | Winters | Upwardly Global | | |
| Delene Wolf | Wolf | Rent Board | | |
| Thomas | Wolf | Department of Child Support Services | | |
| Joyce | Wong | Office of Economic and Workforce | CityBuild Compliance Officer | |
| Anna | Wong | Geary Print Shop | | |
| Khan | Wong | Administrative Services | | |
| Phillip | Wong | OEWD | Project Assistant | |
| Annette | Wong | Chinese for Affirmative Action | Director of Programs | |
| Kent | Woo | | | |
| Wincy | Woo | Mission Hiring Hall (MHH) | Fiscal Manager | |
| Theresa | Woo | | | |
| Monique | Wood | San Francisco Housing Authority | | |
| Corinne | Woodard | Consultant | | |
| Reynaldo | Woods | MBCAC | | |
| Zoe | Woods | Up from Darkness | Executive Director | |
| Jay Xu | Wu | Wu Yee Children's Services | | |
| Martha | Xu | Asian Art Museum | | |
| David | Yanez | Office of Small Business | | |
| Jerry | Yang | OEWD | Administrative Analyst | |
| Louise | Yang | Kai Ming Head Start | | |
| David | Yarnall | SRI International | | |
| Daniel W | Yeagley | Lighthouse San Francisco | | |
| Brenda | Yee | City College | Dean, Math & Science | |
| Larry | Yee | Cornerstone Trinity Baptist Church | | |
| Jenny | Yip | San Francisco Child Abuse Prevention | | |
| Judy | Yoo | Young Community Developers (YCD) | Finance | |
| Diane | Young | Vietnamese Youth Development | Executive Director | |
| Sarah | Young | Peninsula Family Service | | |
| Albert | Young | Rock Your Block | CEO | |
| Amy | Yu | Department of Public Health | Ambulatory Care | |
| David | Yu | APA Family Support Services | | |
| May | Yu | Charity Cultural Services Center | Program Coordinator | |
| Winnie | Yu | Charity Cultural Service Center | | |
| Armando | Yu | Self-Help for the Elderly (SHE) | One Stop Manager | |
| David | Zapote | Childrens Council | | |
| | Zhang | Charity Cultural Service Center | | |

APPENDIX D

Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

| Local Plan Section | Comment/Response |
|--------------------|-----------------------|
| Section: n/a | Comment: |
| | Local Board Response: |

The Local Board received no public comments that disagreed with the Plan. Please see the following attachments to Appendix D for the invitation to comment and the list of invitees.

APPENDIX E**Local Board Assurances**

Through PY 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 Workforce Development Act 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 intensive and training services. (WIOA Section 134[c][3][E], and CUIA Section 14230[a][6])
- H. The Local Board certifies that its America's Job Center of CaliforniaSM (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 CUIA 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 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**

Local Chief Elected Official*

*

Signature

Kevin Carroll

Name

Chair, Workforce Investment San
Francisco

Title

Date

*

Signature

Edwin M. Lee

Name

Mayor, City and County of San Francisco

Title

Date

*Signatures will be provided in the executed Local Plan

APPENDIX F
STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING
[WIOA Sections 107(d)(12)(B)(i)]

City and County of San Francisco

(Name of Local Workforce Development Area)

| ENTITY | ORGANIZATION | CONTACT (NAME/TITLE) | MAILING ADDRESS (STREET, CITY, ZIP) | TELEPHONE, FAX, E-MAIL |
|---|---|---|--|---------------------------|
| Grant Recipient (or Subrecipient if applicable) | City and County of San Francisco (Subgrantee) | Todd Rufo, Director, Office of Economic and Workforce Development | City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 | (415) 554-6969 |
| Fiscal Agent | Office of Economic and Workforce Development | Todd Rufo, Director, Office of Economic and Workforce Development | City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 | (415) 554-6969 |
| Local Area Administrator | Office of Economic and Workforce Development | Todd Rufo, Director, Office of Economic and Workforce Development | City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 | (415) 554-6969 |
| Local Area Administrator Alternate | N/A | | | |

Signature: _____

Chief Elected Official

Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the

Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

APPENDIX G
Local Workforce Development Board Bylaws

The Local Workforce Development Board is required to submit a copy of their Bylaws as an attachment to the local plan. Include the Bylaws under this cover page.

WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

BYLAWS of Workforce Investment San Francisco Board

Last Amended September 14, 2016

RECITALS:

- A. WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law 113-128, authorizes the expenditure of federal funds for workforce development programs in designated Local Areas.
- B. WHEREAS, the State of California, has designated the City and County of San Francisco as a Local Area for purposes of WIOA.
- C. WHEREAS, the WIOA and state law require Local Areas to establish a Local Workforce Investment Board to provide policy guidance and oversight of the local workforce development activities.
- D. WHEREAS, federal, state and local law govern the composition of the Local Workforce Investment Board, and set forth the rules governing the method by which members may be appointed.
- E. WHEREAS, In San Francisco, the local Workforce Investment Board is Workforce Investment San Francisco (WISF).
- F. WHEREAS, pursuant to Section 30.4 of the San Francisco Administrative Code, the Office of Economic and Workforce Development (OEWD) is charged with supporting the work of the WISF.

1.0 Name & Definitions

1.1 Name

The name of this body shall be Workforce Investment San Francisco ("WISF").

1.2 Definitions

The following terms and their definitions shall apply to these Bylaws:

- a. The Workforce Investment and Opportunity Act of 2014, 29 USC Sections 3101, et.seq., is referred to herein as "the Act" or "the WIOA."
- b. The certified local Workforce Investment Board of San Francisco is referred to herein as "the LWIB."
- c. Individuals who serve on the LWIB are referred to herein as "Members."
- d. The secretary of the LWIB is referred to herein as "Secretary."
- h. The Mayor of the City and County of San Francisco is referred to herein as the "the Chief Local Elected Official (CLEO)."

- i. The working partnership, as described in the Master Partnership Agreement, between the LWIB and the CLEO is referred to herein as the "Partnership."

2.0 **Mission Statement**

The purpose of Workforce Investment San Francisco (WISF) is to provide a forum where business, labor, education, government, community-based organizations and other stakeholders work together to increase San Francisco's capacity to address the supply and demand challenges confronting the workforce. The WISF aims to design and implement a workforce development system that prioritizes scarce employment and training resources in conformance with the Workforce Investment and Opportunity Act of 2014, 29 U.S.C. §§ 3101, et seq. and other appropriate legislative and policy authorities.

3.0 **Membership of the Certified Local Workforce Investment Board**

3.1 Appointments

The Mayor, in his or her capacity as CLEO, appoints members to the LWIB from among individuals meeting membership criteria. Members serve at the pleasure of the Mayor.

3.2 Authorized membership

The WISF shall be composed of no fewer than 19 members and no more than 40 members.

3.3 Criteria for member categories

In accordance with WIOA Sec. 107, the LWIB shall be composed of the following categories of voting Members:

a. BUSINESS

A majority of Members of the LWIB shall be representative of businesses in the local area who:

- 1) Are owners of businesses, chief executives or operating officers of businesses and other executives or employers with optimum policy-making or hiring authority;
- 2) Represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that include high-quality work-relevant training and development in in-demand industry sectors or occupations in the local area; and
- 3) Are appointed from among individuals nominated by local business organizations and business trade associations

b. WORKFORCE

At least 20 percent of the Members of the LWIB shall be representatives of the workforce within the local area, who:

- 1) Shall include representatives of labor organizations who have been nominated by local labor federations;

- 2) Shall include a representative, who shall be a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
- 3) May include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
- 4) May include representative of organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

c. **EDUCATION**

The LWIB shall include representatives of entities administering education and training activities in the local area, who:

- 1) Shall include a representative of eligible providers administering adult education and literacy activities under Title II of the WIOA;
- 2) Shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
- 3) May include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

d. **GOVERNMENT AND COMMUNITY DEVELOPMENT**

The LWIB shall include representatives of governmental and economic and community development entities serving the local area, who:

- 1) Shall include a representative of economic and community development entities;
- 2) Shall include an appropriate representative from the State employment services office under the Wagner-Peyser Act serving the local area;
- 3) Shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 serving the local area;
- 4) May include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
- 5) May include representatives of philanthropic organizations serving the local area.

3.4 Other Members

The Membership of the LWIB may include other individuals or representatives of entities as determined appropriate by the CLEO.

3.5 One Vote

All Members shall have one vote regardless of the number of membership categories they may meet.

3.6 Term of appointment

Members shall be appointed for two-year terms, expiring on January 31st of their second year of service. Term appointments shall be staggered, to the extent possible, to ensure that only a portion of the board expires in a given year.

3.7 Tenure on Board

Board members shall remain on the Board until:

- a. their term expires, subject to the holdover provisions of these Bylaws;
- b. they resign in writing;
- c. they no longer hold the status for membership on the Board under which they were appointed, as determined by the Chair; or
- d. they are removed from the LWIB for cause.

3.8 Holdover Terms

In the event an appointment to fill a vacancy has not occurred by the conclusion of a Board member's term, that member may continue to serve as a Board member during the following term in a holdover capacity, for a period not to exceed one year, to allow for the appointment of a Board member to serve the remainder of said following term.

3.9 Change of member affiliation

Any Member who experiences a change of professional affiliation (e.g. by terminating employment with the entity that the member was affiliated with at the time of appointment) shall inform the Chairperson of such change. At the Chairperson's discretion, the member may continue to serve on the LWIB if the new affiliation is within the same membership category (e.g. business, education) and if the new affiliation allows the member to continue to fulfill his or her LWIB responsibilities with the same level of effectiveness as before.

3.10 Resignation of membership

Any Member may resign from membership by submitting written notice to the Secretary and to the CLEO at least thirty (30) days prior to the effective date of the resignation.

3.11 Removal from membership

Any Member may be recommended for removal from membership by a vote of two-thirds of the Members present and voting.

Reasons for removal include failure to attend at least half of the regularly scheduled meetings of the LWIB during the twelve-month year (February 1 –

January 31), or a failure to attend two (2) consecutive meetings without prior notification to the WISF secretary (“unexcused absences”).

Once the LWIB has voted to recommend removal of a Member, the following procedures shall be followed:

- a. A notice shall be sent by prepaid first class or registered mail to the most recent address of the Member, as shown on the LWIB’s records, setting forth the action to be taken, the reasons for the action, and the date, time and place of the hearing provided for in this section. Such notice shall be sent at least fifteen (15) days before the proposed effective date of termination.
- b. The Member proposed for removal shall be given an opportunity to be heard, either orally or written, at a hearing to be held not fewer than five (5) days before the effective date of the proposed removal. The hearing will be held before the LWIB.
- c. Following the hearing, the LWIB shall decide whether or not the Member should be removed. The decision of the LWIB shall be final.

3.12 Vacancies

Any vacancies on the LWIB will be filled in accordance with section 3.1. Where the vacancy is in an unexpired term, the appointment shall be for the remainder of the term.

3.13 Designated Alternates

Where a Board member is unable to attend a LWIB meeting, the member may appoint a Designated Alternate to attend on his or her behalf. Designated Alternates must meet the same Membership criteria as the LWIB member and must be appointed in conformance with Designated Alternate Procedures in affect at that time.

3.14 Annual Statement of Economic Interests

Members and Designated Alternates have the duty of submitting to the Secretary, upon their appointment to the LWIB, and annually during their membership, a completed and signed Statement of Economic Interests and any other documents required by federal, state or local laws governing conflicts of interest.

4.0 **Officers of the Certified Local Workforce Investment Board and Support Functions**

4.1 Officers

The Officers of LWIB shall consist of a Chairperson and Vice Chairperson.

4.2 Chairperson

- a. The Chairperson shall be elected by a majority vote of the LWIB, from among the members representing the business category of membership, as described in Section 3.2a. The Chairperson shall preside at all meetings of the Executive Committee and the LWIB.

- b. The CLEO and Chairperson shall make all appointments to Executive Committee, the authority for which is not otherwise designated in the Act. The Chairperson shall make appointments to other committees.
- c. The Chairperson shall serve as an ex-officio member of all committees, with full voting privileges.
- d. The Chairperson shall approve signatories for bank accounts and contracts.

4.3 Vice Chairperson

The Vice Chairperson shall be elected by a majority of the members of the Executive Committee, and shall act in the place and stead of the Chairperson in the event of the Chairperson's absence, in ability or refusal to act, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the Chairperson.

4.4 Support Functions provided by OEWD

A staff person from OEWDs Workforce Division shall be designated WISF Secretary and support the LWIB as described below: ,

- a. The Secretary shall attend all meetings of the LWIB and the Executive Committee and shall record all votes and the minutes of such meetings, to be kept at all times in accordance with state and local public meeting laws. The Secretary shall provide for the recording of all votes and proceedings of Standing Committees.
- b. The Secretary shall at all times keep the original copy of the agendas and minutes of LWIB and Executive Committee meetings, Bylaws and other business records of LWIB.
- c. The Secretary shall give *and document* such notices as required by state and local public meeting access laws *and* these Bylaws.

5.0 Committees of the Certified Local Workforce Investment Board

5.1 Guiding principles

- a. The Standing Committees shall:
 1. Conduct public hearings and take public testimony when needed to ensure that all viewpoints are considered, and in all cases when required by statute or regulation.
 2. Provide the LWIB with readily available expertise regarding the policies and direction of the LWIB.
 3. Review staff recommendations with appropriate public hearings and advise the LWIB and the Executive Committee regarding action to be taken.
 4. Provide for broad community participation in LWIB activities.
- b. Members of the Committees who are non Members of the LWIB as set forth in section 3.0, above, shall be voting members of the Committee, but shall not be voting members of the LWIB.

- c. It shall be the responsibility of each committee to establish its schedule for meeting and to ensure that all interested parties are provided with adequate notice of such schedules in conformance with public meeting laws. Committee Chairpersons may delegate such responsibilities to Staff.

5.2 Executive Committee

At the direction of the Chairperson, an Executive Committee may be established. Such Executive Committee shall be comprised of not more than eleven (11) Members of LWIB, who are appointed by the Chairperson. The total number of Members appointed, if less than eleven (11), shall be either seven (7) or nine (9). This committee shall review the work plans of other committees, ensure coordination of the work of all committees and hear reports on their progress. This committee is authorized to act on behalf of LWIB provided that all action taken on behalf of LWIB shall be subsequently presented to LWIB for consideration. This committee shall hear, review and refer matters for action from other committees to LWIB as Consent Calendar item, see Section 7.2.

5.3 Program and Service Oversight Committee

At the direction of the Chairperson, a Program and Service Oversight Committee may be established. This committee shall have a chairperson who is a Member of the LWIB who shall be supported by an OEWD staff person. The number and source of additional members shall be determined the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than five (5) and not more than seventeen (17).

This Committee shall be responsible for reviewing, and advising, the Executive Committee and the LWIB on policy and funding recommendations for programs and services for adult job seekers. This Committee shall develop and recommend portions of the San Francisco Local Plan for Workforce Investment and Development as required by various federal, state, and local agencies, relating to adult services, including service delivery methods. This Committee shall develop and recommend program plans, eligibility requirements, priority of services, and design and solicitation criteria for adult job seekers. This committee shall prepare recommendations for local criteria for the Eligible Training Provider List (ETPL). Subcommittees of the Program and Service Oversight Committee shall be appointed by the LWIB Chairperson and this Committee Chairperson and may include special populations, e.g. refugees, homeless persons.

This Committee shall be responsible for the research and evaluation tasks of the LWIB. These tasks shall include responsibilities for the review of and advice regarding the overall quality of programs authorized by the LWIB. These tasks include assistance in developing a robust capacity driven by federal mandates, best practices and employer needs through analysis and assessment of programs for job seekers and employers, capacity of service providers, relative

success and significance of interventions to move people in San Francisco to high skill, high wage employment.

5.4 Youth Committee

At the direction of the Chairperson, a Youth Committee may be established

a. Membership

This committee shall have a chairperson who is a Member of the LWIB and shall be supported by an OEWD staffperson . The Youth Committee shall be appointed by the LWIB Chairperson, and shall include:

1. members of the LWIB with special interest or expertise in youth policy;
2. representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
3. representatives of local housing authorities;
4. parents of youths seeking assistance form LWIB programs;
5. individuals, including former participants, and representatives of organizations, that have experience relating to youth activities;
6. representatives of the Job Corps, as appropriate; and
7. other individuals or representatives of entities as determined appropriate by the LWIB in cooperation with the CLEO.

b. Duties

1. Develop portions of the Local Plan relating to eligible youth;
2. Develop, approve and recommend the design and solicitation criteria for youth services and activities; and
3. Conduct oversight with respect to the eligible providers of youth activities.
4. Coordinate youth activities as authorized in the Act.
5. Other duties determined appropriate by the Chairperson of the LWIB.

5.5 Sector Committees

The Chairperson may establish Sector Committees that include employers and other key industry stakeholders. These Committees shall provide recommendations to the WISF to direct workforce services to meet the needs of the targeted industry. These Committees shall also advise job training academies and other workforce services designed to serve the targeted industries.

5.6 Public Sector Committee

The Chairperson shall establish a Sector Committees for representatives from City and County of San Francisco departments and other public sector entities. The Public Sector Committees shall provide recommendations to the WISF to direct workforce services to meet public sector employment needs. The Public Sector Committees shall also advise WISF on opportunities to align and collaborate among public sector partners. Members of the Public Sector

Committee shall be invited to every full WISF board meeting and are encourage to participate in discussion. However Public Sector Committee members may not vote on WISF business.

5.7 Other Committees

From time to time, the Chairperson may establish Ad Hoc Committees or Task Forces to accomplish specific projects. The need for such committees will be determined by the Chairperson, along with their composition, membership and structure.

5.8 Term of appointment

Unless otherwise specified in the request to serve as a member of any committee, the term of appointment will be one (1) year. Each year, after the election of Officers of the LWIB, the Chairperson shall review all committee assignments and will issue new letters of appointment.

6.0 **Meetings of the LWIB & Committees**

6.1 Agenda

The Agenda shall be set by the Director of Workforce Development in consultation with the Chairperson. Members may request that an item be placed on the agenda through the Chairperson.

6.2 Regular Meetings

- a. LWIB: Regular meetings of the LWIB shall occur at least once in each calendar quarter, i.e., February, April, June, September and November of 2001. The future schedule of meeting dates and locations may be determined by the Executive Committee and will be published annually no later than November 30. Notice of any change to scheduled dates and locations will be delivered to Members at least ten (10) days in advance of the meeting.
- b. Executive Committee: If established, the Executive Committee shall establish a meeting schedule. Executive Committee meetings may be held in conjunction with meetings of the LWIB.
- c. Other Committees: Other Committees shall establish a regular meeting schedule in accordance with its particular function.

6.2 Special meetings

- a. LWIB: A special meeting of the LWIB may be called by the Chairperson or by the Executive Committee. In addition, five percent or more of the Members may call a special meeting of the Members for any lawful purpose.

- b. Executive Committee: The Chairperson, the Vice-Chairperson or any two Directors may call special meetings of the Executive Committee. The Director of Workforce Development after consultation with at least one Director may also call a special meeting.

6.3 Notice of meetings

Notices of LWIB or Executive Committee meetings shall include the date, time and location of the meeting as well as an agenda containing a brief, concise and non-technical description of items to be considered, in conformance with public meeting laws.

- a. Regular meetings
Written notice of all regular meetings of the LWIB or Executive Committee shall be sent to Members not less than seven (7) days before the date of the meeting, provided the notice is mailed with first-class postage, or by facsimile or e-mail. Any such notice shall be deemed to have been given at the time when delivered personally or deposited in the mail or sent by other means of written communication.
- b. Special meetings
A written notice of the time and place of special LWIB or Executive Committee meetings shall be delivered personally to each Member by facsimile or e-mail, telegraph or first-class mail, with charges prepaid, addressed to the Member as it is shown on such records of the LWIB, or, if it is not so shown on such records or is not readily ascertainable, at the place at which the meetings of the LWIB are regularly held. In case such notice is mailed, it shall be deposited in the United States mail at least four (4) days prior to the time of the holding of the meeting. In case such notice is delivered personally by facsimile or e-mail, it shall be so delivered at least seventy-two (72) hours prior to the time of the holding of the meeting.
- c. Public notice
The Secretary shall mail copies of notices for all regular and special LWIB or Executive Committee meetings to interested parties, and see that the notices are posted in the San Francisco Public Library, on the Office of Economic and Workforce Development, website, at the meeting location, and in a location freely accessible to members of the public at least seventy-two (72) hours before the meeting.

Explanatory documents referred to in the notices will be made available for public inspection at the Workforce Development office during normal business hours, and posted on the Office of Economic and Workforce Development website with the agenda.

6.4 Quorum

No action may be taken at a meeting that lacks a quorum. If a Member cannot attend, the Member may, in accordance with the Designate Alternate

Procedures, designate an alternate to attend who meets the same Membership criteria and who is prepared to participate in the meeting in the same manner as the Member.

- a. Constitution of a quorum
 1. LWIB: At all meetings of the LWIB, a quorum shall consist of a majority of the members of the LWIB. For a motion or other transaction to be adopted by the LWIB, it must be supported by 51% of LWIB Members.
 2. All Committees: The presence of a majority of the Members at a meeting of each committee shall constitute a quorum.
- b. Failure to achieve a quorum
When a quorum is not achieved, neither the LWIB nor any of its committees may take action on agenda items. However, Members may remain to discuss matters of their choosing with the public, and those proceedings may be presented at a subsequent meeting so that they form part of the subsequent meeting's records.

6.5 Public testimony on agenda items

Public comment is required before action can be taken on an agenda item. The Chairperson may limit time for the public testimony to three (3) minutes per individual.

6.6 Public testimony on other matters

Time shall be scheduled on the meeting agenda, after conclusion of other business and prior to adjournment, for public testimony on matters appropriate to the responsibilities of the LWIB but not stated on the agenda. The Chairperson may limit time for the public testimony to three (3) minutes per individual.

6.7 Action on items not on the agenda

Action shall not be taken at any meeting on items not on the agenda except in emergencies or unless Members find that failure to act would threaten serious injury to the public interest, in conformance with public meeting laws. The Executive Committee shall adopt a resolution specifying the nature of the emergency or the threat of serious injury to the public interest, and shall offer members of the public in attendance the opportunity to give testimony.

7.0 **Voting by Members**

7.1 Procedures

All Members may make motions and vote except as restricted by these Bylaws. Each Member shall be entitled to one vote on each matter submitted to a vote of the LWIB or to a committee.

Voting at a meeting of the LWIB or Executive Committee may be by voice, show of hands or by ballot.

7.2 Consent Calendar

The Executive Committee may present recommendations for action to the LWIB on a Consent Calendar. Notice of Consent Calendar recommendations shall be provided with notice of meetings pursuant to section 6.3 of these Bylaws. Each member shall be entitled to affirm the action or to oppose the action to adopt the Consent Calendar recommendations.

7.3 Restrictions

- a. No Member shall vote on, or participate in the discussion, concerning any portion of a plan, a contract, a subcontract, or any other matter regarding the provision of services by such Member, or an entity represented by such Member, or that would provide financial benefit to the Member or to the immediate family of such Member.
- b. No member may engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Workforce Investment Plan.
- c. No Member may engage in any other activity that would violate federal, state, or local conflict of interest laws.

7.4 No Abstentions

All Members are required to vote unless excused from voting by a motion adopted by a majority of the Members present, or unless voting on the matter would violate the restrictions of Section 7.3 of these Bylaws.

8.0 **Amendments to & matters not addressed in the Bylaws**

The Bylaws may be amended at any meeting of the Members at which a quorum is present by an affirmative vote of a majority of the Members, provided that notice of any amendment is explicit and is included with the materials for the meeting received at least *thirty (30)* days in advance of the meeting.

Matters not discussed in the Bylaws will be resolved under the provisions of Robert's Rules of Order.

**APPENDIX H
PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES**

This local plan represents the San Francisco Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act*.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Chief Elected Official

Signature

Kevin Carroll
Name

Chair, Workforce Investment San Francisco
Title

Date

*

Signature

Edwin M. Lee
Name

Mayor, City and County of San Francisco
Title

Date

*Signature will be provided with the executed Local Plan

APPENDIX I

Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

| Local Plan Section | Comment/Response |
|--------------------|-----------------------|
| Section: | Comment: |
| | Local Board Response: |
| Section: | Comment: |
| | Local Board Response: |
| Section: | Comment: |
| | Local Board Response: |
| Section: | Comment: |
| | Local Board Response: |

| |
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| |
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APPENDIX J

List of Comprehensive One-Stops and AJCC Partners in San Francisco, CA*

San Francisco has one Comprehensive One Stop Center, which is compliant with the requirements of an American Jobs Center of California:

Goodwill Industries

1500 Mission Street
San Francisco, CA 94103-2513
Phone: (415) 575-2101
Fax: (415) 575-2170

Additionally, San Francisco operates the following satellite offices:

Self Help for the Elderly

848 Kearny Street, #306, San Francisco, CA 94108
Phone: (415) 398-3250

FacesSF

1099 Sunnysdale Ave, 2nd Floor
San Francisco, CA 94134
Phone: (415) 239-8705
Fax: (415) 239-8700

Through a variety of funding streams, OEWD contracts with a total of 38 organizations to provide specialized services and access to neighborhood community based organizations serving special populations.

*These providers are subject to change based on pending procurement decisions

Local Plan Scoring Matrix

| A-B. Vision – Strategic Planning and implementation (3A and 3B of Attachment 3) | | Exceed | Meet | Fail |
|--|--|---------------|-------------|-------------|
| i. | The local plan's vision is strategic and comprehensive and supports regional growth and self-sufficiency. Page 1 | 2 | 1 | 0 |
| ii. | The local plan's goals and objectives include goals to prepare an educated and skilled workforce as well as those relating to performance accountability measures based on Workforce Innovation and Opportunity Act (WIOA) performance indicators. Page 1-2 | 2 | 1 | 0 |
| iii. | Core programs and other required partners align resources and are actively engaged both in the planning and implementation of the local plan's strategic vision. Pages 3-5 | 2 | 1 | 0 |
| iv. | The local plan includes a description of the workforce development system, how it supports service alignment, and how it will implement the seven policy strategies identified in California's Unified Strategic Workforce Development Plan (State Plan). Finally, it describes how it plans to provide professional development and capacity building to workforce staff and partners. Pages 2-3; 5-28 | 2 | 1 | 0 |
| C. Specific Services and Service Delivery Strategies (3C of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan describes the ways the Local Workforce Development Board (Local Board) will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(m). Pages 3-5; 6-7; 12-20 | 2 | 1 | 0 |
| ii. | The local plan describes how the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs. Pages 3; 5-7; 24-28 | 2 | 1 | 0 |
| iii. | The local plan describes the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable. Pages 24-28 | 2 | 1 | 0 |
| iv. | The local plan describes the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers as well as | 2 | 1 | 0 |

Local Plan Scoring Matrix

| | | | | |
|--|--|---------------|-------------|-------------|
| | those in in-demand industry sectors and occupations. Pages 20-28 | | | |
| v. | The local plan describes the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the Local Workforce Development Area (Local Area). Pages 20-28 | 2 | 1 | 0 |
| vi. | The local plan describes the way Local Boards and their partners will better coordinate workforce development programs and economic development. Page 23 | 2 | 1 | 0 |
| vii. | The local plan describes how Local Boards and their partners will strengthen linkages between the America's Job Center of California SM (AJCC) delivery system and unemployment insurance programs. Pages 21; 23 | 2 | 1 | 0 |
| D. America's Job Centers of California (3D of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan describes how the Local Board will ensure the continuous improvement of eligible providers of services through the AJCC system. Page 28-29 | 2 | 1 | 0 |
| ii. | The local plan describes how the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means. Page 29 | 2 | 1 | 0 |
| iii. | The local plan describes the way entities within the AJCC delivery system 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. Page 29 | 2 | 1 | 0 |
| iv. | The local plan will provide a description of the roles and resource contributions of the AJCC partners. Pages 3-4; 29 | 2 | 1 | 0 |
| v. | The local plan includes executed Memorandums of Understanding (MOU), cost sharing agreements and cooperative agreements. If cost sharing agreements are not yet completed, a description of where they are in the process and the roles and resource contributions of the AJCC partners. Appendix | 2 | 1 | 0 |
| vi. | The local plan specifies how Local Boards will work with WIOA Section 166 and WIOA Section 167 grantees to include in their local plans the strategies to provide Indian and Native American and eligible Migrant and Seasonal Farmworkers equal access to | 2 | 1 | 0 |

Local Plan Scoring Matrix

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| | AJCC services. Page 30 | | | |
| vii. | The local plan specifies how AJCCs will serve as an on-ramp for the regional sector pathways emphasized in the corresponding regional plan. Page 30 | 2 | 1 | 0 |
| E. Required Information Pertaining to Specific Programs, Populations, and Partners (3E and 3L.i of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan describes how the Local Board will coordinate local workforce investment activities with regional economic development activities and promote entrepreneurial skills training and microenterprise services. Page 23; 30 | 2 | 1 | 0 |
| ii. | The local plan describes and assesses the type and availability of adult and dislocated worker employment and training activities. Pages 8-12; 24-27; 30-31 | 2 | 1 | 0 |
| iii. | The local plan describes how the Local Board will coordinate rapid response activities. Pages 21-22; 31 | 2 | 1 | 0 |
| iv. | The local plan includes a description and assessment of the type and availability of youth workforce development activities in the Local Area, including identification of successful models and activities for youth who are individuals with disabilities. Pages 14-19; 31 | 2 | 1 | 0 |
| v. | The local plan describes how the Local Board will coordinate with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. Page 31 | 2 | 1 | 0 |
| vi. | The local plan describes how the Local Board will coordinate WIOA Title I with the provision of transportation and other appropriate supportive services in the Local Area. Pages 10 | 2 | 1 | 0 |
| vii. | The local plan includes plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the AJCC delivery system. Pages 3-4; 21-22; 23; 31-32; Appendix | 2 | 1 | 0 |
| viii. | The local plan describes how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II, including how the Local Board will carry out the review of local applications submitted under Title II to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the | 2 | 1 | 0 |

Local Plan Scoring Matrix

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| | eligible agency to promote alignment with the local plan. Page 32 | | | |
| ix. | The local plans for counties with 15 percent or greater limited English Speaking residents (Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento) describe the services that will be provided to limited English proficient individuals, with details in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the Local Area will serve individuals from these communities. Pages 20 | 2 | 1 | 0 |
| F. Administration - Managing the Work of the Local Board (3F of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan identifies the entity responsible for the disbursal of grant funds described in WIOA Section 107(d)(12)(B)(i)(III). Page 32 | 2 | 1 | 0 |
| ii. | The local plan describes the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities, consistent with the Workforce Services Directive on Selection of AJCC Operators and Career Services Providers. Pages 32-33 | 2 | 1 | 0 |
| G. Performance Goals (3G of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan includes the performance measures negotiated with the Governor and chief elected official. Page 33; Appendix | 2 | 1 | 0 |
| H. High Performance Board Effort (3H and 3Lii of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan includes a status report or description of local policies on priority of service, MOU Phase I and MOU Phase II policy. Page 33-34 | 2 | 1 | 0 |
| I. Training Activities (3I of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan describes how training services will be provided through the use of individual training accounts or contracts and how they will be coordinated to ensure informed customer choice in the selection of training programs. Page 34 | 2 | 1 | 0 |
| J. Public Transparency, accessibility and inclusivity (3J of Attachment 3) | | Exceed | Meet | Fail |

Local Plan Scoring Matrix

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|---|--|---------------|-------------|-------------|
| i. | The local plan describes the process to provide a 30-day public comment period. Information specifies how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section describes local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description notes how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process. Page 35 | 2 | 1 | 0 |
| K. Common Intake and Case management (3K of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan describes how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan. Pages 35 | 2 | 1 | 0 |
| L. Regional Plan portions and Attachments (3L of Attachment 3) | | Exceed | Meet | Fail |
| i. | The local plan identifies the portions of the plan that are being handled in the narrative content of the regional plan. These sections should not be scored as part of the local plan but should be subtracted from the total possible points available on the scoring matrix. | 2 | 1 | 0 |
| M-S. Attachments (3M-S of Attachment 3) | | Exceed | Meet | Fail |
| i. | Required assurances are included with the local plan along with a list of comprehensive AJCCs and partners, MOUs, grant recipient listing form, bylaws, designee and plan signatures and summary of public comments that were attached to the plan. | 2 | 1 | 0 |
| Scoring Criteria | | Exceed | Meet | Fail |
| 0 = Does NOT substantively answer the element | | | | |
| 1 = Does substantively answer the element | | | | |
| 2 = Knocks the element out of the ballpark | | | | |
| | | | | |
| Total Maximum Points Available | | 72 | | |

Local Plan Scoring Matrix

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|---------------------------------|----|--|--|
| Minimum Score for Plan Approval | 36 | | |
|---------------------------------|----|--|--|

File No. 170441

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Constituent

Electronic Vaping Coalition of America

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www.evapingcoalition.org

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2017 JUN 20 PM 12:46
BY EB

To: The San Francisco Board of Supervisors

*From: Mark Block, Director,
Electronic Vaping Coalition of America*

*Re: An Outline of the lawsuit that will be filed upon
passage of the anti-vaping ordinance by this board*

June 20, 2017

2

June 20, 2017

TO: The San Francisco Board of Supervisors

FROM: Mark Block, Executive Director, Electronic Vaping Coalition of America (EVCA) mark.block@evapingcoalition.org

RE: An outline of the lawsuit that will be filed upon passage of the anti-vaping ordinance by this board.

Members of the Board, you have launched a campaign based on flawed facts, science and theory. Under the guise of protecting youth from the evils of cigarettes, you have set about to prohibit the one effective, safe way for tobacco addicts to get relief from the life of illness and death they eventually face.

You know as well as anyone, indeed, better than most, that vaping is at a *minimum*, **95 percent safer than combustible cigarettes**, and in the words of Dr. Dunn, it is completely safe. You know better than most that nearly half a billion people die every year from illness and death resulting from smoking combustible cigarettes.

And you know better than most what will happen to your cigarette/tobacco settlement money as vaping sales grow - sales of tobacco will go down, down, and down. As a result, your available cash for the budget will be there at the first of the cycle, but not for the end and beginning of the next.

Your justification for regulating flavors is that in this way you can control youth behavior. Think again. Outlawing e-liquids will simply entice minors who might be wavering to do that which is forbidden. It will not deter those who smoke, it will not induce those who have no intention of smoking, but it will hurry along the experiment of those that would experiment. Nothing motivates a teenager seeking mischief so much as unlawfulness in securing something he or she is not supposed to have.

So, in order to achieve economic value for your government budget you will sacrifice public health, safety and welfare.

But we will try to stop you, and expect to file a lawsuit that will incorporate at least the causes of action set forth herein:

I. EQUAL PROTECTION OF LAWS.

If passed, the ordinance will violate the equal protection clause of the constitutions of *both* the state of California and the United States of America; California's as complement to the U.S. except that it may go even further, and if so, a separate California case would be filed for at least one to three users of vaping, store owners and users of cigarettes.

In analyzing the facts, please consider:

Henry can, on one side of a store buy and drink a flavored alcoholic beverage; while Jason, on the other side of the *same* store, cannot buy, nor can the store sell, a flavored vaping liquid. The distinction is made even more absurd by the fact that alcohol is specially treated under the California Constitution where the people established through initiative, control of alcohol, acknowledging that alcohol is a dangerous substance deserving of restrictions by the people. Vaping and tobacco are not, particularly vaping - Congress has said that cigarettes cannot be prohibited and has not declared vaping to be dangerous.

The case that most clearly makes this out to be an equal protection violation is ***Brown v. Merlo***, 506 P.2d 212 (Supreme Court of California en banc, Tobriner, J. writing the opinion) referring to, and making a part of the argument in every leading U. S. Supreme Court decision.

The Court said that when an equal protection argument is raised, the Court must determine whether "**persons similarly situated with respect to the legitimate purpose of the law receive like treatment.**"

The Court also cited the *federal* rule: "The Equal Protection Clause...denies to the States the power to legislate that different treatment be accorded to persons placed by a statute into different classes on the basis of criteria wholly unrelated to the objective of that statute. **A classification must be reasonable, not arbitrary, and must rest on some ground of difference having a fair and substantial relation to the object of the legislation, so that all persons similarly circumstanced shall be treated alike.**" **38 P. 500 citing *Purdy & Fitzpatrick v. state of California*, 456 P.2d 645, 38 ALR 3d 1194, *Darcy v. Mayor etc., of San Jose*, 38 P. 500, 1894), *Reed v. Reed*, 404 U.S. 71, 75-6; *Royster Guana Co. v. Virginia*, 253 U.S. 412; *Eisenstadt v. Baird*, 405 U.S. 438, 446-447; *Weber v. Aetna Casualty & Surety Co*, 406 U.S. 164. Thus, **the rule is that when a statute subjects one person to a different treatment, there is a requirement of "some rationality in the nature of the class****

signaled out.” Rinaldi v. Yeager, 384 U.S. 305, 308-9; Hayes v. Superior Court, 490 P.2d 1171

In a portion of the opinion particularly telling to this case is that which holds that in determining the scope of the class of citizens singled out for action by the state, **“a court cannot confine its view to the terms of the specific statute under attack, but must judge the enactment’s operation against the background of other legislative, administrative and judicial directives which govern the legal rights of similarly situated persons. As the United States Supreme Court recognized long ago: ‘The question of constitutional validity is not to be determined by artificial standards [continuing review ‘within the four corners of a statute). What is required is that state action, whether through one agency or another, or through one enactment or more than one, shall be consistent with the restrictions of the Federal Constitution.” Gregg Dying Co. v. Query, 286 U.S. 472; James v. Strange, 408 U.S. 128.**

When a classification is based upon a policy that has changed, or on facts no longer existent, the classification ends.

If a law overreaches and is overbroad, and “reaches out beyond the individuals ‘tainted with the mischief’ at which a statute is directed, it imposes its burden on innocent individuals who do not share the condemning characteristics.

Putting these rules into place on the facts of the proposed ordinance, one can see the argument as follows:

California has a general policy toward substance abuse or disabilities that requires treatment and assistance. That is set forth in both the California Constitution and laws (the Alcohol Control Act that implements XXII of the Constitution and the Unruh Civil rights Act)

You will remember from the language in Merlo, above, that one cannot judge the situation on one statute alone when there are many which make up the matrix of the base statutes at issue. Here there are several, because involved are people entitled to protection and care and treatment under state pre-emptive law, and San Francisco has not the power to change state policy and pre-emptions.

Alcohol and tobacco are both in the classification, yet they are treated differently: flavored alcohol can be purchased by adults, flavored e-liquid and e-cigarettes cannot now (Under the ordinance). There is no rational relationship between the two differing positions. In fact, the

result is completely irrational: the more dangerous of the substances, alcohol, triggers no action of prohibition, while the less dangerous, vaping, is placed in the prohibition. That is not rational thought.

With all of the evidence that vaping is a safer alternative to tobacco use, the city is attempting to end that practice, thus flying in the face of article XXII of the state Constitution.

The announced purpose of the ordinance is to prevent kids under 21 from taking up smoking - the prevailing idea is that these youth will be more inclined to try vaping because of the flavor, then will switch to cigarettes.

But the ordinance overreaches because by outlawing sales to keep youth from vaping, sales are outlawed for adults, and adults with a nicotine addiction have a protected state. Thus being overbroad, the ordinance should be set aside.

In other words, in the language of *Brown v. Merlo*, the persons who would be doing mischief and need protection are youngsters under 21, but the Council is not satisfied with that so they would prohibit all such use even by adults. This scenario shows an ordinance drastically overreaching and punishing adults who would be prevented from vaping with perfectly legal e-liquid and devices in order to be free of disease and death.

Under *Brown*, and the myriad cases cited therein, we feel comfortable in seeking relief from the ordinance on the equal protection of laws on this theory.

II. TORTIOUS INTENTIONAL INTERFERENCE WITH PROSPECTIVE ECONOMIC ADVANTAGE.

The stores that sell, and the manufacturers who produce, and the dealers and retailers who deliver and share vaping and e-related products, will have cause of action of intentional interference to their business.

Nature of the Tort of Intentional Interference with Prospective Economic Advantage

The elements of that tort of are: '(1) an economic relationship between [the plaintiff and some third person] containing the probability of future economic benefit to the [plaintiff], (2) knowledge by the defendant of the existence of the relationship, (3) intentional acts on the part of the defendant designed to

disrupt the relationship, (4) actual disruption of the relationship, [and] (5) damages to the plaintiff proximately caused by the acts of the defendant.' (Buckaloo v. Johnson (1975) 14 Cal.3d 815, 827.)

It seems clear that this tort is the broader of the two so-called interference torts. The other is interference with contract. The tort of 'interference with contractual relations has its roots in the tort of 'inducing breach of contract.'" (Seaman's Direct Buying Service Inc. v. Standard Oil Co. (1984) 36 Cal.3d 752, 765.) The latter is merely a species of the former. The principal difference between them is that 'the existence of a legally binding agreement is not a sine qua non to the maintenance of a suit based on the more inclusive wrong.' (Buckaloo, supra, at 823.) 'Both the tort of interference with contract relations and the tort of interference with prospective contract or business relations involve basically the same conduct on the part of the tortfeasor.

In one case, the interference takes place when a contract is already in existence, in the other, when a contract would, with certainty, have been consummated but for the conduct of the tortfeasor.

Rather than characterizing the two as separate torts, the more rational approach seems to be that the basic tort of interference with economic relations can be established by showing, inter alia, an interference with an existing contract or a contract which is certain to be consummated, with broader grounds for justification of the interference where the latter situation is presented.' (Builders Corporation of America v. U.S. (N.D.Cal.'57) 148 F.Supp. 482, 484, fn. 1, revd. on other grounds (9th Cir.'58) 259 F.2d 766, see also Pacific Gas & Electric Co. v. Bear Stearns & Co.(1990) 50 Cal.3d 1118, 1126.)

In either case, '[A]s Justice Tobriner said in the context of voidable contracts: 'The actionable wrong lies in the inducement to break the contract or to sever the relationship, not in the kind of contract or relationship so disrupted, whether it is written or oral, enforceable or not enforceable.' (Pacific Gas & Electric Co. v. Bear Stearns & Co., supra, 50 Cal.3d at 1127.)

However, it must be remembered that these torts are intentional torts.

In discussing the related tort of inducing breach of contract, the Supreme Court has stated: 'The act of inducing the breach must be an intentional one. If the actor had no knowledge of the existence of the contract or his actions were not intended to induce a breach, he cannot be held liable though an actual breach results from his lawful and proper acts. ' Imperial Ice Co. v. Rossier (1941) 18 Cal.2d 33, 37.)

The Restatement of Torts explained it this way, 'The essential thing is the purpose to cause the result. If the actor does not have this purpose, his conduct does not subject him to liability under this rule even if it has the unintended effect of deterring the third person from dealing with the other.' (Rest., Torts, section 766, com. d, emphasis added.)

And here, we have the ultimate in intentional tort. The chairwoman has made it perfectly clear in public statements that her intent is to cause the result of interference. And, since she has made that clear, and the others are going along with the flow without negating or even questioning, they are acting intentionally also. [T]o prevail on a cause of action for intentional interference with prospective economic advantage, plaintiff must plead and prove 'intentional acts on the part of the defendant designed to disrupt the relationship.' (Ibid., quoting from *Buckaloo v. Johnson*, supra, 14 Cal.3d at 827.)

III. ENVIRONMENTAL CAUSES OF ACTION

The flavored ban runs contrary to both public health and environmental law.

1. Vaping is a new technology that significantly reduces the impact on the environment. (Not unlike solar energy: Solar is sustainable and vaping is sustainable.)
2. Vaping does not contain thousands of toxic chemicals into the air and soil. (As compared to tobacco cigarettes.)
3. Vaping is reusable and positively impacts oceans and forests. (Akin to bringing your own re-usable grocery bag to the store.)
4. Vaping has a simple manufacturing process, and in many instances, does not require any nicotine at all in the products.
5. There is no actual tobacco included in vaping products.

Issue: First cause of action: Deforestation

Smoking: Deforestation is caused due to planting of tobacco fields. It is also caused by "wrapping" cigarettes with paper.

Vaping: No Deforestation

Conclusion: Vaping is better because it does not cause Deforestation and does not require wrapping.

Issue: Second cause of action: Species Extinction in Forests and Wooded Areas

Smoking: Tobacco fields and destruction of wooded areas destroys ecosystems and kills endangered species.

Vaping: No impact on species.

Conclusion: Vaping does not contribute to endangered species.

Issue: Third cause of action: Global Warming

Smoking: Deforestation and "Air-curing" cause pollution, lung cancer, and climate change

Vaping: Does not use burning and "Air-curing" as part of the manufacturing process.

Conclusion: Vaping does not cause Global warming

Issue: Forth cause of action: Soil Erosion

Smoking: Tobacco farming releases thousands of chemicals into the soil and destroys land.

Vaping: This is not required as part of the vaping manufacturing process.

Conclusion: Vaping does not erode soil.

Issue: Fifth cause of action: Pesticides

Smoking: Pesticides are sprayed on plants. Often workers are exposed to these pesticides. This may apply to children/minors* working in the fields

Vaping: Vaping does not use pesticides in the manufacturing process.

Conclusion: Vaping does not involve pesticides

Issue: Sixth cause of action: Littering

Smoking: Cigarette butts are the most littered item in the world.

Vaping: Vaping mods are reusable and can last years.

Conclusion: Vaping is sustainable.

Issue: Seventh cause of action: Oceans and Marine life

Smoking: Cigarettes pollute the oceans and end up in drains.

Vaping: Vaping has no impact on the oceans.

Conclusion: Vaping will lead to sustainable oceans.

Issue: Eighth cause of action: Air pollution and second-hand smoke

Smoking: There are a large number of deaths every year to second hand smoke due to air pollution.

Vaping: There are no confirmed deaths from second-hand vape.

Conclusion: Vaping is better for the air.

Issue: Ninth cause of action: Forest Fires

Smoking: Smoking is one of the leading causes of forest fires

Vaping: Vaping does not cause forest fires.

Conclusion: Vaping is not a leading cause of forest fires because it is reusable.

IV. VIOLATION OF DUE PROCESS OF LAW

Violation of due process of law, procedurally and substantively because of the establishment of presumptions without the protection guaranteed by the due process clause of the United States Constitution—protection is *NOT GIVEN BY THE HEARING THAT IS PROVIDED IN ANOTHER STATUTE*. The protection that is missing is the pre-termination thinking, and can be informal but must be given chance to challenge.

A Cause of Action for violation of due process in yet another way: Due Process procedurally and substantively is violated by the definitions of aspects of "flavoring" which will be the base of unlawfulness; there is no definition that does not involve discretionary application of parameters. Since this goes to the very essence of the unlawfulness, due process is violated because the city cannot give fair and adequate notice of what the city will include in the definition that will determine coverage. The due process concept of *Christopher v. SmithKline Beecham Corp.* No 11-204. 567 US, and *FCC v Fox Television Stations INC* No. 10-1293, June 21, 2012, included in FDA Law Blog, July, 2012

In the event of evidence of any violation of due process, a jury trial will be requested with damages to be set by the jury, in an amount limited only by not more than enough to deter the actor from again violating these or any other civil rights.

V. VIOLATION OF THE CIVIL RIGHTS ACT OF 1866. (because of equal protection argument) The due process violation serves as the base for the lawsuit which entitles the plaintiff to a jury trial to set damages.

VI. GOVERNMENT HAS THE BURDEN OF ASSURING IT DOES NOT DO ANYTHING TO INJURE THE PUBLIC HEALTH, OR THE PUBLIC HEALTH OF A CITIZEN.

The ordinance fails here because what it sets out to do is intended to do exactly that which the Constitutional rights of the people say it will not do.

The vaping equipment and artifacts and liquids are safer than tobacco and are not harmful to public health, as witnessed by fact that Congress did not undertake to regulate flavoring. It provides the most effective way to break addiction to combustible cigarettes, and it is the combustion that causes the health and death problems. So, by banning e-liquids, the government denies to the citizens a way to avoid deadly illness, thus is injuring the public health

VI. SEPARATE AND INDEPENDENT ACTION UNDER THE AMERICANS WITH DISABILITIES ACT AND THE CALIFORNIA UNRUH CIVIL RIGHTS ACT

Plaintiffs: Addicts to cigarettes are persons with disabilities under both the Americans With Disabilities Act and the Unruh Civil Rights Act of California, and are thus legally entitled to treatment and assistance. To prohibit sale of a substance abuse treatment to them violates the law and public policy of California.

Cause of Action: Right to assistance denied by state through the prohibition of sale of electronic vaping equipment including liquid with nicotine

Cause of Action: Person addicted to tobacco is protected by the federal Americans with Disability Act and by the Unruh Civil Rights Act in California. Under both, tobacco addiction constitutes a disability subject to appropriate treatment and to no discrimination.

So, the public policy of the state of California is to protect both the disabled rights to appropriate treatment and from discrimination:

(a) This section shall be known, and may be cited, as the Unruh Civil Rights Act.

SEC. 7. (a) A person may not be deprived of life, liberty, or property without due process of law or denied equal protection of the laws; provided, that nothing contained herein or elsewhere in this Constitution imposes upon the State of California or any public entity, board, or official any obligations or responsibilities which exceed those imposed by the Equal Protection Clause of the 14th Amendment to the United States Constitution with respect to the use of pupil school assignment or pupil transportation.

The California Constitution also guarantees equal protection of laws:

The Unruh Civil Rights Act in California provides that: "All persons within the jurisdiction of this state are free and equal, and no matter what their sex, race, color, religion, ancestry, national origin, disability, medical condition, genetic information, marital status, sexual orientation, citizenship, primary language, or immigration status are entitled to the full and equal accommodations, advantages, facilities, privileges, or services in all business establishments of every kind whatsoever."

VIII. CAUSE OF ACTION FOR VIOLATION OF PRIVACY OF ADULTS

Based largely and generally on the Ninth Amendment of the United States Constitution. Colloquially called the "just leave me alone" amendment, it says that we have God-given rights and are not dependent on the Constitution to state those rights. The Constitution is a limitation on government and anything not given to it there it does not have.

The Ninth gives vapers the right to engage in an activity that does not involve a dangerous product or object, that is safe and lawful, and that is not under any watch list of the government, or you would have been first to know.

IX. SPECIFIC RIGHT TO PRIVACY VIOLATION APART FROM THE NINTH AMENDMENT

A long series of United States Supreme Court cases have sustained a cause of action based on the citizen's right to be free of government intervention in his private life. The cases cover the waterfront from the right to appreciate pornography in the home to the right to buy birth control medication----- choices of personal health and welfare. Fitting directly into that is the control of devices for adults. Violation of privacy rights:

Meyer v Nebraska (1923)

Griswold v Connecticut (1965)

Stanley v Georgia (1969)

Ravin v State (1975)

Kelley v Johnson (1976)

Moore v East Cleveland (1977)

Cruzan v. Missouri Dep't. of Health (1990)

Lawrence v Texas (2003)

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1 DR CARLTON B GOODLETT PL RM 244 SAN FRANCISCO
SAN FRANCISCO, CA 94102-4604

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June 16, 2017

TO: STATE, CITY AND LOCAL OFFICIALS

NOTIFICATION OF PACIFIC GAS AND ELECTRIC COMPANY'S APPLICATION REQUESTING TO CHANGE RATES FOR THE RECOVERY OF ENERGY PURCHASES AND THE RETURN OF REVENUES FROM THE SALE OF GREENHOUSE GAS ALLOWANCES (A.17-06-005)

Summary

On June 1, 2017, Pacific Gas and Electric Company (PG&E) filed its 2018 Energy Resource Recovery Account (ERRA) Forecast Application with the California Public Utilities Commission (CPUC) requesting approval to change rates for the following:

- Recovery of \$3.6 billion in costs related to the fuel needed to produce electricity as well as costs of buying energy from third parties.
- Setting certain charges for departing load (DL) customers, including the Power Charge Indifference Adjustment (PCIA), Ongoing Competition Transition Charge (CTC), and Cost Allocation Mechanism (CAM).
- Return of \$428.4 million to eligible customers for the sale of GHG emission allowances (including the California Climate Credit for residential customers).

Exact amounts are subject to change and CPUC regulatory approval. PG&E will provide the CPUC with updated amounts later in the year to ensure the most current information is used to set customer rates.

Background

The ERRA is used to record fuel and purchased power costs which can be recovered in rates. While this may result in an increase in rates, PG&E recovers these costs with no markup for return or profit. The purpose of this Application is to forecast costs of obtaining energy for customers and also to approve the amount to be returned to customers from the sale of GHG emission allowances for the calendar year of 2018. If the CPUC approves this Application, PG&E will begin to recover its costs in electric rates effective January 1, 2018. At the end of 2018, PG&E will compare actual costs to the amounts forecasted in this Application and will incorporate any differences in next year's Application.

How will PG&E's Application affect me?

Most customers receive bundled electric service from PG&E, meaning they receive electric generation, transmission and distribution services. A summary of the rate impact for these customers was provided in a table in the bill insert announcing this filing that was sent directly to customers in June and July, including the effect of the California Climate Credit for residential customers and GHG allowance returns for eligible non-residential customers. Based on rates currently in effect, the bill for a typical residential Non-CARE customer using 500 kWh per month would decrease from \$110.77 to \$106.22 or 4.1 percent. Actual impacts will vary depending on energy usage. Twice a year, in April and October, eligible residential customers will also receive a California Climate Credit in the amount of approximately \$39.68.

How will PG&E's Application affect non-bundled customers?

Direct Access (DA) and Community Choice Aggregation (CCA) customers only receive electric transmission and distribution services from PG&E. PG&E does not purchase energy for these customers. However, this Application addresses the cost of transporting energy for these customers through PG&E's electrical system using the PCIA, CTC and CAM. Residential DA/CCA customers also receive the benefit of the California Climate Credit. In addition, eligible non-residential DA and CCA customers receive the benefit of the GHG allowance returns. The impact of PG&E's Application on DA and CCA customers is an average increase of \$0.04, or 0.3 percent.

Another category of non-bundled customers is DL customers who do not receive electric generation, transmission or distribution services from PG&E. However, these customers are required to pay certain charges by law or CPUC decision, including the PCIA, CTC and CAM. The impact of PG&E's Application on DL customers is a total decrease of \$163,019, or 0.4 percent.

How do I find out more about PG&E's proposals?

If you have questions about PG&E's filing, please contact PG&E at **1-800-743-5000**. For TDD/TTY (speech-hearing impaired), call **1-800-652-4712**. Para más detalles llame al **1-800-660-6789** • 詳情請致電 **1-800-893-9555**. If you would like a copy of PG&E's filing and exhibits, please write to PG&E at the address below:

Pacific Gas and Electric Company
2018 ERRA Forecast Application (A.17-06-005)
P.O. Box 7442
San Francisco, CA 94120

A copy of PG&E's filing and exhibits is also available for review at the CPUC's Central Files Office by appointment only. For more information, contact aljcentralfilesid@cpuc.ca.gov or **1-415-703-2045**. PG&E's Application (without exhibits) is available on the CPUC's website at www.cpuc.ca.gov.

CPUC process

This Application will be assigned to an Administrative Law Judge (Judge) who will determine how to receive evidence and other related documents necessary for the CPUC to establish a record upon which to base its decision. Evidentiary hearings may be held where parties will present their testimony and may be subject to cross-examination by other parties. These evidentiary hearing are open to the public, but only those who are formal parties in the case can participate.

After considering all proposals and evidence presented during the hearings, the assigned Judge will issue a proposed decision which may adopt PG&E's proposal, modify it or deny it. Any of the five CPUC Commissioners may sponsor an alternate decision. The proposed decision, and any alternate decisions, will be discussed and voted upon at a scheduled CPUC Voting Meeting.

The Office of Ratepayer Advocates (ORA) may review this Application. ORA is the independent consumer advocate within the CPUC with a legislative mandate to represent investor-owned utility customers to obtain the lowest possible rate for service consistent with reliable and safe service levels. ORA has a multi-disciplinary staff with expertise in economics, finance, accounting and engineering. For more information about ORA, please call **1-415-703-1584**, email ora@cpuc.ca.gov or visit ORA's website at www.ora.ca.gov.

Stay informed

If you would like to follow this proceeding, or any other issue before the CPUC, you may use the CPUC's free subscription service. Sign up at: <http://subscribecpuc.cpuc.ca.gov/>. If you would like to learn how you can participate in the proceeding, have informal comments about the Application, or have questions about the CPUC processes, you may access the CPUC's Public Advisor Office (PAO) webpage at <http://consumers.cpuc.ca.gov/pao/>.

You may also contact the PAO as follows:

| | |
|--|---|
| Email: public.advisor@cpuc.ca.gov Mail: CPUC Public Advisor's Office 505 Van Ness Avenue San Francisco, CA 94102 | Call: 1-866-849-8390 (toll-free) or 1-415-703-2074 TTY: 1-866-836-7825 (toll-free) or 1-415-703-5282 |
|--|---|

If you are writing or emailing the PAO, please include the proceeding number (2018 ERRA Forecast Application A.17-06-005). All comments will be circulated to the Commissioners, the assigned Judge and appropriate CPUC staff, and will become public record.

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: SF Examiner Article "Why is the Mission Burning"

From: Geoffrey Hazard [<mailto:geoff.hazard@fcfire.com>]
Sent: Monday, June 26, 2017 8:50 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: MayorsPressOffice, MYR (MYR) <mayorspressooffice@sfgov.org>
Subject: SF Examiner Article "Why is the Mission Burning"

Dear SF Supervisors and Mayor Ed Lee

I was deeply distressed in reading David Campos' SF examiner article of this week entitled *Why is the Mission Burning*. A similar article was published in GQ Magazine this week entitled *San Francisco is Burning*.

As a long time San Francisco resident, former tenant and current landlord, and a fire expert familiar with the cases mentioned in the piece, I can assure there is nothing mysterious happening in San Francisco.

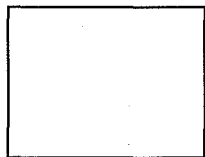
As noted in the article, there is often a lack of fire department resources to devote the time and expertise required to thoroughly investigate the cause of a fire. This problem is not native to San Francisco alone. Private investigators, such as myself, are brought in by insurance carriers to take closer look at the cause of the loss. And I can assure you, we leave no stone unturned. The results of the insurance investigation are rarely made public. And the results are often different than those provided by the fire officials.

I have been professionally involved in hundreds of fire losses in San Francisco, including many of the fires mentioned in the article. There are in fact only a handful of people who are in possession of the facts regarding these incidents. The rest is rumor, speculation, conspiracy theories, and outright lies.

Yes arson-for-profit fires occur, and yes they have and will continue to occur in San Francisco as they do everywhere. But these incidents are isolated and statistically infrequent.

The majority of fires in San Francisco are accidental and caused by tenants, not landlords. Why not make renter's insurance mandatory for all SF tenants?

--
Geoff Hazard MS, CFI
Vice President
Senior Forensic Fire Investigator



935 Pardee Street
Berkeley, CA 94710
800-726-5939 (headquarters)
415-412-5374 (mobile)
510-649-3099 (fax)
geoff.hazard@fcfire.com

California - Nevada - Arizona - Oregon - Washington - N. Dakota

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LUCKEY

From: Board of Supervisors, (BOS)
Sent: Wednesday, June 21, 2017 11:30 AM
To: BOS-Supervisors
Subject: FW: SF Fire Ordinance and proposed change, re file #170626

From: Jim Robinson [mailto:jim@sffirecompliance.com]
Sent: Wednesday, June 21, 2017 10:45 AM
To: Somera, Alisa (BOS) <alisa.somera@sfgov.org>
Subject: SF Fire Ordinance and proposed change, re file #170626

Alisa,

Thank you for meeting with me last week. I have typed up this letter and attempted to email the board of supervisors but I keep getting a message that it cannot be sent due to wrong email address'. Can you forward this to the board of supervisors for me? Thank you- Jim

Jim Robinson

1311 Sutter St. Suite 200 A

San Francisco, CA 94109

415-286-2466

RE: San Francisco Fire Ordinance

To Whom it May Concern,

I am writing in regards to the recent changes to the San Francisco Building Fire Ordinance, file #170626. I am contractor and I have recently started a business that was helping landlords and property management companies to stay in compliance with the new building fire ordinance which was enacted in August, 2016. To date, we have brought approximately 300 units into compliance. Approximately 90% of the units have been made safer by us installing 10 year smoke alarms and 10 year carbon monoxide alarms in the proper locations. All of the tenants are now better educated in the event of a fire because we have now given them smoke/carbon alarm disclosures, unit diagrams and have posted evacuation posters on each floor. You need to hear that this new law is a benefit for the well being of tenants and it is not a burden as some may have expressed.

(15)

We perform all of this for a very nominal fee and have alleviated any 'said' burden placed upon the owner. It is the building owners onus to keep the tenants safe in a fire and in the wake of all the building fires both in the bay area and overseas, I can only see a positive benefit by what the board of supervisors had enacted to help save lives. The tenants may not like compliance workers having to enter their unit on an annual basis and the landlord may not like having to pay to keep their tenants safer in the event of a fire, but it is a small price to pay if it helps to save lives. In the name of safety, I would highly recommend that that you keep the current system in place. In the event of a fire, the units are a safer place and the tenants are much better educated after the compliance has been achieved. Thank you for taking the time to read this as I felt it was important for you to hear positive feedback about the current program.

Regards,

Jim Robinson

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: District 10 - Homeless encampments

-----Original Message-----

From: Erin Zuccaro [mailto:erin_zuccaro@yahoo.com]
Sent: Saturday, June 24, 2017 11:36 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: District 10 - Homeless encampments

Hello,

I am writing to you as a concerned citizen of district 10.

I've lived in San Francisco for 6 years, and purchased a home in potrero hill last year. I am not a "flipper" or a real estate tycoon, but a citizen committed to making a lifetime home out of the modest dwelling I worked so hard to buy.

I would like to know that the city is actively doing to address the homeless encampments in my neighborhood, specifically the stretch under the highway on 16th street. It seems to be getting worse by the day. There are countless tents strewn about the sidewalk, tons of trash, and drug addicts laying in the street. There are stretches that I can no longer walk on because they are blocked by tents.

This is not acceptable for the people of potrero hill. We deserve a safe place to live, and the people living in these tents deserve a humane and respectful alternative.

Please help me understand what the city will do about this issue.

Erin Zuccaro
Rhode Island Street, Potrero Hill

To: BOS-Supervisors; Carroll, John (BOS); Major, Erica (BOS)
Subject: FW: Hotel Council Letter of Support for Wage Parity Ordinance (170350)
Attachments: Hotel Council Support Letter Wage Parity.pdf

From: Kevin Carroll [<mailto:kevin@hotelcouncilsf.org>]
Sent: Friday, June 23, 2017 3:25 PM
Subject: Hotel Council Letter of Support for Wage Parity Ordinance (170350)

Hello Supervisor,

Attached find a letter of support from the Hotel Council of San Francisco for the Wage Parity Ordinance that will be before the Board for approval on June 27th.

Thank you

Kevin



Kevin Carroll
Executive Director
Hotel Council of San Francisco
323 Geary Street, Suite 405
San Francisco, CA 94102
P (415) 391-5197 | F (415) 391-6070
Follow us on [twitter](#) | Connect on [LinkedIn](#)
Please consider the environment before printing this email.



June 23, 2017

San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102

RE: Hotel Council Support of Wage Parity Ordinance (170350)

Dear Supervisors,

I write on behalf of the Hotel Council of San Francisco and our Board of Directors to express our support for the wage parity ordinance that will be presented to the board for approval on June 27, 2017.

Our Council and our industry remain committed to equity in compensation for all employees regardless of gender, race, age or sexual orientation. The Council believes this ordinance will help to address the wage disparity that exists between equal pay for men and women.

We want to thank Supervisor Farrell and his staff for introducing this legislation and including the Hotel Industry in the development of the ordinance.

The Hotel Council encourages the Board of Supervisors to approve the legislation.

Sincerely,

A handwritten signature in black ink that reads "Kevin Carroll". The signature is written in a cursive style with a large initial "K" and "C".

Kevin Carroll
Executive Director

CC:
Angela Calvillo, Clerk, San Francisco Board of Supervisors

From: Board of Supervisors, (BOS)
To: BOS-Supervisors; Carroll, John (BOS)
Subject: FW: Regarding Eliquid Ban

From: Ashley Hall [mailto:ahall31@baker.edu]
Sent: Thursday, June 22, 2017 11:26 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Regarding Eliquid Ban

To whom it may concern,

As a smoker who was able to quit smoking due to vaping, it is a lifesaver. I was smoking since I was 18 and I am almost 28. The delicious flavors that is in Eliquid is what helped me to quit smoking. Menthol, tobacco, and similar flavors did not help me quit. It was my flavor Cinnamilk, which is a Creamy Cinnamon flavor.

Since quitting smoking, I can now climb stairs and play with my child with much better ease. The eliquid keeps me from smoking. I honestly would end up going back to cigarettes if I didn't have any. I don't want those harsh chemicals back in my lungs, but the patch and other techniques similar do not work. I will just end up going back every time.

With Eliquid, I am able to use it for my oral and touch stimulation that I received during smoking.

Also, I am no longer exposed to first, second, or third hand smoke. My child is no longer under exposure of second or third hand smoke. We do not get as sick as often, and our seasonal allergies do not impact us as much as they used to.

Please take time to consider that vaping is an appropriate method to quit smoking. If anything, it is helping keep this kids off of smoking cigarettes. Preventing the sale of Eliquid will only increase smoking cigarettes, including for teenagers.

Sincerely, a concerned mother,

Ashley Hall

Waterford, MI

(248) 979 -3948

From: Board of Supervisors, (BOS)
To: BOS-Supervisors; Carroll, John (BOS)
Subject: FW: Recent ban on eliquids

From: Chrisie Webb [mailto:cyclicscooby@googlemail.com]
Sent: Thursday, June 22, 2017 12:50 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Recent ban on eliquids

To whom it may concern..

I live in the UK. I smoked cigarettes and cannabis for 20 year's, then last November I bought a vape. I tried a Strawberry flavoured eliquid, at full 18mg/ml strength, and stopped smoking THAT DAY.. I haven't had a single cigarettes or joint since then... It worked OVERNIGHT... !!!!

7 months later, I'm vaping 2mg/ml homemade eliquid, in various fruity flavours, and haven't looked back.. I started reducing the nicotine strength within a month from 18mg, then 6mg to just 3mg..

Now I don't cough up 'gunk' every morning, I feel more awake, energetic, and also sleep better.. I also haven't had a headache, something which has plagued my adult life..

The UK medical society has proven vaping to be 95% LESS HARMFUL than tobacco..

I only smoked cigarettes, as a means to an end, to get my nicotine 'fix'. I now realise the taste was horrible, even disgusting, but the addiction made me carry on regardless..

If it wasn't for the flavoured eliquid, which are the same flavours used in food, and all approved by the FSA, I probably wouldn't have quit smoking..

I think what you have done, banning flavoured eliquids is a crime against your own people, and a short sighted approach to an I'll informed government..

Surely your only reason for this insane decision, is that you are bowing to the requests of the huge tobacco industry at the cost of human lives and suffering of thousands of people from smoking related illnesses..

Vaping eliquid has just FOUR ingredients, only one of which is addictive, the nicotine. Again it's proven by the highest medical professionals that on its own, nicotine is no more harmful than caffeine..

Cigarettes on the other hand have over a thousand very nasty poisons, which harm both the smoker and those around them, unlike vaping...

I hope you read this in full and think about your decision. I am disgusted that you are prepared to directly kill so many people for money, power, and friends at the golf club

Kind regards

A truly disappointed vaper and EX smoker

From: Board of Supervisors, (BOS)
Subject: FW: Land Use Committee Agenda 6/19 File No. 161351

From: Board of Supervisors, (BOS)
Sent: Monday, June 19, 2017 8:58 AM
To: BOS-Supervisors <bos-supervisors@sfgov.org>; Major, Erica (BOS) <erica.major@sfgov.org>; Somera, Alisa (BOS) <alisa.somera@sfgov.org>
Subject: FW: Land Use Committee Agenda 6/19 File No. 161351

From: lgpetty@juno.com [<mailto:lgpetty@juno.com>]
Sent: Sunday, June 18, 2017 6:52 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Land Use Committee Agenda 6/19

Dear Supervisors

*Land Use Committee 6/19 Consideration of Inclusionary Housing legislation amendments.
Re: Inclusionary Housing Amendment Regarding NCT's and other Upzoned Special Use Areas:*

As a lifelong Senior voter from District 5

*I urge you to include the Divisadero-Fillmore Corridors NCT area
in the proposed study under the Inclusionary Housing Program by SF Planning staff & the
Controller's Office*

*for possible increased affordable units that can be required due to allowing increased
density in those areas..*

*The Divisadero-Fillmore NCT must be included in the study and not treated separately or
differently*

from other areas designated as special upzoning districts.

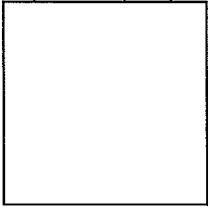
I believe the Divisadero-Fillmore NCT must be accorded higher affordability requirements.

*Thank you.
Lorraine Petty*

3 Common Foods Surgeons Are Now Calling "Death Foods"

3 Harmful Foods

<http://thirdpartyoffers.juno.com/TGL3132/59472ea140d2e2ea11a94st02duc>



To: BOS-Supervisors; Major, Erica (BOS)
Subject: FW: El Rey Theater Preservation

-----Original Message-----

From: justin [mailto:]
Sent: Saturday, June 24, 2017 10:35 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: El Rey Theater Preservation

Dear San Francisco Board Of Supervisors,

I petition to you to recognize the El Rey Theater building as an indispensable neighborhood landmark. This is true in the literal sense, with its distinctive marquee. Be that as it may be, this building also showcases the Art Deco style of architecture, setting it apart from the neighboring buildings, and contributing to the Ingleside Terrace neighborhood as a grand exhibition of this style. Demolishing this building would destroy a unique landmark integral to the neighborhood's character and identity.

Sincerely,
Justin Karimzad

To: BOS-Supervisors; Major, Erica (BOS)
Subject: FW: Comments regarding Ingleside El Rey Historical Status

From: Kathryn Olson [mailto:]
Sent: Friday, June 23, 2017 6:04 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>
Subject: Comments regarding Ingleside El Rey Historical Status

Hi Angela,

I am unable to attend the meeting next week, but I wanted to register my comments as a resident at 180 Howth St.

I was born in San Francisco at the Kaiser on Geary. I have watched this city go through a lot of change, some good, and some bad. Our neighborhood has had much positive change lately on the Ocean Avenue corridor. I'm a big fan of the work to create Unity Plaza, and the transitional housing at 1100 Ocean Avenue. However, there are also a lot of commercial projects that have happened, that are less than ideal. The new complex on the corner of Brighton and Ocean, where the retail space will be used up primarily by a bank. The new complex on 1490 Ocean, which is going for a luxury price, and it is yet to be determined what benefit that has for the neighborhood. The proposed development at 1601 Ocean, which will displace several historic businesses, etc.

I think it is really important to ensure that we keep some of our old SF character, and the El Rey theatre is that. When we first moved over here, it was our greatest dream that it would be restored, and used as a community theatre or arthouse. It is a landmark both as a theatre, and also as the birthplace of the Gap. Please keep the character in our neighborhood, and help to restore it by making it a landmark.

Best Regards,

Kathryn Olson

180 Howth Street

SF, CA, 94112

To: BOS-Supervisors; Major, Erica (BOS)
Subject: FW: El Rey Theater Historical Preservation we approve !!!! File No. 170430

-----Original Message-----

From: PatR [mailto:calbearsph@gmail.com]
Sent: Saturday, June 24, 2017 12:20 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: El Rey Theater Historical Preservation we approve !!!!

Dear supervisors

Our family is three generations San Franciscan's living in this beautiful City that is changing rapidly.
Our family support The El Rey Theater as a Historical Landmark. We live one block near the beautiful building.

We strongly support the preservation of this beautiful Landmark to save the irreplaceable historical architecture and building.

Our City is demolishing beautiful buildings too rapidly.
Our neighbors and Ingleside Terraces association members support the preservation!

Pat Ryan Hechinger
Ingleside Terraces Association member and Resident.

Sent from my iPhone

BOS-11
File No. 11104117

PLEASE READ AT BOARD MEETING

Board of Supervisors
c/o the Clerk of the Board
City Hall
1 Dr. Carlton B. Goodlett Place, Rm. 244
San Francisco, CA 94102-4689

P.O. Box 320508
San Francisco, CA
94132

RE: VOTE: (Peskin Leg
Version 3 Bill)
The Kim/Peskin Bill June 20, 2017

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2017 JUN 20 PM 3:45
AK

Dear Supervisors,

I am a native San Francisco living and renting in San Francisco (one of the few), and am also a Senior, Disabled, and survive on a fixed income. (I have 3 letters of recommendation from previous landlords.)

So far, I have received 3 OMI Evictions for which I have questionable feelings about the legality of the move-in replacements.

My latest OMI Eviction was in 2014 after having lived at that location for 8 years. When given 60 days to vacate I couldn't eat, my stomach burned from worry, and I couldn't sleep. I was afraid that I would end up on the street.

These are suppose to be my golden years. What in the heck happened?

In conclusion, I request that you please vote for The Kim/Peskin Bill (the Peskin Leg Version 3 Bill) in order to help curb unjust OMI Evictions.

Sincerely,
Louise L. Birk
Louise L. Birk
Richmond Senior Center
Board of Directors
member

Hand Delivered

Mchugh, Eileen (BOS)

From: Board of Supervisors, (BOS)
Sent: Wednesday, July 05, 2017 12:23 PM
To: BOS-Supervisors
Subject: FW: Insufficient Community Education on Bus Lanes

From: Charlene Whyte [mailto:whyte.charlene@gmail.com]
Sent: Monday, June 26, 2017 3:37 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Insufficient Community Education on Bus Lanes

Hello San Francisco Traffic Board of Supervisors,

I have been penalized for passing a car making a left turn, on Mission Street.

I did not think that act was associated with driving in a Bus Lane, if I am just passing a car using an empty lane to pass. There was nothing about the act that would suggest it's wrong, or against the law, or even that it should be considered driving in that lane. I don't read minds, and I'm not a legal expert, so I feel this ticket was given to me wrongly.

I feel this is something that should be clear to the public.
For me to take time to go to the court and protest this is even wrong. I had no clue there was any wrongdoing in my action.

The officer that issued the ticket, did not discuss it with me, and another officer who handed me the ticket said he is not the issuer and thus not in a position to discuss. I feel that my voice should be heard.

I feel this is morally wrong to do this to me. But if I have to go through this ordeal, at least you need to know that this is unfair and morally wrong. I don't understand.

I have been a law abiding citizen of this city for over 20 years, and this is just wrong.

Regards,
Charlene
415-740-7320

From: Board of Supervisors, (BOS)
Sent: Tuesday, June 20, 2017 1:18 PM
To: BOS-Supervisors; Evans, Derek
Subject: FW: PLEASE APPOINT PETRA DE JESUS unanimously File No. 170595

From: tamibryant [mailto:tamibryant@aol.com]
Sent: Tuesday, June 20, 2017 1:08 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: PLEASE APPOINT PETRA DE JESUS unanimously

Dear SF BoS,
I cannot make it to public comment today, but I want you to know that I'm supporting Petra De Jesus for reappointment to the Police Commission She has the qualifications and the experience.
I attend Police Commission meetings regularly, I've seen her great work.
This is the PEOPLES seat, and she is the people's choice.
Thank you for your consideration,
Tami Bryant.

Sent from my Sprint Samsung Galaxy S7.

From: Board of Supervisors, (BOS)
Sent: Thursday, June 29, 2017 9:36 AM
To: BOS-Supervisors
Subject: FW: Renaming Justin Herman Plaza

-----Original Message-----

From: David Romano [mailto:droma4@gmail.com]
Sent: Thursday, June 29, 2017 7:14 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Renaming Justin Herman Plaza

Dear Supervisors,

Let's rename Justin Herman Plaza for Maya Angelou.

David Romano
San Francisco

From: Board of Supervisors, (BOS)
Sent: Thursday, June 29, 2017 9:36 AM
To: BOS-Supervisors
Subject: FW: Rename Justin Herman Plaza

From: Ruth Borenstein [mailto:ruth.borenstein@gmail.com]
Sent: Thursday, June 29, 2017 8:57 AM
To: jeff.sheehy@sf.gov
Cc: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Rename Justin Herman Plaza

Supervisor, I live in Noe and urge you to consider sponsoring a bill renaming Justin Herman Plaza for the reasons explained in this article. And I fully support renaming it in honor of Maya Angelou.

<https://polkstp.com/2017/06/22/sfsracistmonument/>

Ruth Borenstein

Sent via mobile device; please excuse typos

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: Requesting Supervisor Peskin's recusal from IZ votes due to conflict of interest

From: Kevin Burke [mailto:kev@inburke.com]
Sent: Tuesday, June 20, 2017 10:57 AM
To: Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Evans, Derek <derek.evans@sfgov.org>; Major, Erica (BOS) <erica.major@sfgov.org>; Somera, Alisa (BOS) <alisa.somera@sfgov.org>; Wong, Linda (BOS) <linda.wong@sfgov.org>; Young, Victor <victor.young@sfgov.org>
Subject: Requesting Supervisor Peskin's recusal from IZ votes due to conflict of interest

Hi, I'm a small business owner and a market rate renter.

I would like to request that Supervisor Peskin consider recusing himself from votes on inclusionary housing. Supervisor Peskin is a landlord, and has frequently spoken out in favor of higher inclusionary percentages.

The city's chief economist has estimated that a 1% increase in the inclusionary zoning percentage would add 50 additional subsidized BMR units per year, but raise home values and citywide rents by 1%. If 50 subsidized BMR units each provide \$2000 a month in rent relief, that's about \$1 million in rent relief per year for below market tenants.

However, the first year of a 1% rent increase would amount to \$20 million in additional rent being transferred from San Francisco renters to San Francisco landlords, according to the chief economist. That's assuming 13% of renters move every year; 13% of the city paying 1% more in rent is 20 million dollars. We can quibble over the exact numbers but that's a pretty expensive way of buying rent relief. The numbers also seem to be borne out by the severe drop in new housing starts in San Francisco, which will drive up prices for existing housing, since demand is still high.

If San Francisco were a charity, paying \$20 million to get \$1 million in rent relief would be like spending 95% of your budget on overhead. This is an extremely expensive to buy rent relief for 50 extra families per year.

I'm not sure what Supervisor Peskin's apartment holdings look like, but let's say he rents a 1 bedroom apartment for 3000 dollars, average for North Beach. A 1% rent increase would mean he could rent the apartment for \$3030 per month when his tenant moves out. That's an additional \$360 per year out of his renters pockets and into his own pocket, for every one percent increase in the inclusionary zoning percentage. His plan initially asked for 6% more inclusionary zoning than Supervisors Breed and Safai, or roughly $360 * 6 = \$2160$ more per year.

I think that represents a conflict of interest, especially when you consider

that we're talking about \$20 million more per year for landlords and only \$1 million in rent relief for tenants. It's not clear that Supervisor Peskin is voting with his district's best interests at heart.

I would also be satisfied if Supervisor Peskin would publish information each year on the amount of rent he charges his tenants, and/or commit to increasing rent each year by no more than the Rent Board allows, even if a new tenant moves in.

I urge Supervisor Peskin to recuse himself, or failing that, to consider that only 4% of the city's renters have subsidized BMR protection, and everyone else would also get hit by the increases being proposed. The majority of city residents making below the area median income are not in that 4% group.

Thanks for considering,
Kevin

--
Kevin Burke
925.271.7005 | kev.inburke.com

From: Board of Supervisors, (BOS)
To: BOS-Supervisors; Carroll, John (BOS)
Subject: FW: Letter of support for antibiotics reporting ordinance (File 170763)
Attachments: Board of Supervisors Support 6.29.17.pdf

From: Kaplan, Jonathan [mailto:jkaplan@nrdc.org]
Sent: Thursday, June 29, 2017 5:51 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: Kar, Avinash <akar@nrdc.org>; Sharma, Swati (ENV) <swati.sharma@sfgov.org>; Rodriguez, Guillermo (ENV) <guillermo.rodriguez@sfgov.org>; Somera, Alisa (BOS) <alisa.somera@sfgov.org>
Subject: Letter of support for antibiotics reporting ordinance (File 170763)

Dear Ms. Calvillo,

I'm writing to submit a letter to the Board of Supervisors in support for legislation introduced by Supervisor Sheehy regarding the reporting and disclosure of livestock antibiotic use. The ordinance file number is 170763.

Thank you for your attention to this matter. Best Regards, Jonathan Kaplan

JONATHAN KAPLAN
*Director, Food &
Agriculture Program*

NATURAL RESOURCES
DEFENSE COUNCIL

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Please save paper.
Think before printing.

Alliance of Nurses for a Healthy Environment • Antibiotic Resistance Action Center, Milken Institute School of Public Health, George Washington University • CALPIRG • Center for Food Safety • Center for Foodborne Illness Research & Prevention • Center for Science in the Public Interest • Clean Water Action • Environmental Working Group • Food & Water Watch • Food Chain Workers Alliance • Health Care Without Harm • Healthy Food in Health Care • Keep Antibiotics Working • Natural Resources Defense Council • Physicians for Social Responsibility, San Francisco Bay Area Chapter • Prevention Institute • Roots of Change • San Francisco Marin Medical Society • Distinguished individuals

June 29, 2017

Board of Supervisors
City and County of San Francisco
Board.of.Supervisors@sfgov.org

Re: Support for San Francisco Ordinance on Reporting of Antibiotic Use Policies Associated with Meat and Poultry (File No. 170763)

Dear Supervisors:

We, the undersigned, urge your support for San Francisco proposed legislation that would require large grocery chains in San Francisco to report to the City the antibiotic use policies associated with their fresh meat and poultry. The City could then analyze the information and share it with residents to inform their shopping decisions. While the chicken industry is changing rapidly in response to growing consumer demand for better practices, many producers and industry sectors (such as the pork and beef sectors) lag behind. Information on antibiotic use practices is lacking, except from a few companies that have restricted or eliminated their use of antibiotics. The proposed legislation would continue San Francisco's proud history of being at the vanguard of efforts to support consumers' right to information and to protect public health and the environment.

Prominent authorities like the Centers for Disease Control and Prevention (CDC) warn that antibiotic resistance is a public health crisis, leading to growing numbers of infections that can be difficult to treat, require longer and more expensive hospital stays, and are more likely to be fatal. While overuse of antibiotics in the healthcare sector is a factor in the rising rates of antibiotic resistance, the livestock

sector also plays a role—because 70% of all antibiotics that are important for human medicine (medically important antibiotics) sold in the United States are sold for use in poultry and livestock. Much of that use is on animals that are not sick.

Major scientific and health organizations like the CDC, World Health Organization (WHO), and the American Academy of Pediatrics (AAP) agree that inappropriate use of antibiotics in livestock endangers public health through the spread of antibiotic resistant bacteria from farms to the community, including on meat. The WHO, the AAP, and the European Medicines Agency/European Food Safety Authority recommend that antibiotics should only be used to control or treat bacterial infections.

The federal government's approach has a big loophole. The Food and Drug Administration has prohibited some uses of medically important antibiotics on animals that are not sick (to speed up animal growth), but continues to allow similar routine use of these drugs on healthy animals for other purposes (preventing disease in often unsanitary, stressful, and crowded conditions), facilitating continued overuse. California has stepped up by prohibiting all routine use of antibiotics in-state when animals are not sick (including for disease prevention) and by requiring monitoring of livestock antibiotics. But, the new law does not apply to out-of-state producers whose products are sold in San Francisco.

San Francisco's proposed legislation fills the gap by requiring grocers to report to the City the antibiotic use practices associated with each line of poultry or meat product sold in their stores. This would supplement the State's new law by providing San Franciscans information about meat and poultry produced outside California. The legislation is an important step forward for public health and environmental protections and consumers' right-to-know, and we urge your support.

Institutions

Avinash Kar
Senior Attorney
Natural Resources Defense Council

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Professor, University of San Francisco*
Board Member
Alliance of Nurses for a Healthy Environment

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* For identification purposes only

[^] in both an individual and institutional capacity

BOS-11
c-page
BGF clerk
File # 170422

Coalition for San Francisco



www.csfm.net • PO Box 320098 • San Francisco CA 94132-0098 • Est 1972

June 24, 2017

TO: San Francisco Board of Supervisors

FROM: George Wooding, President, Coalition for San Francisco Neighborhoods (CSFN)

Resolution - Support a new park at Natoma and 11th Street (BOS File 170422)

Whereas, San Francisco is becoming increasingly more dense as to population, buildings, and traffic, and

Whereas, the downtown area South of Market Street in District 6 has the least amount of open space of any area in San Francisco, and

Whereas, children in cities need the opportunity to experience living nature directly in their daily lives as provided in neighborhood parks, and

Whereas, adults in cities need the opportunity for relief from built environments and urban pressures by enjoying the relaxation of green and leafy environments provided in open space parks, and

Whereas, wildlife needs living environments in cities to partially make up for habitat lost to development, and

Whereas, the final negotiated cost of the land of \$9,725,000, and

Whereas, over-use of artificial lighting can have adverse effects on both people and wildlife, and

Whereas, building shadows on parks can be to the detriment of both plant life and wildlife, as well as decrease the enjoyment of the outdoor spaces for both adults and children, and

Whereas, the Recreation and Park Department is proposing to acquire 19,570 square feet of land at 11st Street and Natoma Street, and

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Whereas, the Open Space Acquisition Fund will pay for the land acquisition, the Planning impact fees will provide development funds, and the general funds for Recreation and Park Department will pay for the park's operation; therefore,

Be it resolved that Coalition for San Francisco Neighborhoods (CSFN) supports the proposal for the city to acquire five parcels at Natoma and 11th Streets by the Department of Recreation and Park for the development of a new park, and

Be it further resolved that CSFN encourages the Recreation and Park Department to design the new park as follows: with trees, shrubs, plants and living grasses (including as many drought-tolerant plants as appropriate) rather than artificial materials; with a minimum of paved surfaces; and with the minimum lighting needed for safety and security to reduce light pollution, and

Be it further resolved that CSFN encourages the Planning Department and the Recreation and Park Commission to fully implement the Sunlight Ordinance (Proposition K) to ensure that future developments around the new park do not produce adverse shadows on the park.