



SAN FRANCISCO

CITYWIDE
WORKFORCE
DEVELOPMENT
PLAN
UPDATE

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CCWA

Committee on City **Workforce Alignment**



SAN FRANCISCO
Office of Economic and Workforce Development



San Francisco
Water Power Sewer
Services of the San Francisco Public Utilities Commission



CITY & COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES



Introduction

In June 2014, the City and County of San Francisco established the Committee on City Workforce Alignment (“Alignment Committee”) through approval of Chapter 30 of the San Francisco Administrative Code. Acknowledging opportunities for system improvement, Chapter 30 required the Alignment Committee—comprised of the City’s primary workforce development agencies—to coordinate services and increase their effectiveness in moving clients through training programs to long-term self-sufficiency.

Until May 2017, the Alignment Committee was chaired by the Mayor’s Deputy Chief of Staff, and included the Board of Supervisors’ President and the department heads of the City’s five largest workforce-investing departments at the time of its inception: the Human Services Agency of San Francisco (HSA); the Office of Economic and Workforce Development (OEWD); the Department of Children, Youth, and Their Families (DCYF); the San Francisco Public Utilities Commission (PUC); and the Department of Public Works (“Public Works”). Chapter 30 requires OEWD to staff and convene the Alignment Committee. In FY 2017-18, the Alignment Committee invited the Human Rights Commission and the Department of Human Resources to become members. As of January 2019, Mayor Breed appointed HRC Director Sheryl Davis and OEWD Director of Workforce Joshua Arce as co-chairs of the Committee on City Workforce Alignment.

Seventeen City agencies provide workforce development services to residents of San Francisco. As additional needs emerge, the Alignment Committee may invite other City agencies to join and lend their expertise in coordinating service delivery and implementing effective programming.

As mandated by Chapter 30, the Alignment Committee must submit a five-year Citywide Workforce Development Plan (“Five-Year Plan”) and annual updates to the San Francisco Workforce Investment board (WISF). Established by the Workforce Innovation and Opportunity Act of 2014 (WIOA), WISF receives and manages the City’s WIOA workforce funding and oversees San Francisco’s workforce development strategies. WISF brings together business, labor, education, government, community-based organizations (CBOs) and other stakeholders to address the supply and demand challenges confronting the workforce.

The Five-Year Plan covers the period from 2017-22 and provides an assessment of the City’s anticipated workforce development capacity, growth opportunities, and the recommended goals and strategies needed to meet identified challenges. From 2016-17, the Alignment Committee developed the Five-Year Plan with feedback from the San Francisco Board of Supervisors, City agencies, the Workforce Community Advisory

Committee (WCAC), and WISF. In late 2017, the Alignment Committee approved the final version of the Plan.

The Five-Year Plan is organized into chapters representing the Alignment Committee's five system recommendations, and it includes specific action items to better serve economically vulnerable populations, formalize the workforce client journey through the system, leverage data systems to improve the user experience, engage labor market information and employers in the development of City programs, and streamline City processes for community-based organization partners.

As required by Chapter 30, the Alignment Committee prepares annual updates on movement towards these recommendations and their corresponding action items. This FY 2018-19 Citywide Workforce Services Alignment Update ("Update") includes descriptions of special projects in service of this mission and discusses the overall significance of this work in positioning our residents for self-sufficiency and upward mobility through a coordinated workforce development strategy. In keeping with the five-year timeline, the Alignment Committee has made progress across all recommendations.

RECOMMENDATION #1

Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery

Many local residents have not prospered from San Francisco's recent period of economic growth. For many, it is the continuation of a long cycle of poverty within their families and communities. Contributors to the City's workforce development pipeline must have all of the tools and partnerships necessary to move these residents out of poverty. Tools and partnerships that address employment barriers and access to services and technology are especially valuable.

Recommended Action(s)	Anticipated Outcome	Status
<p>Formal adoption of the Citywide Workforce Development Plan by all members of the Alignment Committee.</p>	<p>A shared set of goals and action steps for aligning the City’s workforce development system.</p>	<p>Complete</p>
<p>Convene quarterly Alignment Committee meetings to reach a common understanding of how workforce programs can work in tandem to specifically address the needs of the economically vulnerable and those with employment barriers. Invite relevant stakeholders, such as HOPE SF and the Office of Resilience and Capital Planning, as appropriate.</p>	<p>A list of operational steps to strengthen connections between programs to better support vulnerable clients.</p>	<p>Ongoing</p>
<p>Led by HSA, identify the number of working age individuals who fall within vulnerable populations, as well as their location and other relevant demographics.</p>	<p>An understanding of the scope of workforce development needs in the City.</p>	<p>Ongoing</p>
<p>Collect pre- and post-program client income data, as part of the FY 2016-17 City Workforce Services Inventory.</p>	<p>An evaluation of the impact programs have on client income.</p>	<p>Ongoing</p>
<p>Create a systemic partnership with City departments and/or initiatives that are serving families and individuals in poverty (such as HSA, HOPE SF, DHS, and APD/CASC) to help connect clients to City-funded workforce development services.</p>	<p>A process for ensuring economically vulnerable residents have access to an array of City services, including workforce development.</p>	<p>Ongoing</p>
<p>Invite the Human Rights Commission to guide the Alignment Committee in applying racial equity considerations to all its activities.</p>	<p>A process for ensuring that racial identity is not a determining factor in one’s success.</p>	<p>Complete</p>

Progress Updates

Recommendation #1 reflects the Alignment Committee's commitment to ensuring the workforce development system is a key contributor to breaking the cycle of poverty. The Committee recognizes the necessity of aligning the interests of City partners and community stakeholders in efficient service delivery and developing career pathways for our most vulnerable San Franciscans.

1.1 Adopt the Citywide Workforce Development Plan.

In FY 2017-18, the Alignment Committee formally adopted the Citywide Workforce Development Plan and submitted it to the Workforce Investment San Francisco board (WISF), per Chapter 30. As the Alignment Committee adds new partner agencies to sit on the body, the partner agencies may be permitted to review the plan and recommend updates based on their service area and expertise. With the addition of the Human Rights Commission (HRC), Director Sheryl Davis proposed a number of updates to the plan to prioritize the City's strategic vision for racial and economic equity. The Alignment Committee reviewed these updates and will revise the action plan in FY 2019-20.

1.2 Hold quarterly Alignment Committee meetings.

The Alignment Committee met three times in FY 2018-19. In addition to Alignment meetings, members have continued to host regular, department director-level meetings to provide updates, develop programs, and build stronger network partnerships. In January 2019, Mayor London Breed named the Human Rights Commission Director Sheryl Davis and OEWD Director of Workforce Joshua Arce as co-chairs of the Alignment Committee. Together, they apply an equity lens to oversight and implementation of Alignment projects.

1.3 Identify the population size and characteristics of vulnerable, working age individuals.

With the ultimate goal of openly sharing member departments' data regarding vulnerable populations, the Alignment Committee leverages resources such as public access open data, qualitative data from system clients and providers, and the Planning Department's Neighborhood Spotlights to identify vulnerable populations for targeted service delivery. The Alignment Committee continues to connect department analysts to build data transparency and establish informal and formal data request protocols.

Some member departments have developed data sharing agreements with one another—primarily HSA with DCYF and OEWD with HSA—to share vulnerable populations' data in aggregate or to identify

cross-sections of shared client populations. This type of bidirectional data sharing allows the City generally to explore vulnerable populations' demographics broadly and target service delivery. Departments continue to explore methods to operationalize economic vulnerability and conduct outreach to vulnerable populations.

1.4 Collect pre- and post-program client income data.

OEWD requests pre- and post-program client income data from the 17 departments who participate in the Citywide Workforce Services Inventory ("Inventory"). Over the five years in which OEWD has administered the Inventory, data collection on key demographic data has improved year-over-year through technical assistance and peer review of results. Through these opportunities for one-on-one feedback, OEWD continues to support workforce-serving departments in improving data collection or intake protocols. Nonetheless, many workforce-serving departments have limited wage data collection for workforce clients or may only collect data for specific programs. Results from the FY 2017-18 Inventory demonstrate that client wage increases range from no increase to over \$35 per hour.

1.5 Build systemic City partnerships to serve families and individuals in poverty.

Workforce-serving departments continue to build systemic partnerships with key agencies in service of economically vulnerable populations. As a requirement of the Workforce Innovation and Opportunity Act of 2014 (WIOA) legislation which establishes WISF and OEWD as the workforce development administrators for San Francisco, OEWD established bimonthly One-Stop Operator meetings to discuss service coordination among core WIOA partners. Attendees include: OEWD Director of Sector and Workforce Programs, OEWD Adult Workforce Programs Specialist, Goodwill Industries functioning as the local America Job Center of California (AJCC), HSA CalFresh Director, HSA CalWORKs Director, Department of Rehabilitation District Administrator, Higher Education Consortium & Adult Education Program, and the Employment Development Department.

Through these bi-monthly meetings, partners limit duplication of service delivery through oversight of co-located OEWD workforce development and HSA public benefits assistance services at the AJCC. Through this central entry point, providers may enroll clients in subsistence resources and workforce development resources concurrently. Similarly, OEWD and HSA engage in cross-referral and recruitment for OEWD's City Build and Health Care Academies and public assistance programs, in order to ensure that clients receive the job training and supportive services necessary to achieve long-term employment and wages that sustain self-sufficiency.

San Francisco has continued to improve general service delivery through coordinated workforce development services with HSA, Adult Probation Department (APD), the Department of Rehabilitation

(DOR), and the Department of Child Support Services (DCSS). Per California Workforce Development Board mandate, OEWD developed stronger partnerships and pilot programs with these agencies in service of specific vulnerable populations: public benefits recipients, English language learners, justice-involved clients, individuals with intellectual and/or developmental disabilities, and payment delinquent non-custodial parents. OEWD established memorandums of understanding (MOUs) with these agencies, implemented provider trainings in partnership with DOR, and developed a pilot program for coordinated service delivery with DCSS. In addition to the priority populations identified by state and federal mandates, Alignment departments continue to facilitate partnerships to prioritize San Francisco-specific economically vulnerable populations, including individuals experiencing homelessness, individuals participating in mental health or substance use treatment, the LGBTQ+ community, survivors of domestic violence, people with disabilities, veterans, older adults, and participants in vocational training programs or those who require significant financial assistance to complete post-secondary education.

Reentry and justice-involved individuals face some of the highest barriers to employment, though recidivism rates decline significantly with stable employment opportunities. OEWD managed an eight-month stakeholder engagement process for reentry and justice-involved individuals in partnership with APD, the Sheriff's Office (SHF), and the California Department of Corrections and Rehabilitation (CDCR), which included community partners and service providers such as Five Keys and Goodwill Industries. The engagement yielded MOUs with each agency and reentry workforce development system design recommendations, submitted as grant proposals to the California Workforce Development Board and the Department of Labor.

Lastly, Alignment departments continue to explore innovative new programs to move vulnerable client populations into career pathways with sufficiency wage employment. Regular, director-level meetings yielded a partnership between OEWD and HSA to deliver a no-cost, online bachelor's degree program to highly vulnerable clients who face a ceiling to advancement opportunities due to the limitations of a high school diploma or GED. Started in Mountain View two years ago, the Working Scholars College program allows participants to complete a bachelor's degree in as few as two years, and coursework may be completed on a smart phone. Launched in January, the OEWD-HSA pilot program—intended to test the existing program for feasibility with economically vulnerable San Franciscans—enrolled 17 participants who had accessed public benefits in the past two years and entered entry-level employment with the City and County of San Francisco. Students may earn a bachelor's degree from either Golden Gate University or Thomas Edison State University, a college for working adults.

1.6 Invite the Human Rights Commission to the Alignment Committee to apply racial equity lens.

With the addition of HRC, the Alignment Committee gained the expertise to reflect on the racial equity

issues present in the San Francisco economic landscape. Members of the Alignment Committee (OEWD, HSA, DCYF) have enrolled in HRC's Government Alliance on Racial Equity (GARE) training, an intensive two-year training on implementing system-wide, racial equity change. One outcome of this macro intervention is a commitment to investing in economically vulnerable youth and TAY for improved socioecological outcomes along the life course.

In preparation for the pivot in City policy, DCYF engaged in a yearlong department training on results-based accountability, an intensive evaluation mechanism for measuring and achieving impact. This process resulted in agency-wide mission alignment and establish short- and long-term outcomes for Citywide youth programming. From this process, DCYF made substantial investments into youth workforce development programs, and continues to fund programming across a five-year grant term.

Further catalyzing youth programs, Mayor London Breed announced the Opportunities for All (OFA) campaign in partnership with HRC, DCYF, OEWD, San Francisco Unified School District, and other community-based organizations and employers. Mayor Breed's OFA aims to fight systemic inequality by connecting high school students to paid internships, employment, training, and educational opportunities, ultimately creating pathways for youth to develop networks, gain experience, and become adults with the capacity and income to live and work in the City.

OFA has brought together many City organizations, an array of nonprofits and private sector businesses, and other key stakeholders to develop shared goals and processes to serve youth and their families through collaboration and partnership. OFA has established a shared intake process, outreach plan, and data collection system. Additionally, University of San Francisco and Stanford University are supporting OFA program evaluation, including tracking participations in primary and secondary programs for youth and their families.

The Alignment Committee continues to lend its expertise to the OFA campaign, leveraging learnings and best practices from the initiative to expand coordinated services to non-youth programs.

RECOMMENDATION #2

Develop a Workforce Transit Map to show how clients navigate the workforce development system

To effectively move our most economically vulnerable residents into unsubsidized employment with upward mobility pathways, the system must have a clear picture of how clients are currently navigating the system. A visual representation of the client experience would allow the Alignment Committee and other system stakeholders to identify outreach, service, and communication gaps delaying positive outcomes for clients. Eliminating these gaps would result in a seamless pipeline for clients from any entry point to self-sufficiency, economic resiliency, and upward mobility.

Recommended Action(s)	Anticipated Outcome	Status
<p>Convene a working group of the Alignment Committee to develop a “Workforce Transit Map” depicting the sequence of existing services and programs along a continuum of services aimed at moving clients towards unsubsidized employment and upward mobility, and detailing current client experience of the system.</p>	<p>Identification of outreach, service, and communication gaps between programs, departments, and other system stakeholders.</p>	<p>To Be Revised</p>
<p>Formal adoption of the “Workforce Transit Map” by all members of the Alignment Committee.</p>	<p>A unifying vision of the workforce development system.</p>	<p>To Be Revised</p>
<p>Identify gaps in the system for workforce system clients, particularly residents in poverty, and develop solutions and systems changes to improve access to optimally-sequenced, City-funded training programs and other workforce development services, using the Workforce Transit Map as a resource.</p>	<p>Help residents in poverty better navigate City-funded workforce development programs and improve transitions from one City-funded program to another.</p>	<p>Ongoing</p>

Progress Updates

Recommendation #2 recognizes our need for tools that can identify gaps in our workforce system. By mapping the client experience in our current network, the Alignment Committee believes that the system would be able to identify predictable system pathways and intervention points, best practices for communication between partners and programs, and develop data-driven efficiencies in service delivery.

2.1 Develop a Workforce Transit Map.

In FY 2017-18, the Alignment Committee solicited the Office of Civic Innovation to sponsor the development of a Workforce Transit Map in partnership with a local employer. Google worked with OEWD and HSA for nine months to research the workforce development system and isolate predictable patterns in the client journey. Due to qualitative data from over 70 interviews with clients and workforce development providers, Google determined that the workforce development system is sprawling and each client's experience was unique to their life course.

2.2 Adopt the Workforce Transit Map.

Despite limited transit map findings, Google made several system recommendations to the Alignment Committee to improve the user experience, including the development of a City client database to collect big data on clients' movement through the workforce development system. The Alignment Committee agreed that the Workforce Transit Map recommendation needed to be revised and committed to integrating current data systems in order to capture high-quality data about service touch points and dosage, with the ultimate goal of isolating a true Workforce Transit Map for different user types and target populations.

2.3 Identify gaps in the system and improve access to training programs and services.

Despite difficulties in isolating a predictable client journey with the available data, Google's research illuminated a number of resolvable pain points in the user experience. Data collected during this project demonstrated that the workforce development system is broad and confusing. Clients often do not know that they are receiving workforce development services, or find the plethora of system entry points to be a barrier to service delivery.

As a consequence of findings from the Google Civic Bridge project, OEWD solicited a marketing and design consultancy to improve messaging around service delivery touch points, develop collateral about the

workforce development system and OEWD services, and conduct a website overhaul. In an effort to resolve system-level confusion, HSA revamped its website to be more user-friendly and improve language access over the last several years.

With the addition of HRC this past year, the Alignment Committee will revisit creating a Workforce Transit Map. In partnership with the Harvard Business School, the HRC coordinated a study that explores the impact of City programs on three generations of families enrolled in multiple City-administered or City-funded programs. Harvard Business School made recommendations regarding structure, scale, and measuring outcomes from OFA.

The Alignment Committee reviewed the HRC study to understand system gaps, failures, challenges, successes, and best practices. The findings from the study will inform a map on how these clients navigated the workforce development system, which the Alignment Committee will take up again in FY 2019-20.

RECOMMENDATION #3

Build data sharing infrastructure across City workforce development departments

Once we have a shared understanding of the current and desired client experience, we must build data sharing infrastructure to inform how best to move clients through the pipeline. City departments need to agree on a common set of data elements that will be collected and reported by their respective programs. This data must inform system stakeholders of client milestones to facilitate successful progression through the pipeline. A universal client management system is necessary for this level of data sharing.

Recommended Action(s)	Anticipated Outcome	Status
<p>Convene a joint working group of the Alignment Committee and nonprofit service providers to draft a common set of data elements that would allow system stakeholders to track clients at any point in the pipeline, as well as assess system success.</p>	<p>An agreed-upon set of common data elements that community-based organizations can collect and City departments can use for reporting and evaluation purposes.</p>	<p>Complete</p>
<p>Formal adoption of common data elements by all members of the Alignment Committee; these data elements will be collected and analyzed as part of the FY 2017-18 City Workforce Services Inventory.</p>	<p>A more comprehensive system-wide data set to guide decision making about outreach and service delivery strategies.</p>	<p>Complete</p>
<p>Connect the Human Services Agency’s Salesforce system with the Office of Economic and Workforce Development’s Jobs Portal.</p>	<p>Pilot data sharing between workforce development departments.</p>	<p>Ongoing</p>
<p>Convene a working group of the Alignment Committee to develop data sharing agreements between departments, using resources from the City’s ShareSF Program.</p>	<p>Discovery of challenges and opportunities with a shared client management system.</p>	<p>Ongoing</p>
<p>Based on findings from the working group on client data reporting requirements and needs, submit a budget request to expand the capacity and connectivity of the Jobs Portal.</p>	<p>Ability to track workforce clients from entry to exit; make meaningful referrals; evaluate system success by unsubsidized employment and upward mobility</p>	<p>Planning</p>

Progress Updates

Recommendation #3 seeks to create infrastructure to identify system and client needs efficiently. This recommendation necessitates the standardization of program data across all key agencies and requires the infrastructure to share client information across departments.

3.1 Draft a common set of data elements to track clients and assess system outcomes.

In FY 2016-17, OEWD hosted a Data Working Group to determine key data elements for review and evaluation of workforce development programs. The FY 2016-17 Inventory adopted these data elements, and they have been incorporated in each Inventory thereafter. Results from the FY 2017-18 Inventory demonstrated that the City implements 262 workforce development programs, either within departments or through external service providers. City departments hold 154 contracts with 132 community-based providers and spent \$125 million on workforce development programming in FY 2017-18.

3.2 Adopt data elements in City Workforce Services Inventory.

Through process improvements and user experience research related to the FY 2017-18 Inventory, OEWD determined that there were additional data elements which were absent from those identified by the Data Working Group. OEWD incorporated four different measures of client counts in order to operationalize system load, program breadth, and service provider efficiency. OEWD also provided analysts with the ability to configure data elements to their area of practice, and consequently improved data collection and completion. OEWD continues to engage analysts in a peer review process and solicits feedback on data elements in keeping with best practices in research and data management. See Appendix A for further discussion of FY 2017-18 Citywide Workforce Services Inventory findings.

3.3 Connect SFHSA's client data systems with OEWD's client data systems.

In FY 2018-19, OEWD created a data warehouse, which centralizes all client data from OEWD systems and permits staff to develop business processes for cleaning and quality control. Through the development of this tool, OEWD is able to more easily integrate OEWD data systems with City partners' systems, share client data, and track clients' movement through the system, with the long-term goal of sharing and de-duplicating data on clients served by all of the major departments funding or operating workforce development programs.

To start, as the largest service providers for workforce development clients, HSA and OEWD recognized that system coordination may be most impactful if the agencies' data systems worked in concert to limit the intake process, shorten service delivery time, and maximize funding for service providers. Separately, OEWD

and SFHSA each fund approximately 50 community-based organizations to execute workforce development services. While some funding overlap exists, HSA and OEWD have not formalized client co-enrollment at mutual providers across their two systems.

In an effort to pilot client co-enrollment, OEWD co-located an HSA information and referral worker at the OEWD Comprehensive Access Point, the Goodwill AJCC. At the AJCC, clients may complete OEWD and HSA intake, access the full portfolio of OEWD workforce development services, receive referral to HSA health and human services, and initiate public benefits applications. While a step in the right direction, HSA and OEWD are now working to improve and streamline business processes to ensure shared clients receive all the services for which they are eligible in the most efficient, user-friendly service delivery model possible.

3.4 Develop data sharing agreements among member departments.

HSA and OEWD will use learnings from the co-enrollment project to better understand which data systems need to be linked in order to improve service coordination and delivery. Toward that end, working with the Controller's Office, OEWD and HSA mapped their data systems to identify data element and data field overlap for service delivery, and engaged in current- and future-state business process mapping for client co-enrollment. The Controller's Office facilitated the creation of a data-sharing MOU, which may be used as a template for other workforce-serving departments. The agencies have documented this process to share with other agencies to promote and improve data system linkage.

Through this and other data-related projects, HSA and OEWD achieved greater transparency around data availability, data quality, and legal limitations on data sharing. Through legal basis established by the California Welfare and Institutions Code (WIC) and the California Unemployment Insurance Code (UIC), HSA receives wage base information for all clients who have received public benefits for up to three years post-program exit from the California Employment Development Division (EDD). Wage base information is useful for determining client retention in employment. OEWD submitted requests to EDD to access similar information for OEWD-funded clients who exited programs to assess job retention and program efficacy.

After denials for retention data from EDD, and as a solution to soliciting post-program income data and measuring retention outcomes, OEWD and the California Workforce Association (CWA) drafted and lobbied for an amendment to the Unemployment Insurance Code (UIC). Many sections of the UIC permit the sharing of unemployment insurance wage base data to validate quarterly income. The amendment would permit unemployment insurance wage base data sharing from EDD with local workforce development departments.

3.4 Submit a budget request to expand City workforce development databases, specifically JobsPortal.

This recommended action item is on hold as OEWD and HSA explore the feasibility of linking the OEWD data warehouse to HSA's data systems.

RECOMMENDATION #4

Actively use demand-side relationships and data to guide workforce development programming

Supply-side data from programs and clients is only one half of the workforce development pipeline. Demand-side relationships with private and public employers are essential for guiding program curricula, forecasting actionable hiring opportunities, and providing monetary support for system offerings. System stakeholders must leverage existing relationships and build new ones to ensure all contributors have the information and connectivity necessary to move clients through the pipeline into employment opportunities.

Recommended Action(s)	Anticipated Outcome	Status
Led by DHR, convene a public sector working group composed of department heads and human resources specialists from the City departments most impacted by employee retirements, to plan for near and long-term succession and general hiring needs and strategize how low-income and underemployed residents can access these opportunities.	Increased human resources efficiencies; greater entry and mobility options for jobseekers.	In Planning
Refer to City resources, such as the City's 10-Year Capital Plan, to understand upcoming hiring opportunities and work with the appropriate partners to develop plans for local workforce development needs.	Increased program efficiencies; greater entry and mobility options for jobseekers.	Ongoing
Develop common strategies for educating workforce development clients about City employment opportunities and for providing coaching and/or support to the City's application process.	Greater entry and mobility options for jobseekers.	Complete
Led by OEWD, conduct an easy-to- replicate analysis of near and long-term (6+ months) hiring, using labor market information and private sector hiring forecasts, to share with departments and nonprofit service providers.	Increased training and placement program efficiencies; greater entry and mobility options for jobseekers; increased private investment in the public workforce system.	Ongoing
Issue a policy brief based on primary stakeholder conversations and case study research, which will cover best practices and outline options for private sector investment into the workforce development system.	Increased private investment in the public workforce system; improved outcomes.	Ongoing
Convene a working group of the Alignment Committee to discuss how to coordinate business services across the departments that rely on employer relationships to drive hiring from their programs.	Increased program efficiencies; greater entry and mobility options for jobseekers.	Planning

Progress Updates

Recommendation #4 acknowledges that, in order for the City to keep clients at the center of its workforce program planning and implementation, the City must assess demand-side data to understand where jobs and training programs may make the greatest impact. Employers are critical system stakeholders and the City must include them in the conversation to move clients into a pipeline for self-sufficiency wage employment.

4.1 Determine near and long-term succession planning and general hiring needs with DHR.

This recommended action suggested that DHR convene a public sector working group to identify long-term succession hiring and general hiring needs. In service of these long-term outcomes, and with respect to each agencies' sensitive hiring needs, DHR has engaged in one-on-one conversations with departments in order to isolate labor market information and engage departments in succession planning. Using this information, DHR will engage with the Alignment Committee to recommend training and employment pathway opportunities.

4.2 Refer to City resources to understand upcoming hiring opportunities and develop plans.

In FY 2018-19, DHR and OEWD worked together to review City classifications, identify entry-level classifications within the City, map career pathways, and propose amendments to the hiring process to improve placement for individuals on public benefits or in transitional employment with the City. This project was put on hold and will be resumed in FY 2019-20.

4.3 Develop strategy to educate workforce clients about City employment opportunities.

Outside of City internal hiring processes, OEWD and DHR also piloted the Pathways to Civil Service workshop to train workforce development professionals on the City hiring process. This workshop is the first step to widely training practitioners and clients on the City hiring process, timeline, and civil service opportunities. The Alignment Committee will explore releasing this training to other departments and to community-based organizations at the behest of DHR in FY 2019-20.

4.4 Conduct analysis of near and long-term hiring using labor market information and private sector forecasts.

To meet the needs of workers and industry, OEWD convened SFMTA, DHR, City College of San Francisco, and private sector employers to facilitate the creation of City Drive, a training academy to transition private sector transportation employees and contractors to public service. City Drive evolved in response to mass layoffs of private sector bus drivers and an SFMTA labor shortage for MUNI bus drivers. This endeavor required coordination of a number of key stakeholders to fast track a training academy curriculum and training provider

to prevent disconnected workers from entering long-term unemployment. Through City Drive, experienced drivers will be able to complete training, compile required documentation and commercial licenses, and earn a sustainable wage within a matter of months, while SFMTA will be able to fill a current labor shortage for MUNI.

In an effort to engage in regular processes for general labor market information and standardize sharing with providers and City agencies, OEWD created a quarterly labor market newsletter. The resource includes San Francisco economic conditions, job posting analytics, and in-demand industry and occupation snapshots. The newsletter is currently in user testing and will launch in FY 2019-20.

4.5 Issue a policy brief on private sector investment into the workforce development system.

OEWD drafted a policy brief and it is currently under review.

4.6 Convene a working group to coordinate business services across departments.

OEWD and its mandated regional partners in San Mateo, Santa Clara, San Jose, and San Benito received State funding to convene employers and coordinate business services for two regional initiatives. From these large system improvement projects, OEWD will take lessons learned to the City and County of San Francisco to explore coordination of City-funded business services.

The first initiative created infrastructure for regional business services coordination for the health care industry. This group convenes employers, and is responsible for sharing labor market information, developing sector-specific and general industry best practices for employer engagement, and building partnerships to inform program development and demand.

The second initiative, established through a competitive grant award from the California Workforce Development Board, focuses on prototyping a system design for regional tech apprenticeship. The project is employer-driven and engages tech sector employers for labor market information and program development. Both initiatives are underway and will continue through FY 2019-2020.

From lessons learned in these two employer engagement projects, OEWD will make further recommendations for convening employers and coordinating business services across the City workforce development system.

RECOMMENDATION #5

Continue to streamline procurement and contracting across City workforce development departments

The tools and partnerships that effectively move clients along the pipeline can be made more efficient through administrative improvements. For City workforce development departments who contract service delivery to community-based organizations, efficiencies may be gained through streamlining procurement and contracting. Realized cost savings may mean more money for programs and clients.

Recommended Action(s)	Anticipated Outcome	Status
Align planning processes through shared procurement schedules and strategies.	Potential cost savings and maximized resources.	Ongoing
Coordinated by OEWD, convene working groups to identify overlap in contracts with CBOs receiving workforce funds from three or more City Departments. Where applicable, standardize activities, outcomes and workforce development terminology.	Potential cost savings and maximized resources.	Ongoing
Explore the implementation of joint workforce program monitoring, using resources from the City Controller’s Office.	Potential cost savings and maximized resources; consistent performance expectations.	Ongoing

Progress Updates

The final recommendation acknowledges that all workforce services and infrastructure development requires financial investment. To maximize the City's investment in workforce development, the Alignment Committee seeks to ensure that the administration of contracts to CBOs is as efficient as possible, with maximum impact for our client populations.

5.1 Develop shared procurement schedules and strategies.

Agencies continue to explore shared procurement strategies through open communication around timeline and funding priorities. OEWD and APD explored releasing a shared procurement for the Reentry Specialized Access Point (OEWD) and Community Assessment and Service Center (APD), both of which provide workforce development services. The agencies were able to link the procurement timeline, but due to the City's grant making requirements, were unable to make grants to the same provider. From these lessons learned, agencies are exploring best practices, which may be adapted to the City grant making context.

5.2 Identify overlap in multi-agency City contracts with CBOs and standardize outcomes.

As consistent data comes out of the Workforce Inventory and can be validated with additional information from the Controller's Office and Contract Monitoring Division, the Alignment Committee will explore the feasibility of standardizing outcomes across contracts and service delivery models.

5.3 Explore joint workforce program monitoring.

In FY 2018, the Controller Office conducted an audit of 153 community-based organizations with joint funding across APD, the Arts Commission, DCYF, Department on the Status of Women, DPH, Children and Families Commission, HSA, Department of Homelessness and Supportive Housing, MOHCD, OEWD, and SHF. While the Controller's Office intended to establish a Joint Fiscal Monitoring and Joint Program Monitoring initiatives to assess grantee outcomes, the Program Monitoring initiative remains in planning.

Instead, the Joint Fiscal Monitoring Program touched on program performance as a subset of organization governance practices. The Monitoring Group referred community-based organizations to technical assistance or nonprofit consulting services when they demonstrated poor fiscal and/or program outcomes, metrics which tend to inform one another. Through this process, community-based organizations funded by more than one agency have demonstrated decreased adverse findings and referrals over time due to improvements in performance and compliance. Members of the Workforce Community Advisory Committee (WCAC)

commended the Controller's Office for providing these resources and underscored the importance of helping community-based organizations establish adequate fiscal controls and improve organization governance practices.

The WCAC also noted that the joint monitoring process limits the administrative burden on community-based organizations, yet comes with significant challenges, such as lack of coordination among agencies to identify mutual outcomes, and inconsistent guidance from the City, which affects preparation activities. The WCAC requests that the Alignment Committee advocate for agency coordination around City joint monitoring.

The Alignment Committee also notes that the City's mandated outcomes and its monitoring process may limit community-based organizations that conduct the work necessary to move clients along a path to well-being and economic self-sufficiency, but do not conform to mandated or prescribed benchmarks of success. The Alignment Committee recommends that the City's joint monitoring continues to be a collaborative and flexible process whereby the City weighs impact and where community-based organizations may be offered guidance and coaching with a culturally competent and culturally humble approach.



CONCLUSION

After two years of strategic engagement, the Alignment Committee has sparked changes in City workforce programming. With the primary priority of convening key system stakeholders, the Alignment Committee has created cohesive goals, built successful partnerships, prioritized resources towards impacted communities, improved evaluation and data collection processes for the annual workforce inventory, engaged stakeholders in system improvement conversations, initiated developing the infrastructure necessary to align all moving parts, and disseminated information wider and transparently.

Moving forward, the Alignment Committee plans to continue this work, further integrating necessary infrastructure to promote a seamless workforce system and will support departments in following the roadmap identified in the Plan. The Alignment Committee has made significant system and infrastructure improvements in the past year, and plans to use the momentum to create lasting change in the San Francisco workforce system in service to our clients.



APPENDIX A

FY 2017-18 Workforce Inventory Findings



FY 2017-18
CITYWIDE
WORKFORCE
SERVICES
INVENTORY
RESULTS



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EXECUTIVE SUMMARY

Beginning in 2015, the Alignment Committee solicited City departments for data to complete the annual Citywide Workforce Services Inventory (“Inventory”). The Inventory surveys all City departments that invest in the workforce development system, with the goal of gaining a better understanding of citywide workforce services, including programmatic gaps and redundancies.

The Inventory compiles available, agency-reported client demographics and program data. The original Inventory catalogued 18 departments, and provided the Alignment Committee with a baseline for citywide workforce inputs, outputs, and outcomes.

Since then, the Alignment Committee has refined the Inventory process to encompass all workforce programming across City departments, and standardize collection and data elements to harmonize analysis. Though the quality of this year’s data was significantly improved, the Alignment Committee recognizes that creating a robust, Citywide data collection and analysis system is an iterative process and welcomes feedback from City agencies and providers on methodology. We continue to receive data that is impacted by client duplication across different agencies, as well as within individual departments.

This year’s report summarizes workforce programming for 17 City agencies, accounting for 262 programs, and approximately \$125 million in funding unique to workforce development initiatives.

INTRODUCTION

In June 2014, the City and County of San Francisco established the Committee on City Workforce Alignment (“Alignment Committee”) through approval of Chapter 30 of the San Francisco Administrative Code (“Chapter 30”). Chapter 30 was intended to bring together key stakeholders to coordinate workforce development services across City departments and increase their effectiveness.

Staffed and convened by OEWD, the Alignment Committee is comprised of the Mayor’s Deputy Chief of Staff, the President of the Board of Supervisors, and the department heads of the City’s five largest workforce development programs at the time of its inception: Human Services Agency of San Francisco (HSA); Office of Economic and Workforce Development (OEWD); Department of Children, Youth and Their Families (DCYF); San Francisco Public Utilities Commission (PUC); and San Francisco Public Works (Public Works). The Alignment Committee added the Human Rights Commission (HRC) and Department of Human Resources (DHR) to its membership in May 2018.

The Alignment Committee endeavors for the workforce development system to move in lock-step with the City’s economic development investments to ensure that new, stable, and growing businesses have the talented and qualified workforce necessary to achieve their goals.

In Fall 2017, the Alignment Committee submitted a Citywide Workforce Development Plan (“Plan”) as required by Chapter 30. The Plan assessed the City’s anticipated workforce development needs and opportunities over a five-year period, along with the recommended goals, strategies, and funding needed to meet those challenges. The Alignment Committee is tasked with submitting annual updates to the Plan. As the Alignment Committee adds representation from additional departments, members may add input on action items and Citywide strategy. Consequently, the Alignment Committee may revise the Plan as department representation evolves, with lessons learned, and as the economic and labor market conditions change.

In the Plan, the Alignment Committee prioritized five policy recommendations for Citywide system alignment, with corresponding action items to make measurable change within five years. The five recommendations are:

1. Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery.
2. Develop a Workforce Transit Map to show how clients navigate the workforce system.
3. Build data sharing infrastructure across City workforce development departments.
4. Actively use demand-side relationships and data to guide programming.
5. Continue to streamline procurement and contracting across City workforce departments.

Since 2015, OEWD has collected data on workforce programming and client outcomes through the Citywide Workforce Services Inventory (“Inventory”). This tool represents the data-driven third goal of the Alignment Committee in collecting, assessing, and reporting on City workforce outcomes. This report presents key findings from the FY 2017-18 Inventory.

METHODOLOGY

Instrument

The Inventory instrument is a multi-page Excel spreadsheet distributed by OEWD on behalf of the Alignment Committee to 17 City departments with workforce programs (Appendix A: FY17-18 Citywide Workforce Services Inventory). The spreadsheet requires manual data entry of program, financial, outcome, and aggregate client data.

OEWD submits the Inventory to the Director of each workforce-serving department, and requests that the Data Coordinator¹ from each department oversee the process. Depending on a department's size, the Data Coordinator may assume all roles and responsibilities for data governance and reporting, or else may need to compile the data from a number of different Data Stewards and Custodians. To support this data collection process and promote completion, OEWD provided a one-pager to contextualize the Inventory purpose and process for down-line personnel this year.

Data validation from entities external to a department may be difficult, so OEWD developed internal consistency measures—checks and balances—within the tool to improve data reliability and field completion for financial data and program metrics. It is important to note from the outset that the data included in the inventory includes duplicate counts and therefore conclusions from the survey are limited. Until there is an automated reporting system, which de-duplicates clients and programs across all 17 departments, this Inventory is the best available overview of City workforce development services. Review of results should assume an incalculable margin of error. While some data may be incomplete, unavailable, or poor quality, the available data provides a bird's eye view of services with year-over-year comparisons.

As OEWD has improved data consistency and reliability within the tool and provided additional technical assistance to improve departments' reporting structures and data collection mechanisms, OEWD has refined the Inventory to reflect a more nuanced understanding of system outcomes and leveraged users' experience and subject matter expertise for improvements.

In FY 2016-17, the Alignment Committee convened a Data Working Group to bring together City departments and workforce providers to advise on the formation of consistent terms, data point alignment, and inclusion of data fields consistent with Local, State, and Federal program reporting requirements, as well as departmental assessment interests and expertise for the needs of different client populations. Data Working Group members included representation from DCYF, HSA, Public Works, PUC, and OEWD, as well as community-based organizations (CBOs) with workforce development specializations, including members of the Workforce Community Advisory Committee—Episcopal Community Services of San Francisco, Goodwill Industries, Japanese Community Youth Council, Jewish Vocational Service, Self-Help for the Elderly, Success Center SF.

Recommendations from the Data Working Group established the standardized Inventory Data Dictionary (Appendix A) and refined the instrument, ultimately contributing to a more uniform

¹ Data governance titles such as Chief Data Officer, Data Coordinator, Data Custodian, and Analyst are derived from the City and County of San Francisco Committee on Information Technology's [Data Management Policy \(January 17, 2019\)](#).

understanding of Citywide workforce development programming and outcomes, as well as more consistent reporting structures.

Building from the relationships established by the Data Working Group, OEWD held user experience (UX) conversations with department analysts assigned to the FY 2016-17 Inventory in July 2018. Of the seventeen analysts who had participated in the FY 2016-17 Inventory, OEWD connected with 15 to provide UX feedback: (14) in-person or phone call sessions and one analyst provided feedback via email. The UX sessions had four goals:

1. Improve mission alignment in the administration of the Inventory;
2. Train analysts on data collection and administration specific to the Inventory;
3. Troubleshoot existing data availability or program evaluation issues; and
4. Identify department-specific reporting errors, inconsistencies, or data completion issues that may be resolved in the FY 2017-18 Inventory.

This process led to simple changes in the instrument to improve usability and data completion; internal and external data reporting infrastructure and support; an extended implementation timeline; the addition of internal consistency measures for financial reporting, program metrics, and clients served; accommodation for variations in data availability; and a commitment to public sharing of data. Most importantly, OEWD edited the FY 2017-18 Inventory to include a data unavailable category, which serves as an internal consistency measure for program data and demographic information and ensures the collection of complete data.

As analysts have become more familiar with the data collection process and purpose, they have engaged in ongoing dialogue with OEWD to refine process and improve reporting.

Process

The process of completing the instrument by department analysts is as important as, if not more important than, the data collected. The Inventory requires annual review of inputs, outputs, and outcomes for each departments' workforce services data. The process of collecting data across multiple internal sources strengthens program evaluation, data management, and results-based accountability. It also builds a cohort of data analysts across City departments who grapple with similar difficulties in research and evaluation and can continue to isolate best practices and solve problems in data collection, analysis, and visualization, consistent with recommendations made by the City and County of San Francisco Committee on Information Technology's Data Management Policy.

The FY 2017-18 Inventory solicited information City workforce development programs (administered both internally and funded by community-based organizations to administer); program budget; program classifications and descriptions; service populations and types; community-based service provider partners, client demographic information (e.g., age, race, ethnicity, educational attainment, gender, zip code, et al.); industry and occupation data for training and placements; and program outcomes.

In September 2018, OEWD distributed the Inventory to department heads from 18 previously-participating agencies, with a deadline for the end of November 2018. Agreement to public sharing of inventory data was a condition of participation. The 18 agencies solicited include:

- Adult Probation Department (APD)
- Department of Children, Youth and Their Families (DCYF)
- Department of Human Resources (DHR)
- Department of Public Health (DPH)
- Department of Public Works (DPW)
- Department of the Environment (ENV)
- Human Services Agency of San Francisco (HSA)
- San Francisco Public Library (SFPL)
- Mayor's Office of Housing and Community Development (MOHCD)
- San Francisco Municipal Transportation Agency (SFMTA)
- Office of Civic Engagement and Immigrant Affairs (OCEIA)
- Office of Economic and Workforce Development (OEWD)
- Port of San Francisco (PORT)
- Recreation and Parks Department (REC)
- San Francisco District Attorney (SFDA)
- San Francisco Public Utilities Commission (PUC)
- San Francisco International Airport (SFO)
- Sheriff's Department (SHF)

All agencies except for SFDA participated in the inventory process for FY 2017-18. As in the past three years, SFDA exempted participation because they do not categorize their programs as workforce development². SFDA's programs and financial data are reported as null, represented by 0 within this report.

To improve data quality, OEWD invited department analysts to two training workshops in October and November and a working meeting in November. OEWD provided ongoing technical assistance to analysts throughout the Inventory process. Of the 18 solicited departments, 17 City departments completed their inventories by December 2018.

From December 2018 – February 2019, OEWD checked internal consistency measures, identified data completion or reporting errors, and cleaned the data. OEWD notified department analysts of errors or inconsistencies, and provided analysts with the opportunity to make corrections. OEWD aggregated results from the Inventory thereafter. In February 2019, OEWD provided analysts another opportunity to make corrections to raw data and manipulate visualization at a post-review session.

² SFDA oversees the San Francisco Young Adult Court (YAC) in partnership with the Felton Institute and Goodwill Industries to address the unique needs of transition-age youth (TAY). YAC is a collaborative court, and collaborative treatment planning for TAY in YAC includes workforce development partners. SFDA also maintains four general internship programs, three legal internship programs, one legal fellowship program, and a post-Bar clerk program.

Reporting

With sensitivity to each department's process, this report does not summarize data that are incomplete across City departments. This report will note where data are unavailable or inconsistent in a mostly complete data set. This written report reflects general findings and analysis.

INVENTORY RESULTS

Snapshot of the Citywide Workforce Development System

As discussed in the above methodology section, the Alignment Committee analyzes the City's workforce programs based on departmental program and budget data and with support from OEWD. The collection process benefits from continued improvement. In this spirit, and in keeping with best practices for data governance and research peer review, the Alignment Committee welcomes further feedback and refinement from key stakeholders and subject matter experts.

Citywide Client Count

From FY 2013-14 to present, all departments have been required to submit data on how many clients are served by their programs, in aggregate. This information is invaluable for assessing the scope of workforce service delivery across the City and County of San Francisco. As in years past, system infrastructure to de-duplicate clients across the system does not exist, and it would require a substantial investment in data sharing systems and methods. All client data in this report assumes system duplication, and some results may reflect duplication within programs, providers, and departments. Where relevant, this will be identified within this report.

Through stakeholder engagement over the evolution of the Inventory, OEWD has learned that some departments cannot de-duplicate their client records due to client confidentiality, decentralized record keeping, or limited data collection from eliminating intake as a barrier to service delivery. OEWD does not want to interrupt these intentional, program- or department-level decisions created to protect and serve the well-being of clients in favor of streamlined evaluation processes on behalf of the Alignment Committee.

Nonetheless, variations among departments for duplicated and unduplicated client counts create errors in overall system evaluation and lead to limited systems-level insights. Where one department understands a client count to be a single client receiving a multitude of services, another department may understand a client count to be a single drop-in or touch point. Neither methodology is problematic, and both yield rich data for system breadth, depth, and focus; however, when system evaluation rests on data compiled in aggregate, where core definitions and data availability vary, system data based on an unspecified client count are flawed. We cannot possibly determine the breadth of service delivery or conduct accurate gap analysis without a clear differentiation among these different data. All demographic data are based on this initial reporting, and so we cannot possibly determine true dispersion of service delivery across vulnerable populations and economically-impacted communities without a baseline.

This year, out of respect for the variety of programs and administration methods across the City, as well as the evolving system infrastructure and process improvements, the Inventory requested multiple client counts: Unique Clients by Department, Program Participants by Department, Clients Served by Program, and Clients Served by Provider.

- "Unique Clients" refers to client counts that departments may validate as unduplicated. A department must be able to validate a client's unique identity across programs in order to

claim a Unique Client count. Departments that are unable to de-duplicate clients reported this as null.

- "Program Participants" refers to a count of enrollments in programs across one single department. A Unique Client may access a number of programs, and s/he would be considered a participant in all of them, and counted as such with this methodology. Departments that were unable to report on the number of program participants reported this as null.
- "Clients Served by Program" refers to a count of client enrollments, by program. These data may be duplicated across a single department, but not within a program. Departments that were unable to report on the number of clients served by program reported this as null.
- "Clients Served by Provider" refers to a count of client enrollment in programs, by external service provider. These data may be duplicated across a department, but not within a provider. Departments that were unable to report on the number of clients served by a provider reported this as null.

Through these four separate counts of clients served, we can gain a better understanding of system usage and service distribution across departments, programs, and providers. For this year, "Clients Served by Program" and "Clients Served by Provider" were not reliable data; therefore, they have not been included in these findings. When we are able to de-duplicate clients across the system, we will also be able to determine client churn³ and program dosage⁴ in order to assess system efficiencies, identify vulnerable populations that do not benefit from the system, and assess program impact.

Client Count by Year

Using the same methodology for counting clients as in past years provides us with an adequate year-over-year comparison of clients in the Citywide workforce development system. It is important to note that these are the data for clients accessing workforce services across agencies, and do not reflect unduplicated numbers⁵ across the entire system. Additionally, some departments have provided duplicated clients counts in past years, and we reflected the same count method for these departments for a more accurate year-over-year comparison.

Despite a historically low unemployment rate of 2.2%⁶, the workforce development system demonstrates an increase from last year to this year in service delivery. In FY 2017-18, the City and County of San Francisco's workforce development system reported 34,057 clients served, an approximately 6% increase in total clients served across departments (Figure 1).

³ The number of times a client returns to the City workforce development system.

⁴ The number of times a client must enroll in different programs before achieving the client's goals.

⁵ This means that the same client may have accessed workforce services from more than one department, in which case that client would be double counted in the total number of clients served by the workforce system

⁶ California Employment Development Department. (18 January 2019).

[Report 400 C – Monthly Labor Force for Counties December 2018 – Preliminary.](#)

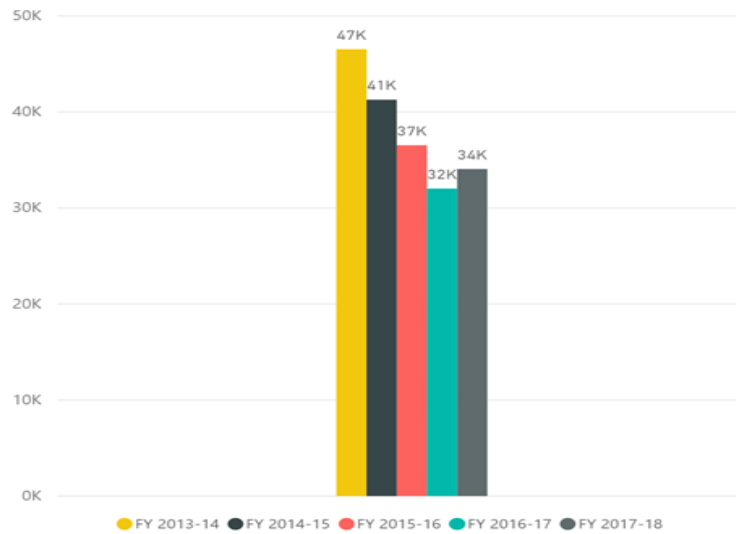


Figure 1. Workforce Clients Reported, FY 2013-14 to FY 2017-18.

Data from the FY 2013-14 and FY 2014-15 Inventories were duplicated within departments, so this number does not accurately represent client participation in the workforce development system. We should refer to the aforementioned Unique Clients and Program Participants to gather a more nuanced understanding of the breadth and depth of the system’s services.

The below visualization reflects consistent data reporting by department from last year to this year, based on whether departments reported client counts consistent with unique clients or program participants in FY 2016-17.

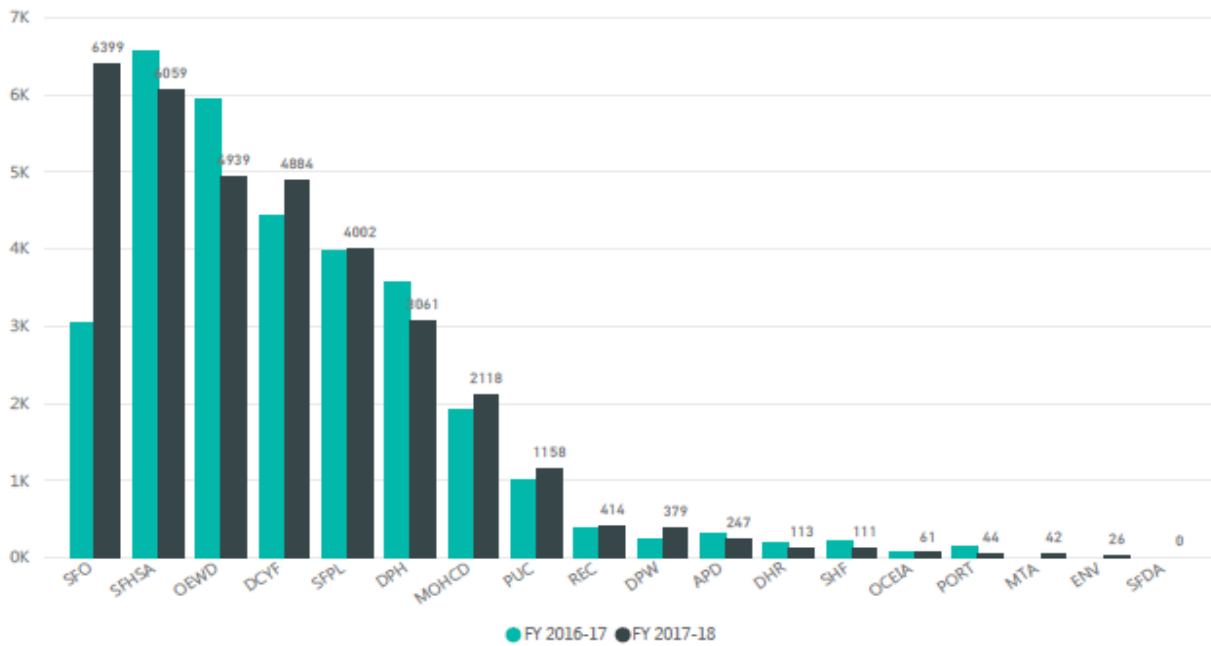


Figure 2. Clients Reported by Department, FY 16-17 to FY 17-18.

In review of department-level data by year, service delivery more than doubled at SFO, which accounts for the significant system-wide increase in clients served. SFO expanded service delivery at the SFO Business and Career Center. Despite expanded service delivery from DCYF, MOHCD, and DPW, most other departments demonstrated a decrease in reported workforce clients served in the above year-over-year comparison.

Unique Clients by Department (n=28,541)

Departments reported data on unique clients that could be unduplicated within their department. Departments must have some internal record keeping to de-duplicate clients across all programs, and if these data are unavailable, departments reported this field as null, here represented as 0.



Figure 3. FY 2017-18 Unique Clients per Department, Duplicated Across System.

We see here that unduplicated client counts yield 28,541 clients per department. These clients may be served by multiple departments, but they have been de-duplicated within the reporting departments. This is the absolute minimum count of unduplicated clients per department, as PRT and SFPL both reported duplicated numbers, so their numbers are null. In FY 2017-18, SFO (n=6,399), HSA (n=6,059), OEWD (n=4,939), DCYF (n=4,884), and MOHCD (n=2,118) served the greatest number of unduplicated clients by department.

Program Participants by Department (n=47,892)

Departments reported data on program participation, again defined as the number of enrollments in various programs across one single department. Departments must have some internal record keeping which tracks client participation in programs. OEWD instructed departments to use this count method if they were unable to de-duplicate workforce development clients or if they would be able to identify the number of workforce development program enrollments per client. Departments that were unable to identify the number of programs a unique client entered were instructed to report this as null, here represented as 0. These data total 47,892 program participants and demonstrate duplication across the system.

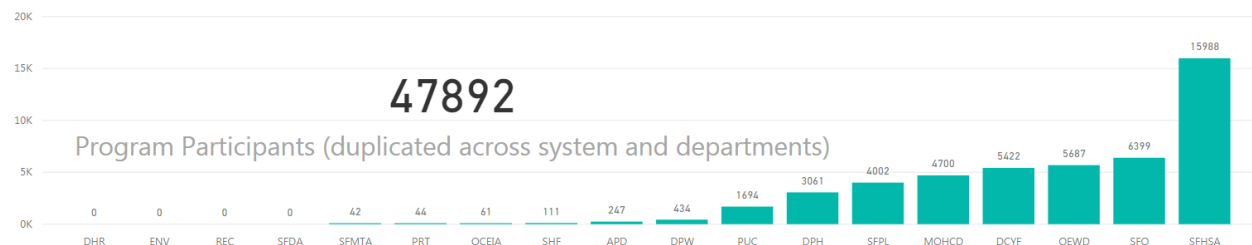


Figure 4. FY 2017-18 Program Participants, Duplicated Across System and Departments.

Where available, departments reported on the number of program participants—participants that were intentionally duplicated within a department to operationalize the breadth of client use of the workforce development system. HSA (n=15,988), SFO (n=6,399), OEWD (n=5,687), DCYF (n=5,422), and MOHCD (n=4,700) serve the greatest number of program participants. With a central, high-frequency drop-in center, SFPL closely follows at 4,002 participants.

Comparing the number of program participants against unique clients reported by departments starts to yield data on program dosage and depth of service delivery. Though we do not collect data specific enough to make informed conclusions about service delivery improvements or impact, we can infer through this comparison that clients need to enter multiple programs—both within departments and within systems—in order to move towards self-sufficiency.

With these data, we see that departments may enroll clients in multiple workforce development programs within the same department, on average: HSA clients (2.6); MOHCD (2.2); DPH (1.92); OEWD (1.2); DCYF (1.1); and DPW (1.1). This duplication of program enrollment is consistent with previous analysis, which concluded that workforce development clients in a low unemployment market require additional services to stabilize and develop skills. Clients may be intentionally moving through the system in a pathway toward economic self-sufficiency, starting at HSA, for example, in a subsidized job while or simultaneously participating in a workforce development program administered through OEWD.

Client Location

While departments do not collect residential location for all clients, reported data describes where the City targets its programs, services, and investments. As circumstances change, clients may update their residence during service delivery. Where available, analysts have included the most recent zip code, but these data demonstrate duplication within some departments and across Citywide services. Nonetheless, understanding the concentration of workforce development service provision allows the City to take strategic approaches to outreach and service delivery.

Though the workforce development system serves clients from across the City, Figure 5 describes service dispersion across zip codes.

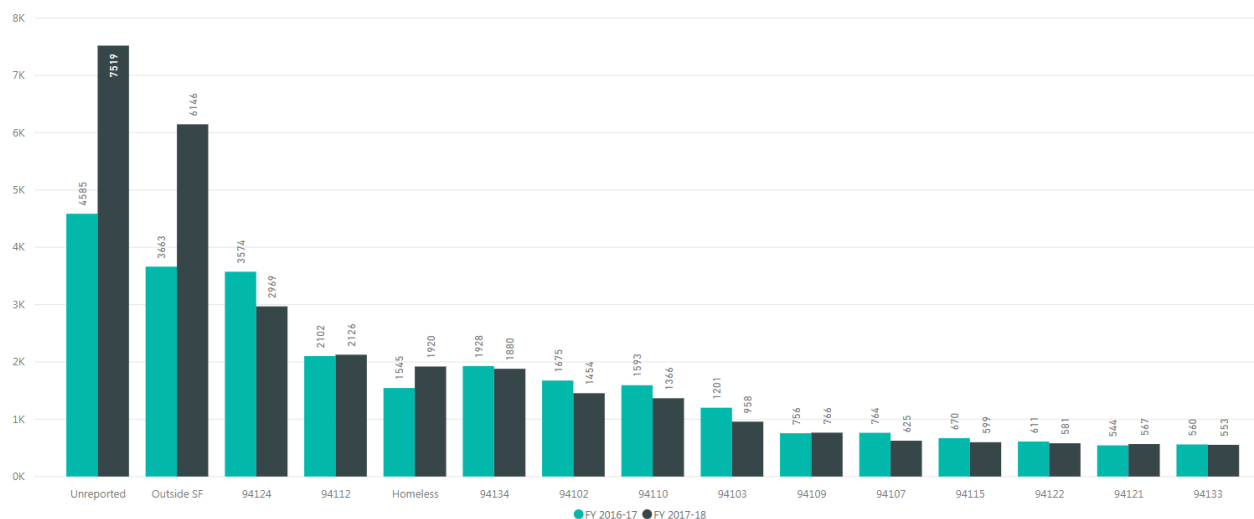


Figure 5. City Workforce Clients by Residential Location, FY 16-17 to Present.

It is important to draw attention to the first categories described here.

A closer look at the distribution of clients across zip codes reveals that the number of clients without zip code information significantly decreased over time. While the FY 14-15 inventory indicated that zip code information was unavailable for 25,276 clients, the total decreased to 19,583 in FY 2015-16 and further dropped to 4,585 in FY 2016-17. Using the same methodology for data analysis this year as last year, unavailable zip code data would be 1,074 clients. As described above and in the methodology, the FY 2017-18 Inventory required analysts to reconcile all unavailable data in their totals; consequently, the unreported zip code total increased to 6,697 this past year.

Outside of San Francisco clients nearly doubled, directly correlating to expanded service delivery at SFO, which serves clients residing in San Mateo County.

Otherwise, service delivery across zip codes remained mostly stable from FY 2016-17 with a few exceptions. Areas of high frequency service delivery cover Bayview Hunters Point, Visitacion Valley, Excelsior, Mission District, SOMA, and Tenderloin (Figure 5). As is consistent with past data collection efforts, the highest client count by zip code is in the Bayview Hunters Point area. Historically, this neighborhood has demonstrated consistent workforce system involvement and—as Bayview Hunters Point represents a significantly impacted neighborhood working against rising housing displacement—workforce providers have conducted significant community outreach in this area to stabilize clients' economic viability.

Client Demographic Data

In an effort to establish a baseline for available data across City departments, OEWD revised the program metrics and demographic data to require the inclusion of null fields and the reconciliation of unavailable client data in the sum totals. The baseline *n* for demographic and program data is 32,642, which accounts for Unique Clients by Department where available, Program Participants by SFPL and PRT, and includes counts of unavailable data per client.

The Inventory captures valuable demographic data across race, ethnicity, gender, sexual orientation, age, and educational attainment. Compared to past years, this year's data completion improved significantly and we now have confidence in the quantity of unavailable data, which is important for understanding dispersion.

Race and Ethnicity

All demographic data is duplicated across the system, though data quality has improved. In FY 2015-16, the Alignment Committee began requesting client race and ethnicity information for the Inventory. While the FY 2015/16 inventory indicated an unknown race for more than 50% of the clients, that number decreased in FY 16/17. Comparatively, FY 2017-18 Inventory results demonstrate 26.8% unavailable data. Data completion improved significantly; however, without unduplicated counts across the workforce system, it is difficult to discern an accurate increase or

decrease in workforce service among different ethnic and racial groups. It is likely that increases in clients served by race or ethnicity reflect redistribution of unknown or unavailable data from previous years.

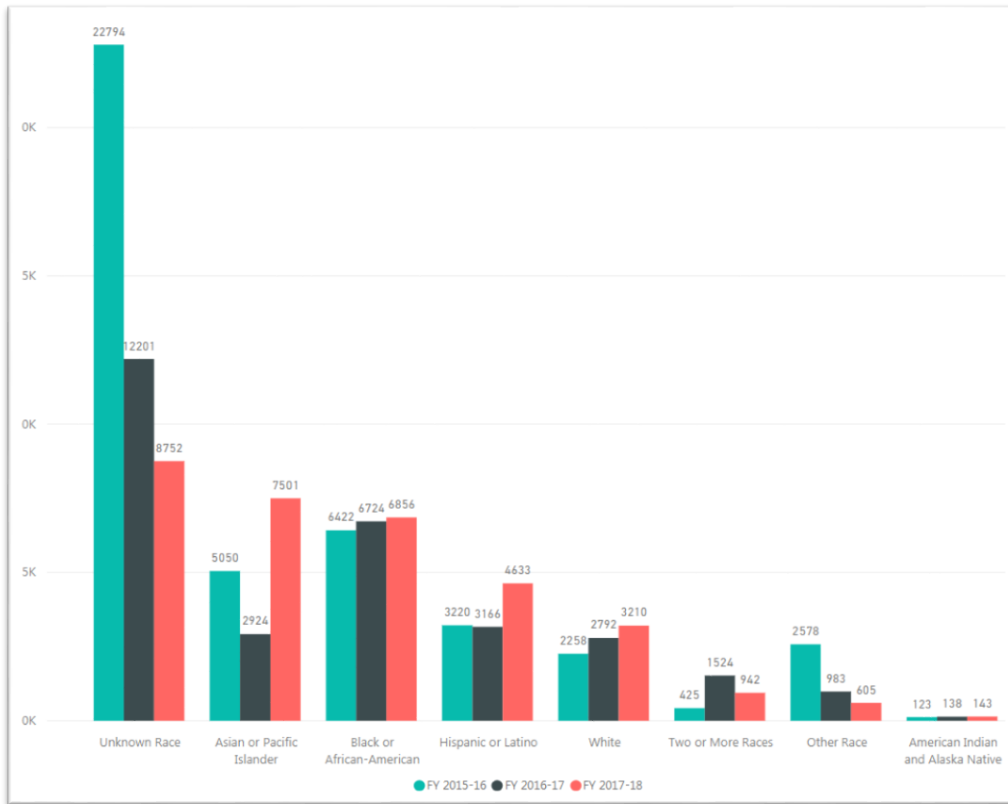


Figure 6. Workforce Clients by Race and Hispanic/Latino Ethnicity, FY 2015-16 to Present

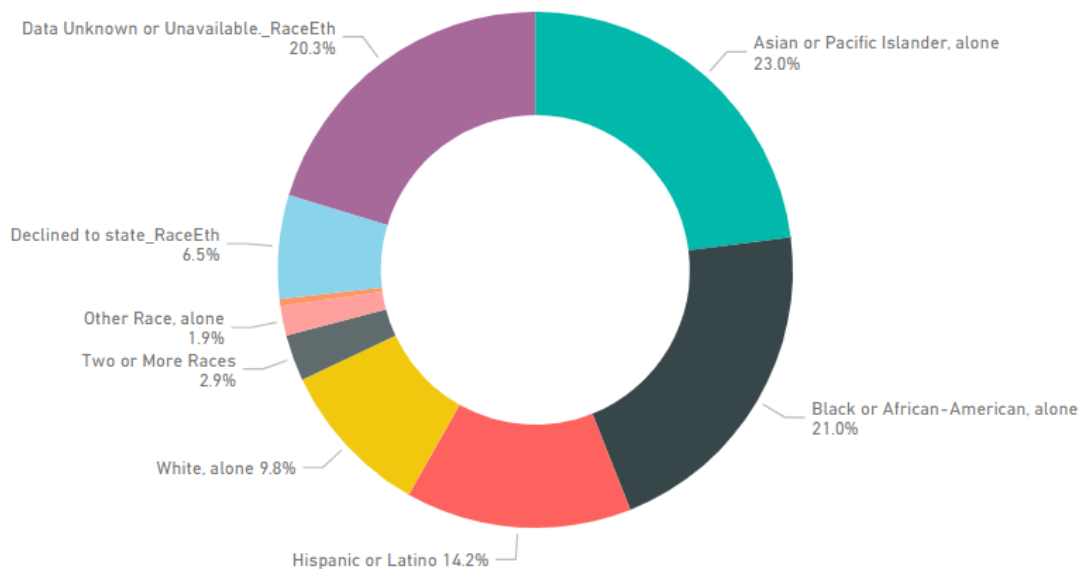


Figure 7. Percentage of Clients by Race and Hispanic/Latino Ethnicity, FY 2017-18 (n=32,642).

FY 2017-18 results demonstrate that Asian or Pacific Islander clients (n=7,501) accounted for the largest share of workforce development services, followed by Black or African-American clients, alone (n=6,856); Hispanic or Latino (n=4,633); White, alone (n=3,210); Two or more races (n=942); Other race, alone (n=605); and American Indian and Alaska Native, alone (n=143). Declined to State (n=2,122) and Data Unknown (n=6,630)—together representing 26.8% of unavailable data—demonstrate that this dispersion may shift significantly towards any race or ethnic group depending on data collection.

Indeed, even with the significant increase in data availability and completion over the past three years, we cannot draw any conclusions on service population increases. With 23,890 workforce clients accounted for, we see that Asian or Pacific Islander and Black or African-American clients represent almost half of the reported client coverage.

Gender Identity

In FY 2016-17, gender identity, sex at birth, and sexual orientation were included in the Inventory, due to recommendations from the Alignment Committee Data Working Group⁷.

In FY 2017-18, the City and County of San Francisco, led by the Mayor’s Office of Transgender Initiatives executed the Sexual Orientation and Gender Identity (SOGI) Implementation Plan, which removed sex at birth from data collection efforts around the City. This category may represent a barrier to service delivery at intake or else stigmatize clients whose sex at birth is different from gender identity. In accordance with this policy, OEWD removed sex at birth from the FY 2017-18 Inventory.

After two years of data collection around gender and sexual orientation, the Inventory yields data which may illustrate trends, but is incomplete. Consequently, FY 2016-17 data are not illustrated in this report.

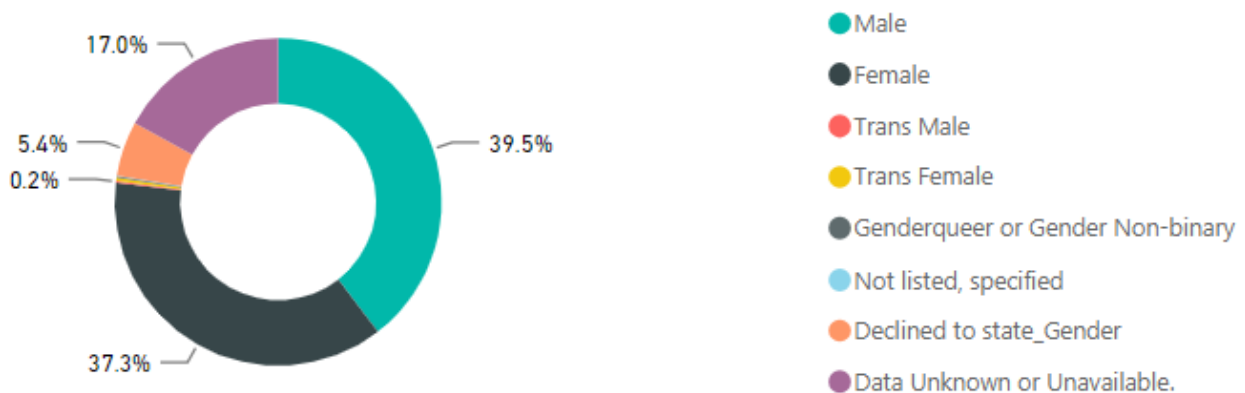


Figure 8. Workforce Clients by Gender Identity, FY 2017-18 (n=32,642).

⁷ Not all departments can legally comply with this request due to the nature of their workforce programming. As an example, departments which place workforce clients directly into unsubsidized work opportunities or host in-house employment opportunities may not solicit these categories or else violate Title VII of the Civil Rights Act of 1964.

FY 2017-18 Inventory data demonstrated the following: male (39.5%, n=12,903), female (37.3%, n=12,290), trans female (0.32%, n=103), trans male (0.21%, n=67), genderqueer or non-binary (0.12%, n=40). Not listed or specified (0.06%, n=18), declined to state (5.41%, n=1765), and data unavailable (17.0%, n=5,556) account for 22.5% of unknown client information.

Sexual Orientation

In FY 2016-17, the Inventory registered that over 76% of clients did not report their sexual orientation. With the addition of the data unavailable category, the FY 2017-18 Inventory registered 80% of data unavailable: clients declined to state (n=766); did not list their sexual orientation (n=199); or data unavailable (n=24,954). With 80% of data unavailable, analysts cannot make informed inferences about these data. For available data, the LGBTQ+ community represents over 11% of reported workforce development clients: straight or heterosexual clients (n=5,959); bisexual (n=226); gay, lesbian, or same-gender loving (n=506); questioning or unsure (n=32).

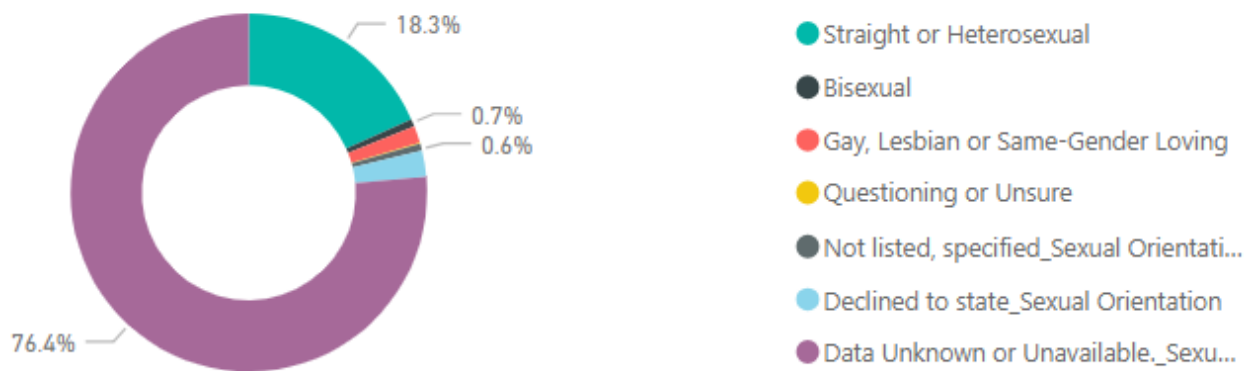


Figure 9. Workforce Clients by Sexual Orientation, FY 2017-18 (n=32,642).

In the future, departments and programs may consider best practices for incorporating this information into intakes where appropriate, and engaging staff in the necessary training to implement best practices in eliciting this information during intake or service provision in service of assessing equity and developing results-based accountability measures.

Client Educational Attainment

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

The Inventory began collecting client educational attainment data in FY 2015-16. The FY 2017-18 Inventory captured 11,923 available educational attainment data points. Clients with less than high school graduation and high school graduates or equivalency tend to represent the largest reported share of workforce clients, consistent with the mission of the workforce development system.

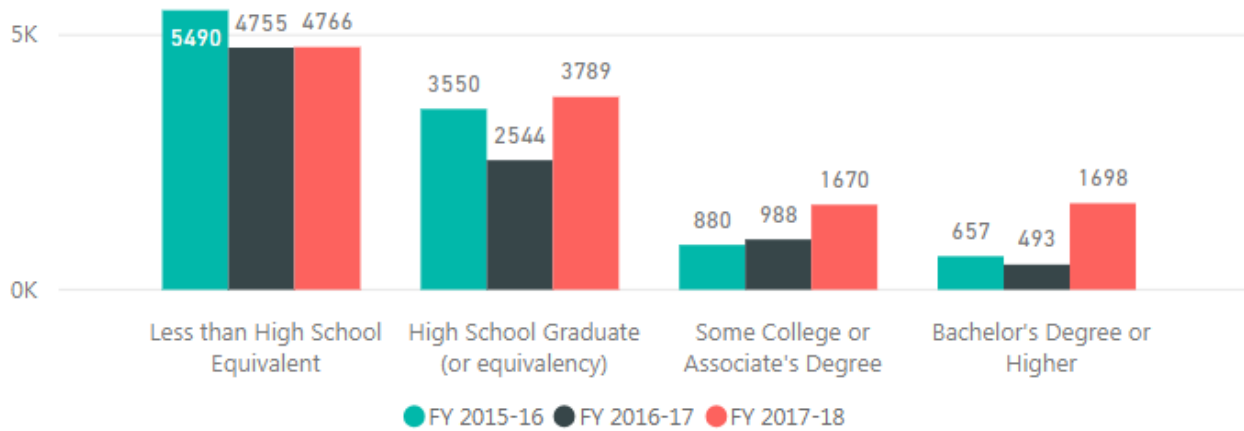


Figure 10. Workforce Clients by Educational Attainment, FY 2015-16 to Present

The share of clients with some college or associate’s degree nearly doubled from last year, while individuals with bachelor’s degrees tripled. Due to economic and other psychosocial factors, even highly credentialed individuals require services such as incumbent or dislocated worker training for recently laid-off workers. The workforce system acts as a protective factor for these individuals, in order to prevent San Francisco residents from underemployment or the onset of poverty.

Client Age

As described by Figure 10, adults represent about 45% of clients served, while youth represent approximately 37%.

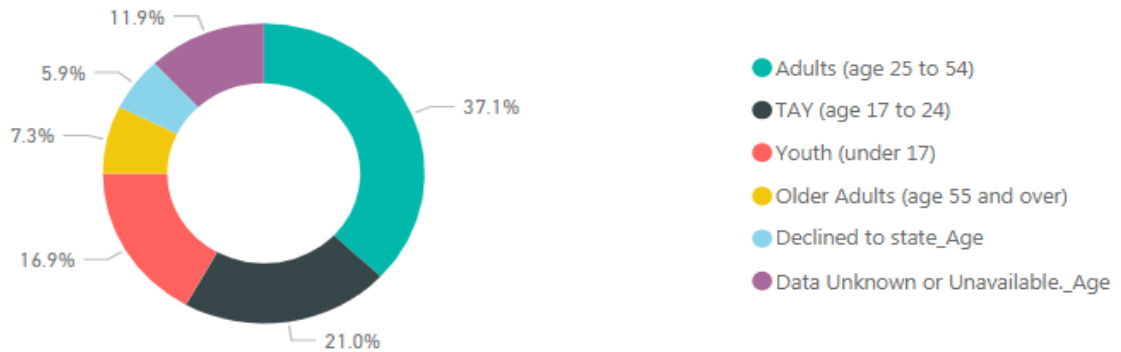


Figure 11. Percentage of Workforce Clients by Age, FY 2017-18

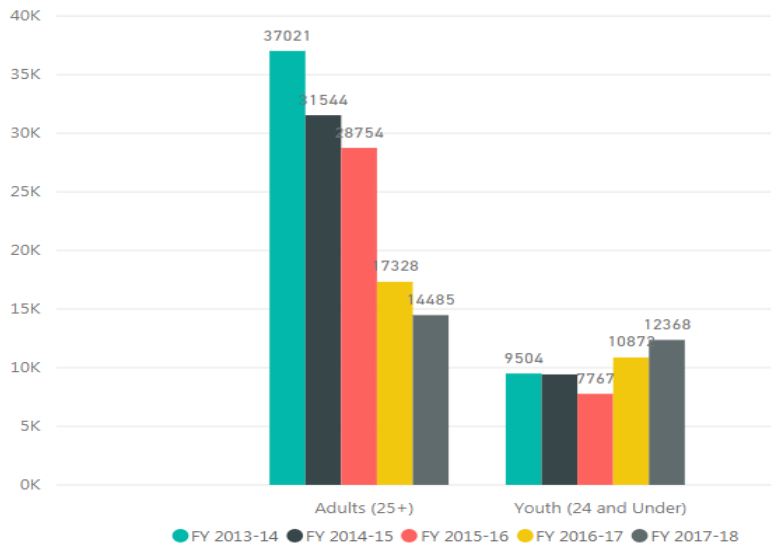


Figure 12. Workforce Clients by Adults and Youth, FY 2013-14 to Present

Over time, adult and youth clients have moved towards more equal shares of the workforce service delivery (Figure 11). Increased investments in youth workforce development programs across City departments is an intentional strategy to prepare youth for employment across the life course and interrupt intergenerational poverty.

City Programs and Contracts

Seventeen City departments reported 262 workforce programs this year, including programs administered within departments and those contracted out to external service providers. The workforce development system demonstrated increased funding, which may account for new programming. Additionally, after several years of executing the Inventory and engaging in critical discussions of what may be categorized as a workforce program, data coordinators demonstrated a more nuanced understanding of workforce programming by separating some previously reported single programs into sub-categories. Departments coded programs as service delivery (144), internship (81), apprenticeship (23), and work-orders (11).

Departments also coded up to three service types, including: barrier remediation/support services, basic skills training, career awareness, employment support, general job readiness training, sector-specific job readiness training, job search and placement, mental and behavioral health, vocational assessment, vocational training, and workplace training. Departments also coded up to seven service populations, including: adults, English language learners, individuals with disability, justice-involved individuals, older adults, public benefits recipients, public housing residents, transition-age youth, underemployed, unemployed, and youth. This data quality is presumably poor, as programs may serve many overlapping populations and serve many different functions.

Departments reported the following number of programs: DCYF (49), HSA (34), DHR (33), MOHCD (31), PUC (28), DPH (17), OEWD (14), DPW (12), REC (8), SFPL (8), PRT (7), SFMTA (7), SFO (6), APD (3), OCEIA (2), ENV (2), SHF (1). It is important to note that program names and descriptions may be umbrella terms for a number of programs executed with different service providers.

City departments hold 154 contracts with 132 community-based organization service providers. Departments reported the following number of contracts: OEWD (64), DCYF (49), HSA (47), MOHCD (31), PUC (26), DPH (18), OCEIA (17), DPW (12), ENV (5), APD (3), PRT (3), DHR (1), SHF (1). For more detail, see Appendix B: Programs by Provider and Department and Appendix C: FY 2017-18 Workforce Program Inventory

City Expenditures and Funding Summary

Overview

In FY 2017-18, the City and County of San Francisco's workforce development system expended approximately \$125 million. FY 2017-18 results demonstrate that clients and the total number of internal and external programs (n=262) across the system increased, and this may account for an increase in spending.

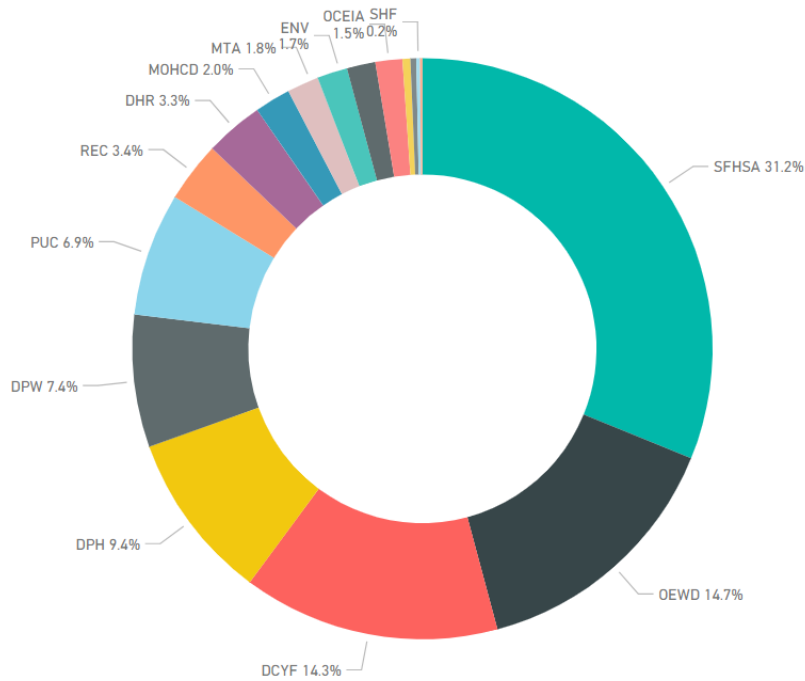


Figure 13. Departmental Share of Citywide Workforce Expenditures, FY 2017-18

The departments with the most workforce development spending are HSA (31.2%), OEWD (14.7%), DCYF (14.3%), DPH (9.4%), DPW (7.4%), and PUC (6.9%). From last year, the top spending departments and distributions did not change significantly.

In the last five years, spending in HSA, DCYF, DPH, REC, MOHCD, SFMTA, SFO, and OCEIA increased.

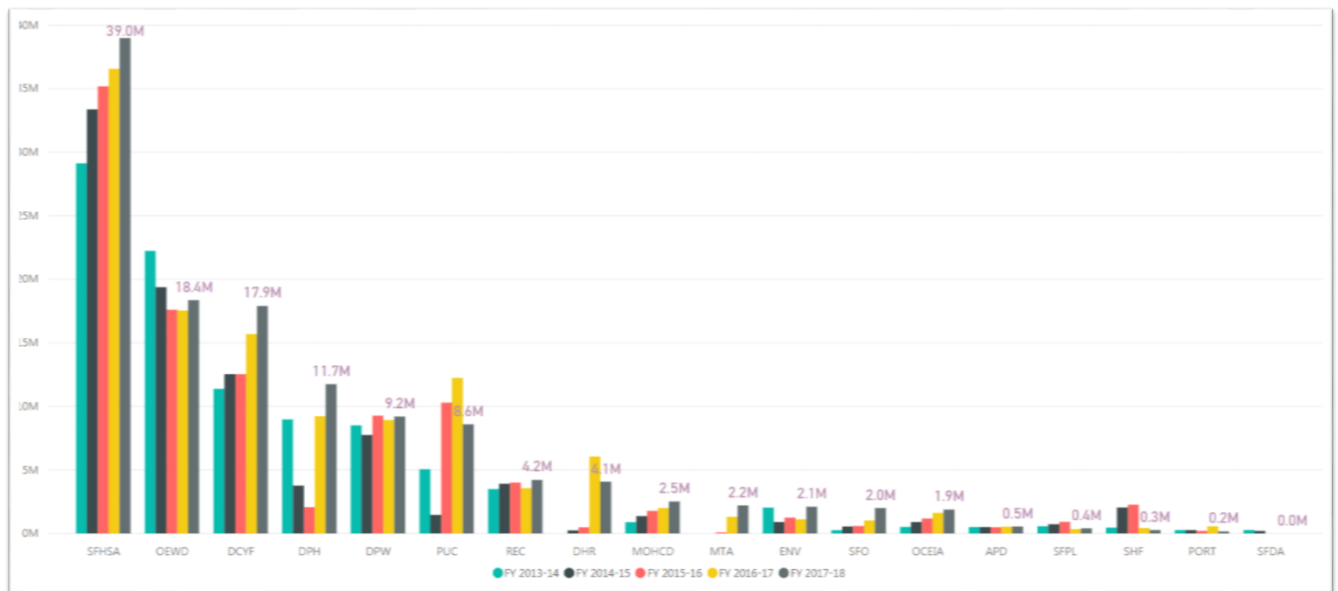


Figure 14. Workforce Development Expenditures by Department, Last 5 Years⁸.

For departments with large portions of federal or state funding, changes in funding allocations and grants may account for some of the changes.

Funding Sources

Approximately \$125 million of workforce funding comes from the General Fund, City enterprise funds, State and Federal funding, and other local revenue (Figure 14). Most of the funding for workforce development programs was local, with over \$58 million coming from the City’s General Fund and over \$13 million coming from other local sources. Additionally enterprise departments (PUC, PRT, PUC, ENV, and SFO) invest over \$17 million into workforce development services. State or Federal funding accounted for over \$30 million of City workforce program funding.

⁸ Significant fluctuations in workforce development expenditures may be attributed to differences in methodology. As an example, significant decreases from DPH and PUC in the earlier administrations of Inventory reflect requests to exclude internal professional development programs, and differences in visualizing work orders.

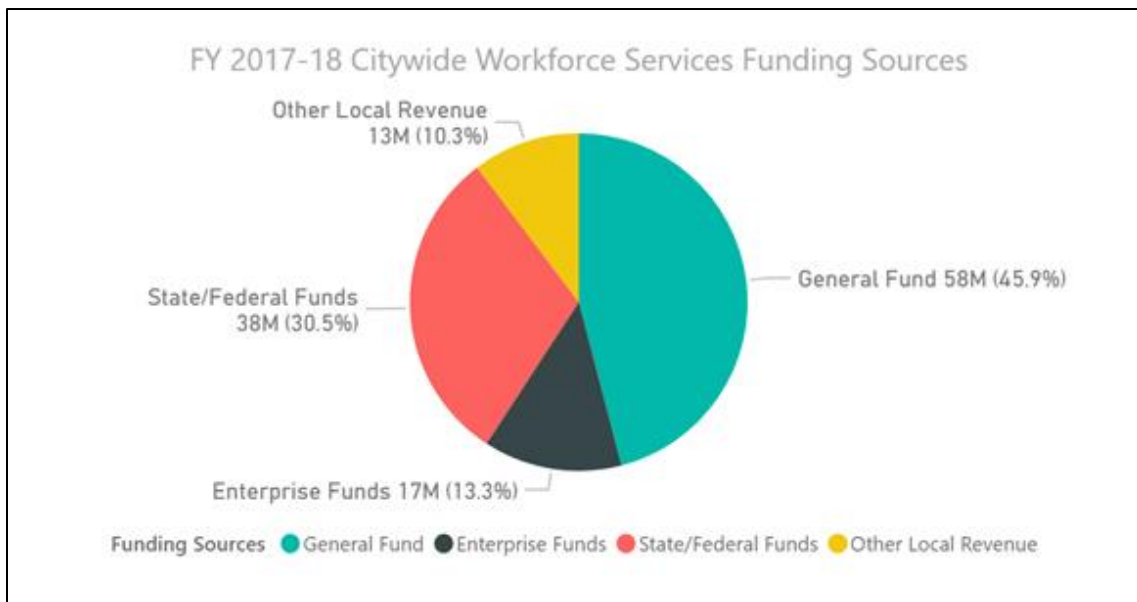


Figure 15. Citywide Workforce Development Spending by Funding Sources, FY 2017-18

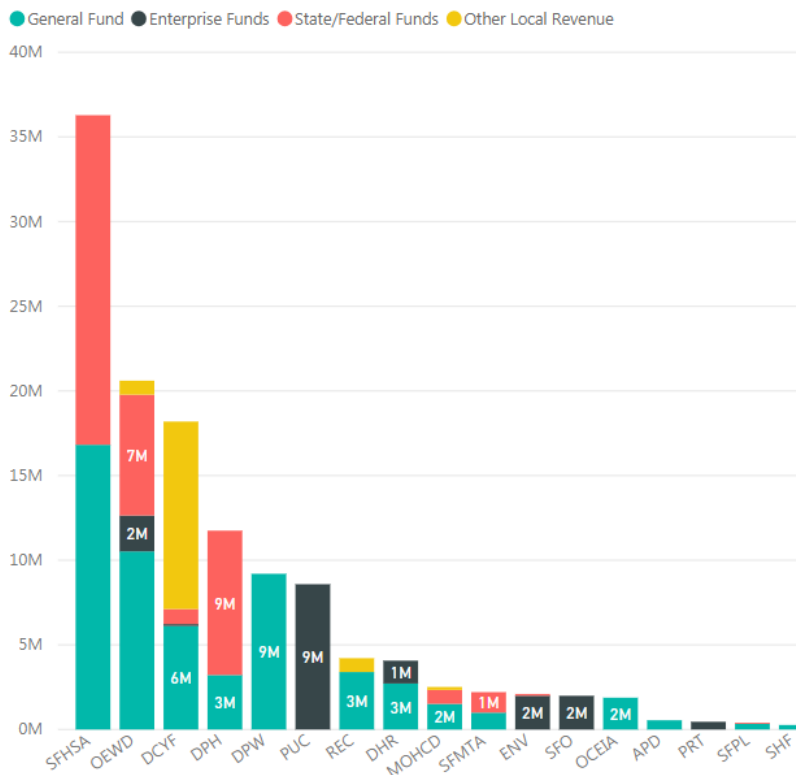


Figure 16. Citywide Workforce Spending by Funding Sources by Department, FY 2017-18

These funding streams are typical for public sector workforce development programs, though City departments continue to explore private sector and non-governmental strategic fund opportunities to diversify revenue, as well as cost-sharing to maximize funding for community-based organizations.

Client Training and Placement Outcomes

In an effort to move City agencies toward collecting and reporting on client training and placement outcomes data, the Data Working Group recommended that these categories be added to the FY 2016-17 Inventory. This year's Inventory represents the second year these data were collected.

Training Completions

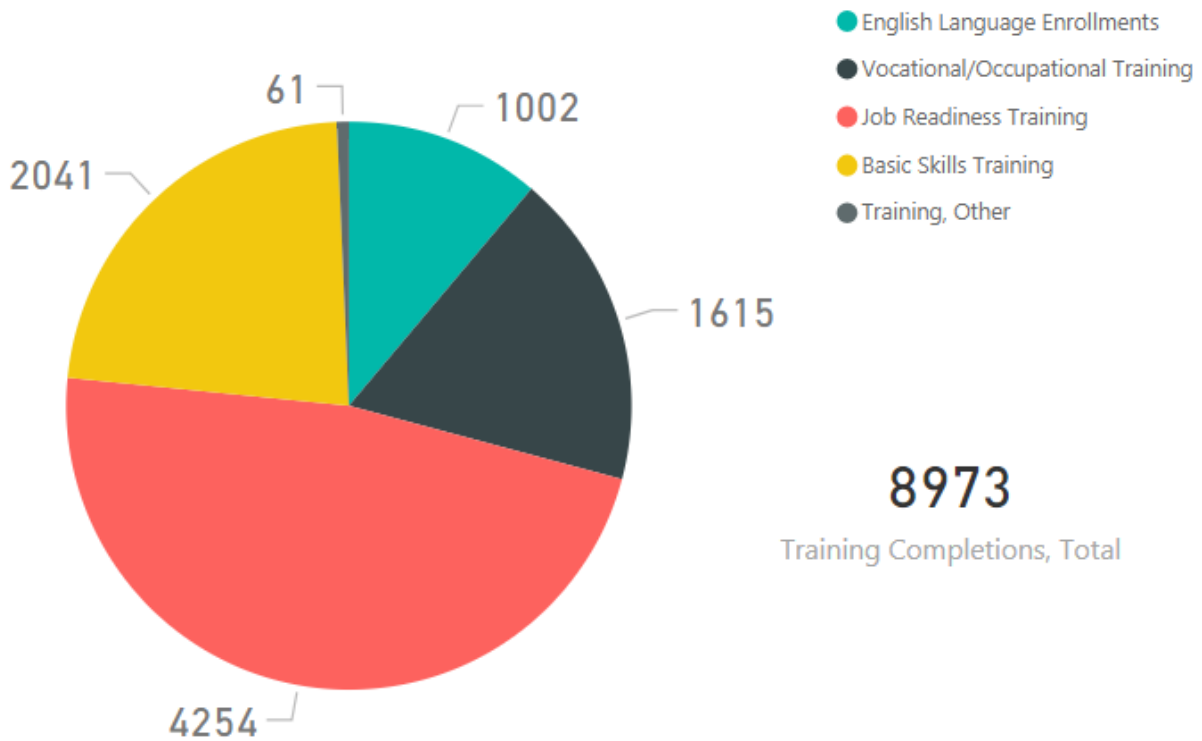


Figure 17. Enrollment and Training Completions, FY 2017-18.

Training completions total 8,973 clients, or approximately 30% of the workforce development system. English language enrollments represent 1,002 of the count, and the remainder is split among basic skills, job readiness, and vocational/occupational completions. Job readiness training represents nearly half of training completions. The Inventory requested training and placement industry data, but the quality is so poor that they were excluded from this report. Definitions of these terms are available in Appendix A.

Subsidized and Unsubsidized Placement

Though unsubsidized employment is the ultimate goal of the workforce development system, subsidized employment represents a valuable training opportunity for workforce development clients that has been demonstrated to lead more often than not to unsubsidized employment. Participants in subsidized employment programs are able to earn an income to provide for themselves and their families while gaining valuable on-the-job training and work experience that supports their eventual transition to unsubsidized employment.

	FY 2016-17	FY 2017-18
Clients Served⁸	30,505	28,541
Enrolled in English Language Services	831	1,002
Completed Basic Skills Training	497	2,041
Completed Job Readiness Training	3,468	4,254
Completed Vocational/Occupational Training	2,321	1,615
Subsidized Placements	5,310	4,159
Unsubsidized Placements	6,714	5,086
Percentage of Clients Served	62.75%	63.62%

Figure 18. Outcomes by Total Clients Served, FY 2016-17 to FY 2017-18

As illustrated in Figure 17, unsubsidized placement as a percentage of clients served has decreased from last year; however, the percentage of positive, reported outcomes is higher than in past years. As we collect consistent data over time, we will be able to identify longitudinal trends.

Retention Data

As is typical within the public-sector workforce development industry, workplace retention data is low quality and does not reflect the real numbers of clients who remain in the workforce beyond the 3-month mark. This is due in part to client drop-off after service completion, limited capacity for retention tracking in program workflow, and underdeveloped data collection methods.

Of the 17 departments participating in the Inventory, ten did not report any retention data, and all data except for those from two departments was incomplete. HSA is the only department in possession of valid, reliable longitudinal retention data, and HSA’s internal analysis demonstrates that between 44% and 71% of subsidized employment clients are still employed three years after the subsidy ends.

No further analysis of retention data has been included in this report, as it is unverifiable and would reflect inaccurate system outcomes. Nonetheless, this year’s data collection solicited

⁸ Here, “Clients served” represents the general client count from past years. FY 2017-18 Clients Served reflects the “Unique Clients by Department” count described on p. 8.

information on best practices for procuring retention data in order to share best practices and develop creative solutions to system-wide barriers to effective service delivery.

Departments that collect retention data successfully may enforce employment mandates (e.g., APD), control client employment (e.g., SFO), or have automated processes for data collection (e.g., HSA).

APD is able to connect with clients after placement due to check-in requirements with probation officers. Clients self-report employment as a condition of probation. Consequently, APD is able to track employment until clients move off probation. While these data are high quality, City departments typically do not have the mandate ability.

SFO's workforce development services typically place clients at employment opportunities within the airport. Consequently, SFO tracks client retention in employment at the airport through security key card activity. This is a highly effective method that does not rely on client self-reporting, but does not reflect the practical reality of most workforce-serving departments. Additionally, operationalization in this manner does not permit the collection of retention data for clients who leave City employment for other opportunities.

Most promising for system-wide evaluation, HSA receives retention data directly from State agencies. Per the California Unemployment Insurance Code, the California Department of Social Services maintains a data sharing agreement with the Employment Development Department (EDD) to obtain access to client unemployment insurance wage base data and share directly with County human service agencies. Through analysis, these data demonstrate the quarterly employment status and average quarterly earnings of clients. These consistent, reliable, complete data are valuable for tracking the impact of public benefits on long-term client self-sufficiency and earning potential, and CDSS may provide these data to HSA quarterly up to three years post-program. Due to State-level data privacy agreements, HSA is unable to share this EDD information with other City departments.

These data are only partially available to OEWD, which receives similar data from EDD for a specific subset of clients who benefit from federal Workforce Innovation and Opportunity Act (WIOA) funding. EDD will not permit data sharing for non-WIOA funded clients, and the agency has denied repeated data requests for unemployment insurance wage base information for all workforce development clients. In 2019, OEWD drafted and submitted an amendment to the Unemployment Insurance Code to permit data sharing with workforce development agencies in California in partnership with the California Workforce Association and other Local Workforce Development Boards (LWDBs). If this amendment passes, LWDBs will gain access to unemployment insurance wage base data and will be able to successfully evaluate the long-term impact of City programs on client employment status and earnings.

CONCLUSION

Creating a Citywide data collection protocol is an iterative process, which has improved every year since inception. In comparison to previous inventories, this year's collection efforts emphasized data completion through the creation of a program metric baselines and verification.

Last year, the FY 2016-17 Inventory included data element definitions, standardized terms and fields across departments, which assisted interdepartmental analysts in collecting, cleaning, and compiling their data. This process moved towards achieving data consistency and shared terminology.

This year, OEWD leveraged user experience feedback, stakeholder engagement, mission alignment, process improvements, and open communication to improve data completion. Without complete data, we could not identify reporting errors or establish a baseline for demographic data. This year, OEWD resolved some data completion and consistency errors within departments.

Departmental data quality has evolved through the addition of internal consistency measures, external validation and peer review, and interrater reliability checks. Nonetheless, after five years of administering the Inventory, OEWD recognizes that there are significant system-wide data quality and evaluation issues that will not be resolved until the collection process can de-duplicate clients across agencies. OEWD and HSA continue to work towards solutions to these issues, including collaboration on a data sharing and data system integration project with the City Controller's Office in FY 2018-19.

With these challenges in mind, OEWD puts forth some ideas for changes to the system evaluation process with the goal of determining true social impact of the workforce development system:

- Some of the data collected may be expanded to an interactive public use document, and maintained under public scrutiny.
- Establish key performance indicators to improve results-based accountability and external evaluation.
- A working group may collect and review financial data from F\$P financial systems to improve consistency and cost allocations across departments.
- Implement sampling procedures for demographic and outcomes data:
 - As OEWD and HSA represent approximately a third of client share in the system and these agencies maintain existing data sharing agreements, they may consider matching unique clients to explore system breadth and demographic data in collaborative process. Other departments with the ability to share and match unique client data to this share may join the process.
 - Randomly sample clients and collect qualitative data across departments proportionate with previous reporting counts.
- All Alignment Committee departments may submit existing internal reports on workforce development inputs, outputs, and outcomes with publicly available data to contextualize Inventory results and operationalize social impact of programs.
- All 18 City departments may conduct internal analysis of workforce development programming consistent with agreed upon protocols and procedures that permit

consistency across departments, and share contextualized findings with the Alignment Committee.

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

Appendix A: FY 2017-18 Citywide Workforce Services Inventory Instrument

Data Category	Data Element	Definition	Definition Source
Program Types	Service Delivery	A program that enables participants to acquire the knowledge, skills and attitudes needed for gainful employment or improved work performance, but is not an apprenticeship or internship.	Alignment Committee
	Apprenticeship	An apprenticeship is a combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs can be sponsored by individual employers, joint employer and labor groups, and/or employer associations.	U.S. Department of Labor
	Internship	An internship is an official program offered by an employer to potential employees. Interns work either part time or full time at an organization for a certain period of time. The main difference between an apprenticeship and	Alignment Committee
	Work-Order to another department	A transfer of funds from one City department to another for the purpose of providing a set of services reflected within the receiving department's mission or expertise.	Alignment Committee
Program Goals	Job readiness	The program's primary goal is to prepare participants to be successful job candidates for employers industry wide, not necessarily geared toward a particular job placement	Alignment Committee
	Subsidized employment	The program's primary goal is to provide paid work experience for participants who are unable to successfully compete for an unsubsidized job, and offer employers incentives to provide work experience and On-the-Job Training for prospective employees. Subsidized employment is employment that is in any part subsidized by third-	Alignment Committee
	Unsubsidized employment	The program's primary goal is to match participants to unsubsidized employment that best fits their skills, aptitudes and experience. Unsubsidized employment is work with earnings provided by an employer not financed by a third-party or receiving a subsidy for the creation and maintenance of the employment position	Alignment Committee
Service Populations	Adults	Individuals age 25 to 54 at program enrollment	Alignment Committee
	Older Adults	Individuals age 55 and over at program enrollment	Alignment Committee
	Transitional-Aged Youth (TAY)	Individuals age 18 to 24 at program enrollment	Alignment Committee
	Youth	Individuals age 17 and under at program enrollment	Alignment Committee
	English Language Learner (ELL)	Individuals who have limited ability in reading, writing, speaking, or comprehending the English language, and whose native languages are languages other than English; or who live in a family or community environment	Workforce Innovation and Opportunity Act
	Active or Formerly Justice-	Adults or juveniles who have an active involvement or were formerly involved with the criminal or juvenile justice	Alignment Committee
	Active or Formerly Foster	Adults or juveniles who have active involvement or were formerly involved with the foster care system	Alignment Committee
	HOPE SF Residents	Individuals who reside at the Hunters View, Potrero Terrace, Potrero Annex, Sunnysdale or Alice Griffith public	HOPE SF
	Individuals with Cognitive Disability	Individuals who have a mental impairment that substantially limits one or more major life activities; have a record of such impairment; or are regarded as having such an impairment. A mental impairment includes chronic mental illness. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks,	Americans with Disabilities Act
	Individuals with Physical Disability	Individuals who have a physical impairment that substantially limits one or more major life activities; have a record of such impairment; or are regarded as having such an impairment. A physical impairment includes hearing, mobility and visual impairments, chronic alcoholism, and AIDS. Major life activities include walking,	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more	U.S. Department of Labor
	Public Benefits Recipients	A person who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test (e.g. CalWORKS, FSET, CAAP, and CalFresh)	Workforce Innovation and Opportunity Act
	Public Housing Residents	Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status	U.S. Department of Housing and Urban Development
	Employed	A person who performed any work at all for pay or profit during the last week. This includes all part-time and temporary work, as well as regular full-time, year-round employment. Individuals also are counted as employed if they have a job at which they did not work during the last week, whether they were paid or not, because they were: on vacation; ill; experiencing child care problems; on maternity or paternity leave; taking care of some	Bureau of Labor Statistics
Underemployed	A person who is highly skilled but working in a low paying job, who is highly skilled but working in a low skill job, or who is a part-time worker who would prefer to be full time	Alignment Committee	

Data Category	Data Element	Definition	Definition Source
	Unemployed	A person who does not have a job, has actively looked for work in the prior 4 weeks, and is currently available for work. Actively looking for work may consist of any of the following activities: contacting an employer directly or having a job interview; contacting a public or private employment agency; contacting friends or relatives; contacting a school or university employment center; submitting resumes or filling out applications; placing or	Bureau of Labor Statistics
	Veterans	A person who served in the active military, naval, or air service and who was discharged or released under	U.S. Code
	Other	Specific populations not already listed under this data category	Alignment Committee
Service Types	Barrier remediation/support services	Legal, financial, or individual support services to address barriers to employment such as criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child	Alignment Committee
	Basic skills training	Basic academic skills, remedial learning and intentional skill building programs, teaching generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy	Alignment Committee
	Career awareness	Includes job shadowing, work site visits, and career mentorships	Alignment Committee
	Employment support	Wraparound services, case management, and retention and ancillary support services that help an individual	Alignment Committee
	Job readiness training, general	General work behavior and hard and soft skills training for employment across industries; includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from	Employment and Training Administration
	Job readiness training, sector-specific	Soft skills training targeted toward a specific sector or industry; for example, hospitality job readiness has a heavy emphasis on customer service, since most front of house food services and retail positions require heavy consumer interaction; health care job readiness would include aspects such as medical terminology and effectively	Alignment Committee
	Job search and placement	Résumé assistance, interview preparation, online application assistance and job search strategies for individuals to help participants acquire subsidized or unsubsidized employment	Alignment Committee
	Mental & behavioral health	Behavioral health services to help participants gain and maintain employment	Alignment Committee
	Vocational assessment	Assessment of an individual's abilities and desires in order to determine needs for employment and appropriate	Alignment Committee
	Vocational training	Contextualized training for a particular type of industry, profession, or vocation; more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate	Alignment Committee
	Workplace training	Includes apprenticeships, internships, On-the-Job Training (OJT), and subsidized employment	Alignment Committee
Homeless	Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are "doubled-up" in the homes of family or friends, staying in jails, hospitals, and	Alignment Committee
Gender Identity	Female	A person with the behavioral, cultural, biological, or psychological traits typically associated with females	SFDPH
	Male	A person with the behavioral, cultural, biological, or psychological traits typically associated with males	SFDPH
	Trans Male	Transgender men, transmasculine, or transmen, sometimes referred to as female-to-male or FTMs	SFDPH
	Trans Female	Transgender women, transfeminine, or transwomen, sometimes referred to 'male-to-female or MTFs	SFDPH
	Genderqueer or Gender Non-binary	Two of many reclaimed gender identities among persons who do not subscribe to conventional gender distinctions; may feel their gender as neither, both, or some fluctuating combination of male/masculine and female/feminine	SFDPH
	Not listed, specified	This category provides options for people to state their specific transgender identity (or identities), as well as an "additional category" which will help clarify the many possible transgender identities	SFDPH
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sex or gender identity	SFDPH
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the sex or gender question was not asked in an effort to alleviate any provider assumptions	SFDPH
Sexual Orientation	Straight or Heterosexual	A person who is emotionally, romantically or sexually attracted to members of the opposite gender	Human Rights Campaign

Data Category	Data Element	Definition	Definition Source
	Bisexual	A person emotionally, romantically or sexually attracted to more than one sex, gender or gender identity though not necessarily simultaneously, in the same way or to the same degree	Human Rights Campaign
	Gay, Lesbian or Same-Questioning or Unsure	A person who is emotionally, romantically or sexually attracted to members of the same gender	Human Rights Campaign
	Not listed, specified	A term used to describe people who are in the process of exploring their sexual orientation or gender identity	Human Rights Campaign
	Declined to state	This category provides options for people to state their specific sexual orientation, as well as an “additional category” which will help clarify the many possible sexual orientations	Human Rights Campaign
	Question not asked	This category provides the individual the opportunity to opt-out from stating their sexual orientation	Alignment Committee
			This category allows the provider to mark ‘Question Not Asked’ if the sexual orientation question was not asked in an effort to alleviate any provider assumptions
Age	Age at enrollment	The period of time between a person's date of birth and program enrollment date	Alignment Committee
Race and Ethnicity	White, alone	A person having origins in any of the original peoples of Europe, the Middle East, or North Africa	U.S. Census Bureau
	Black or African-American, American Indian and Alaska Native, alone	A person having origins in any of the Black racial groups of Africa	U.S. Census Bureau
	Asian and Pacific Islander, alone	A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment	U.S. Census Bureau
	Other Race, alone	A person having origins in any of the original peoples of China; Far East; Southeast Asia; or the Indian subcontinent including, for example, Cambodia, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands,	U.S. Census Bureau
	Two or More Races	A person having origins in any of the original peoples outside of Europe, the Middle East, North Africa, Black racial groups of Africa, North America, South America, Central America, the Far East, Southeast Asia, the Indian	U.S. Census Bureau
	Hispanic or Latino	A person who identifies with more than one race	U.S. Census Bureau
	Declined to state	A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin	U.S. Census Bureau
	Question not asked	This category provides the individual the opportunity to opt-out from stating their race and ethnicity	Alignment Committee
			This category allows the provider to mark ‘Question Not Asked’ if the race and ethnicity question was not asked in an effort to alleviate any provider assumptions
School Enrollment	Not in School	Not enrolled in any secondary or postsecondary educational institution	Alignment Committee
	In Middle School	A person enrolled in 6th, 7th or 8th grade	SFUSD
	In High School	A person enrolled in 9th, 10th, 11th or 12th grade	SFUSD
	In GED Program	Enrolled in a training which aims to equip people with knowledge, skills and/or competencies required to pass the General Educational Development (GED) test battery	Alignment Committee
	In Vocational Education Program	Enrolled in a non-educational institution training which aims to equip people with knowledge, skills and/or competencies required in particular occupations or more broadly on the labor market	Alignment Committee
	In Postsecondary Institution	A person enrolled in any education beyond high school	Alignment Committee
	Declined to state	This category provides the individual the opportunity to opt-out from stating their school enrollment status	Alignment Committee
	Question not asked	This category allows the provider to mark ‘Question Not Asked’ if the school enrollment question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
Educational Attainment	Less than High School	A person who has not received a regular high school diploma, GED or alternative credential	U.S. Census Bureau
	High School Graduate (or Some College, no degree)	A person whose highest level of education completed is a regular high school diploma, GED or alternative	U.S. Census Bureau
	Associate's Degree	A person who has received college credit but not a college degree	U.S. Census Bureau
	Bachelor's Degree	A person whose highest level of education is an undergraduate degree granted after typically a two-year course of study, especially by a community, junior or technical college (for example: AA, AS)	Alignment Committee
	Graduate Degree	A person whose highest level of education is an undergraduate degree granted after typically a four-year course of study, especially by a college or university (for example: BA, BS)	Alignment Committee
	Declined to state	A person whose highest level of education is a master's or doctoral degree that follows the completion of a bachelor's degree (for example: MA, MS, MEng, MEd, MSW, MBA, PhD, EdD)	Alignment Committee
	Question not asked	This category provides the individual the opportunity to opt-out from stating their educational attainment status	Alignment Committee
			This category allows the provider to mark ‘Question Not Asked’ if the educational attainment question was not asked in an effort to alleviate any provider assumptions

Data Category	Data Element	Definition	Definition Source
Priority Populations	English Language Learners (ELL)	A person who has limited ability in reading, writing, speaking, or comprehending the English language, and whose native language(s) are language(s) other than English; or who live in a family or community environment where a language other than English is the dominant language, as determined by client disclosure	Workforce Innovation and Opportunity Act
	Active or Formerly Justice-Involved Individuals	A person who has an active involvement or was formerly involved with the criminal or juvenile justice system; if unable to match through data sharing agreement(s), obtain through client disclosure	Alignment Committee
	Active or Former Foster Care Youth	A person who has an active involvement or was formerly involved with the foster care system; if unable to match through data sharing agreement(s), obtain through client disclosure	Alignment Committee
	Homeless or Formerly Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are “doubled-up” in the homes of family or friends, staying in jails, hospitals, and	Alignment Committee
	HOPE SF Residents	A person who resides at the Hunters View, Potrero Terrace, Potrero Annex, Sunnyside or Alice Griffith public housing sites of San Francisco; if unable to match through data sharing agreement(s), departments can match	HOPE SF
	Individuals with Disability	Any person who has a mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A mental impairment includes chronic mental illness. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself; or any person who has a physical impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A physical impairment includes hearing, mobility and visual impairments, chronic alcoholism, and AIDS. Major life activities include	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more; obtain through client disclosure	U.S. Department of Labor
	Public Benefits Recipients	A person who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test; if unable to match through data sharing agreement(s), obtain through client disclosure	Workforce Innovation and Opportunity Act
	Public Housing Residents	Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status; if unable to match through	U.S. Department of Housing and Urban Development

Data Category	Data Element	Definition	Definition Source
	Employed	A person who performed any work at all for pay or profit during the last week. This includes all part-time and temporary work, as well as regular full-time, year-round employment. Individuals also are counted as employed if they have a job at which they did not work during the last week, whether they were paid or not, because they were: on vacation; ill; experiencing child care problems; on maternity or paternity leave; taking care of some other family or personal obligation; involved in a labor dispute; or prevented from working by bad weather;	Bureau of Labor Statistics
	Underemployed	A person who is working in a job that is not commensurate with his/her skill level as it pertains to the type of job or pay, or who is a part-time worker who would prefer to be full time; obtain through client disclosure	Alignment Committee
	Unemployed	A person who does not have a job, has actively looked for work in the prior 4 weeks, and is currently available for work. Actively looking for work may consist of any of the following activities: contacting an employer directly or having a job interview; contacting a public or private employment agency; contacting friends or relatives; contacting a school or university employment center; submitting resumes or filling out applications; placing or answering job advertisements; checking union or professional registers; or some other means of active job search;	Bureau of Labor Statistics
	Veterans	A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable; obtain through client disclosure	U.S. Code
Performance Metrics	Unsubsidized Job Placements	All records of persons who are aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully by the employer, even	Alignment Committee
	Subsidized Job Placements	All records of persons who are aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source, even multiple records for the same person	Alignment Committee
	Unique Clients Placed in Unsubsidized Employment	A person who is aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully by the employer, regardless of the number of	Alignment Committee
	Unique Clients Placed in Subsidized Employment	A person who is aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source, regardless of the number of employment records	Alignment Committee
	Unsubsidized Employment at	A person who attains or has retained employment in which wages are paid fully by the employer at program exit	Alignment Committee
	Completed the Program	A person who has fulfilled the requirements of the workforce development program and is deemed by the funding department to have successfully completed the program	Alignment Committee
	Enrolled in English Language Service(s)	A person who is enrolled in a program that uses English as the instructional language for eligible students and enables such students to achieve English proficiency and academic mastery of subject matter content and higher order skills, including critical thinking, so as to meet appropriate education, industry and occupation requirements	Alignment Committee
	Completed Basic Skills Training	A person who has completed a basic academic skills, remedial learning and/or intentional skill building program, where he/she was taught generally applicable skills such as English language, literacy and numeracy, typing, and	Alignment Committee
	Completed Job Readiness Training	A person who has completed a general work behavior and hard and soft skills training for employment across industries; the training includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive	Employment and Training Administration
	Completed Vocational and/or Occupational Skills Training in the NAICS	A person who has completed a contextualized training for a particular type of industry, profession, or vocation. The training is more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a	Employment and Training Administration
Accommodation and Food Services	This industry comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities	NAICS	

Data Category	Data Element	Definition	Definition Source
	Administrative and Support and Waste Services	This industry comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation,	NAICS
	Arts, Entertainment, and Recreation	This industry includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises the following: establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to	NAICS
	Construction	This industry comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included	NAICS
	Crop and Animal Production	This industry comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats	NAICS
	Educational Services	This industry comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their	NAICS
	Finance and Insurance	This industry comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions	NAICS
	Government	This industry consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and	NAICS
	Health Care and Social Assistance	This industry comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise.	NAICS
	Information	This industry comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or	NAICS
	Management of Companies and Enterprises	This industry comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the	NAICS
	Manufacturing	This industry comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Construction	NAICS
Mining, Quarrying, and Oil and Gas Extraction	This industry comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other	NAICS	

Data Category	Data Element	Definition	Definition Source
	Other Services (except Public Administration)	This industry comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing	NAICS
	Professional, Scientific, and Technical Services	This industry comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary	NAICS
	Real Estate and Rental and Leasing	This industry comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks	NAICS
	Retail Trade	This industry comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise	NAICS
	Transportation and Warehousing	This industry includes providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in this industry use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and	NAICS
	Utilities	This industry comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through	NAICS
	Wholesale Trade	This industry comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing	NAICS
Placement or Employment Industry The number of clients placed into...	Accommodation and Food Services	This industry comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities	NAICS
	Administrative and Support and Waste Services	This industry comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation,	NAICS
	Arts, Entertainment, and Recreation	This industry includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises the following: establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to	NAICS
	Construction	This industry comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included	NAICS
	Crop and Animal Production	This industry comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats	NAICS

Data Category	Data Element	Definition	Definition Source
	Educational Services	This industry comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their	NAICS
	Finance and Insurance	This industry comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions	NAICS
	Government	This industry consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and	NAICS
	Health Care and Social Assistance	This industry comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise.	NAICS
	Information	This industry comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or	NAICS
	Management of Companies and Enterprises	This industry comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the	NAICS
	Manufacturing	This industry comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Construction	NAICS
	Mining, Quarrying, and Oil and Gas Extraction	This industry comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other	NAICS
	Other Services (except Public Administration)	This industry comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing	NAICS
	Professional, Scientific, and Technical Services	This industry comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary	NAICS
	Real Estate and Rental and Leasing	This industry comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks	NAICS
Retail Trade	This industry comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise	NAICS	

Data Category	Data Element	Definition	Definition Source
	Transportation and Warehousing	This industry includes providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in this industry use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and	NAICS
	Utilities	This industry comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through	NAICS
	Wholesale Trade	This industry comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing	NAICS
Individual Employment Earnings, Pre-Program	Average Hourly Employment Earnings (\$)	A person's average hourly taxable wages at program intake; a person may self-certify where necessary	Alignment Committee
Individual Employment Earnings, Post-Program	Average Hourly Employment Earnings (\$)	A person's average hourly taxable wage at initial unsubsidized employment placement; a person may self-certify where necessary	Alignment Committee
Employment Retention	Clients employed 1 month after program exit	Program participants employed 30 days after program exit, regardless of employer.	OEWD
	Clients employed 3 months after program exit	Program participants employed 90 days after program exit, regardless of employer.	Alignment Committee
	Clients employed 6 months after program exit	Program participants employed 180 days after program exit, regardless of employer.	Alignment Committee
	Clients employed 12 months after program exit	Program participants employed 365 days after program exit, regardless of employer.	Alignment Committee
	Clients employed 18 months after program exit	Program participants employed one and a half years after program exit, calculated by month of employment and regardless of employer.	OEWD
	Clients employed 24 months after program exit	Program participants employed two years after program exit, calculated by month of employment and regardless of employer.	OEWD
	Clients employed 36 months after program exit	Program participants employed three years after program exit, calculated by month of employment and regardless of employer.	OEWD

[INSERT NAME OF DEPARTMENT]

FY 2017-18 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2017-18 Program Metrics	Data Element	Total	Percent
Program Participants (Duplicated Clients)	TOTAL		#DIV/0!
Unique Clients (Unduplicated Clients)	TOTAL		100%
Gender Identity (only for program clients age 12 and older)	Female		#DIV/0!
	Male		#DIV/0!
	Trans Male		#DIV/0!
	Trans Female		#DIV/0!
	Genderqueer or Gender Non-binary		#DIV/0!
	Not listed, specified		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Sexual Orientation (only for program clients age 12 and older)	Straight or Heterosexual		#DIV/0!
	Bisexual		#DIV/0!
	Gay, Lesbian or Same-Gender Loving		#DIV/0!
	Questioning or Unsure		#DIV/0!
	Not listed, specified		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Age (for all program clients)	Youth (under 17)		#DIV/0!
	TAY (age 17 to 24)		#DIV/0!
	Adults (age 25 to 54)		#DIV/0!
	Older Adults (age 55 and over)		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
TOTAL	0	#DIV/0!	
Race and Ethnicity (for all program clients)	Black or African-American, alone		#DIV/0!
	American Indian and Alaska Native, alone		#DIV/0!
	Asian or Pacific Islander, alone		#DIV/0!
	White, alone		#DIV/0!
	Hispanic or Latino		#DIV/0!
	Other Race, alone		#DIV/0!
	Two or More Races		#DIV/0!
	Declined to state		#DIV/0!
	Data Unknown or Unavailable.		#DIV/0!
	TOTAL	0	#DIV/0!
Residence (for all program clients)	Zip Code 94016		#DIV/0!
	Zip Code 94102		#DIV/0!
	Zip Code 94103		#DIV/0!
	Zip Code 94104		#DIV/0!
	Zip Code 94105		#DIV/0!
	Zip Code 94107		#DIV/0!
	Zip Code 94108		#DIV/0!
	Zip Code 94109		#DIV/0!
	Zip Code 94110		#DIV/0!
	Zip Code 94111		#DIV/0!
	Zip Code 94112		#DIV/0!
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Zip Code 94161		#DIV/0!	
Zip Code 94162		#DIV/0!	

Appendix B: FY 2017-18 Program Inventory

Department	Name of Workforce Program	Service Provider Name
DPW	Tenderloin Clean Up Program	A. Philip Randolph Institute San Francisco
PUC	Project Learning Grants	A. Philip Randolph Institute San Francisco
OEWD	CityBuild Employment Network Services	A. Philip Randolph Institute San Francisco
SFHSA	Individual Referral (IR) Vocational Training	Academy of Truck Driving
OCEIA	Community Ambassadors Program	Alive & Free of San Francisco
APD	Community Assessment Service Center (CASC)	America Works of California
OEWD	Specialized Access Point	America Works of California
OEWD	CityBuild Employment Network Services	Anders and Anders
APD	Interrupt, Predict, and Organize	Arriba Juntos
DCYF	Youth Workforce	Arriba Juntos
SFHSA	Community Jobs Program (CJP) (including CJP 1)	Arriba Juntos
SFHSA	Public Service Trainee Program -- Clean Streets Clean Parks	Arriba Juntos
SFHSA	Interrupt Predict Organize	Arriba Juntos
SFHSA	Youth Employment Services (YES)	Arriba Juntos
SFHSA	Individual Referral (IR) Vocational Training	Arriba Juntos
SFHSA	Rapid Response	Arriba Juntos
SFHSA	Vocational Immersion ESL (VIP)	Arriba Juntos
SFHSA	McKinney Homeless Employment Programs	Arriba Juntos
SFHSA	HOMEWORC	Arriba Juntos
SFHSA	Refugee Employment Services	Arriba Juntos
SFHSA	Work Participation Activities	Arriba Juntos
SFHSA	Employment Services to Currently At-Risk and Formerly Homeless In	Arriba Juntos
PUC	Project Learning Grants	Arriba Juntos
OEWD	HealthCare Academy	Arriba Juntos
ENV	Zero Waste and Carbon Fund	Asian Pacific America Community Center
MOHCD	Family Economic Success and Accelerated ESL	Asian Pacific America Family Support Services
OCEIA	Dream SF Fellowship	Asian Pacific Islander Legal Outreach
DPH	AAIMS Nutrition Education Program	Asian Pacific Islander Wellness Center
DPH	Assisted Independent Living Vocational Project	Baker Places
DCYF	ReSET - Work Experience for High Risk Youth	Bay Area Community Resources
DCYF	Youthline IT & Digital Media Work Experience	Bay Area Community Resources
OEWD	Young Adult Subsidized Employment Program	Bay Area Community Resources
OEWD	TechSF	Bay Area Video Coalition
PUC	Project Learning Grants	Bay Area Video Coalition
PUC	Project Learning Grants	Bayview Hunters Point Center for the Arts & Technology
OEWD	TechSF	Bayview Hunters Point Center for the Arts & Technology
OEWD	Reconnecting all through Multiple Pathways	Bayview Hunters Point YMCA
DPH	Street Violence Intervention and Prevention (SVIP)	Behavioral Health Services
MOHCD	A.T.L.C. (Academic Support, Technology training, Life Skills and Ca	Booker T. Washington Community Service Center
PUC	Project Learning Grants	Boys and Girls Club
OEWD	CityBuild Employment Network Services	Brightline
DPW	Green Benefit District	Build Public
DCYF	Careers in Science Intern Program (CiS)	California Academy of Sciences
DCYF	Spotlight on the Arts Youth Employment Project	California Lawyers for the Arts
DPH	California Department of Rehabilitation Vocational Co-op	Caminar Jobs Plus
SFHSA	McKinney Homeless Employment Programs	Catholic Charities
OCEIA	Dream SF Fellowship	Catholic Charities
OCEIA	Dream SF Fellowship	Causa Justa Just Cause
SFHSA	McKinney Homeless Employment Programs	Center on Juvenile and Criminal Justice
SFHSA	McKinney Homeless Employment Programs	Central City Hospitality House
OEWD	Neighborhood Access Point	Central City Hospitality House
OEWD	Job Readiness Services	Central City Hospitality House
OEWD	CityBuild Employment Network Services	Charity Cultural Services Center
OEWD	Hospitality Initiative	Charity Cultural Services Center
OCEIA	Dream SF Fellowship	Chinese for Affirmative Action
OEWD	Specialized Access Point	Chinese for Affirmative Action
OEWD	Hospitality Initiative	Chinese Progressive Association
OEWD	TechSF	City College of San Francisco
OEWD	HealthCare Academy	City College of San Francisco
OEWD	CityBuild Academy	City College of San Francisco

DPH	Community Mental Health Worker Certificate Program	City College of San Francisco
OEWD	Job Readiness Services	Collective Impact
PUC	Project Learning Grants	Community Grows
DCYF	Service Corps	Community Housing Partnership
SFHSA	McKinney Homeless Employment Programs	Community Housing Partnership
SFHSA	Employment Services to Currently At-Risk and Formerly Homeless In	Community Housing Partnership
SFHSA	Snap to Skills Third Party Reimbursement for CalFresh recipients	Community Housing Partnership
OEWD	Job Readiness Services	Community Housing Partnership
OEWD	Hospitality Initiative	Community Housing Partnership
MOHCD	Digital Literacy Programming at RAD and Access Point sites	Community Technology Network of the Bay Area
OEWD	Young Adult Access Point	Community Youth Center of San Francisco
MOHCD	Multicultural Engagement in Bayview Hunters Point	Community Youth Center of San Francisco
MOHCD	Transition Opportunities and Programs for Success (TOPS)	Community Youth Center of San Francisco
DCYF	Job Readiness for English Language Learners	Community Youth Center of San Francisco
DPW	Litter Receptacle Clean	Community Youth Center of San Francisco
PUC	Project Learning Grants	Community Youth Center of San Francisco
OEWD	Job Readiness Services	Compass Family Services
PUC	Project Learning Grants	Construction Industry Workforce Initiative
DPH	California Department of Rehabilitation Vocational Co-op	Department of Rehabilitation
SFHSA	Department of Rehabilitation (DOR)	Department of Rehabilitation
MOHCD	ESL Survival English and Computer Training Program	Donaldina Cameron House
SFHSA	Interview Clothing	Dress for Success
DPW	IPO Yr. Round Program	Economic Opportunity Council
DCYF	Pathways-Career Ahead	Enterprise for High School Students
DCYF	Work Ahead	Enterprise for High School Students
OEWD	Young Adult Access Point	Enterprise for Youth
SFHSA	Employment Services to Currently At-Risk and Formerly Homeless In	Episcopal Community Services of San Francisco
SFHSA	Vocational Employment Services	Episcopal Community Services of San Francisco
SFHSA	McKinney Homeless Employment Programs	Episcopal Community Services of San Francisco
MOHCD	Adult Education Center	Episcopal Community Services of San Francisco
OEWD	Hospitality Initiative	Epsicopal Community Housing Partnership
OEWD	Hospitality Initiative	Equality and Inclusion in Hospitality, Inc.
DCYF	Explainer Program: Meaningful Work & STEM Training for Teens	Exploratorium
OEWD	Neighborhood Access Point	Faces SF
DCYF	Youth Employed for Success at First Living Place for Youth Independ	First Place for Youth
SFHSA	Educational Instruction and Academic Support Services (JN	Five Keys Charter Schools and Programs
OEWD	Job Readiness Services	Five Keys Charter Schools and Programs
MOHCD	Bilingual services for API community	Five Keys Charter Schools and Programs
DPW	Tree Planting & Establishment	Friends of the Urban Forest
ENV	Zero Waste and Carbon Fund	Friends of the Urban Forest
DHR	FUSE Corp - Mayor's Senior Fellows Program	FUSE Corp.
OEWD	TechSF	Galvanize
PRT	GenesysWorks	GenesysWorks
MOHCD	Good Samaritan English as a Second Language Program	Good Samaritan Family Resource Center of San Francisco
SFHSA	Employment Services to Currently At-Risk and Formerly Homeless In	Goodwill Industries
OEWD	Comprehensive Access Point	Goodwill Industries
MOHCD	Bilingual services for API community and "Fun Fun" Children's Playg	Gum Moon Residence Hall
OEWD	HealthCare Academy	Homebridge
SFHSA	Domestic Violence Counseling	Homeless Prenatal
MOHCD	HOMEY Life Skills Development Program	Homies Organizing the Mission to Empower Youth (HOMEY)
DCYF	LifeWorks Employment Program	Horizons Unlimited of San Francisco, Inc.
DCYF	Healthy Bayview Environmental Training Program	Hunters Point Family
DCYF	Ujamaa Employment & Entrepreneurship	Hunters Point Family
DPW	Pit Stop Program	Hunters Point Family
DPW	Tenderloin Clean Up Program	Hunters Point Family
DPW	Civic Center Commons	Hunters Point Family
PRT	Youth Employment and Workforce Development	Hunters Point Family
DCYF	Roadmap to Peace	Instituto Familiar de La Raza, Inc.
OCEIA	Dream SF Fellowship	Interfaith Movement for Human Integrity
OCEIA	Dream SF Fellowship	International Insitiute of the Bay Area
DCYF	Mayor's Youth Employment and Education Program (MYEEP)	Japanese Community Youth Council

DCYF	San Francisco YouthWorks	Japanese Community Youth Council
DCYF	STEM Academy @ Balboa High School	Japanese Community Youth Council
SFHSA	Student Work Experience (SWEP)	Japanese Community Youth Council
PUC	Project Pull Internship Program	Japanese Community Youth Council
MOHCD	Youth Career Pathways Initiative	Jewish Vocational Service
OEWD	HealthCare Academy	Jewish Vocational Service
DCYF	Early Childhood Education Transition Pathway	Jewish Vocational Service
DCYF	School Partner Model	Jewish Vocational Service
DCYF	Work Resource Program (WRP)	Jewish Vocational Service
SFHSA	Individual Referral (IR) Vocational Training	Jewish Vocational Service
DCYF	Pathways to Advancement - YWD for Educational Success	Juma Ventures
SFHSA	Domestic Violence Counseling	La Casa de las Madres
OCEIA	Dream SF Fellowship	La Raza Centro Legal
OCEIA	Dream SF Fellowship	La Raza Community Resource Center
OCEIA	Dream SF Fellowship	Labor Center for Immigrant Justice/WE Rise SF
DCYF	College Success	Larkin Street Youth Services
DCYF	HealthCore	Larkin Street Youth Services
DCYF	Homeless and LGBTQ TAY Collaborative	Larkin Street Youth Services
SFHSA	Youth Employment Services (YES)	Larkin Street Youth Services
OEWD	Young Adult Access Point	Larkin Street Youth Services
DCYF	Sequoia Leadership Institute for LGBTQQ and Ally Youth (SLI)	Lavender Youth Recreation and Information Center (LYRIC)
PUC	Project Learning Grants	Lavender Youth Recreation and Information Center (LYRIC)
DCYF	Jovenes	Legal Services for Children
OCEIA	Dream SF Fellowship	Legal Services for Children
SFHSA	Individual Referral (IR) Vocational Training	LEN Institute
PUC	Project Learning Grants	Life Frames
DCYF	Life Learning Academy	Life Learning Academy
ENV	Zero Waste and Carbon Fund	Literacy for Environmental Justice
PUC	Project Learning Grants	LITERACY FOR ENVIRONMENTAL JUSTICE
OEWD	Business Services	Manpower
DCYF	Bridges from school to work	Marriott Foundation for People w Disabilities
SFHSA	McKinney Homeless Employment Programs	Misison Hiring Hall
OEWD	TechSF	Mission Bit
OCEIA	Dream SF Fellowship	Mission Economic Development Agency
OEWD	Neighborhood Access Point	Mission Economic Development Agency
OEWD	TechSF	Mission Economic Development Agency
OCEIA	Dream SF Fellowship	Mission Graduates
OEWD	CityBuild Academy	Mission Hiring Hall
OEWD	CityBuild Administration and Professional Services	Mission Hiring Hall
OEWD	Hospitality Initiative	Mission Hiring Hall
SFHSA	Individual Referral (IR) Vocational Training	Mission Language and Vocational School, Inc. (MLVS)
MOHCD	MLVS Foundational Academic Competencies for Disconnected Adul	Mission Language and Vocational School, Inc. (MLVS)
DCYF	Flour & Opportunity - Baking Program for Disconnected TAY	Mission Language and Vocational School, Inc. (MLVS)
OEWD	HealthCare Academy	Mission Language and Vocational School, Inc. (MLVS)
OEWD	Hospitality Initiative	Mission Language and Vocational School, Inc. (MLVS)
PUC	Project Learning Grants	Mission Neighborhood Center
DPW	Summer Youth	Mission Neighborhood Centers, Inc.
DPW	IPO Yr. Round Program	Mission Neighborhood Centers, Inc.
DPW	IPO Yr. Round Program	Mission Neighborhood Centers, Inc.
MOHCD	Mission Neighborhood Centers-GED Preparation Program	Mission Neighborhood Centers, Inc.
OCEIA	Dream SF Fellowship	Mujeres Unidas y Activas
OEWD	Job Readiness Services	Mujeres Unidas y Activas
DCYF	NDV Youth Workforce Development	New Door Ventures
DCYF	NDV Youth Workforce Development for Justice System Involved Yo	New Door Ventures
PUC	Project Learning Grants	New Door Ventures
OEWD	Young Adult Access Point	New Door Ventures
PUC	Project Learning Grants	Northridge Coop Homes Community Garden
DPH	California Department of Rehabilitation Vocational Co-op	Occupational Therapy Training Program (OTTP)
DCYF	Old Skool Cafe	Old Skool Cafe
PUC	Project Learning Grants	Old Skool Cafe
OCEIA	Dream SF Fellowship	OneJustice

OCEIA	Dream SF Fellowship	Pangea Legal Services
PUC	Project Learning Grants	PODER
MOHCD	Employment services and community engagement - SoMa	Positive Resource Center
MOHCD	Pre-Employment Services for People with HIV/AIDS or Mental Health	Positive Resource Center
OEWD	Specialized Access Point	Positive Resource Center
DPH	Faces for the Future	Public Health Institute
SFHSA	Mental and Behavioral Health Services	Richmond Area Multi-Services (RAMS)
SFHSA	JobsPLUS	Richmond Area Multi-Services (RAMS)
DPH	California Department of Rehabilitation Vocational Co-op	Richmond Area Multi-Services (RAMS)
DPH	i-Ability Information Technology Program	Richmond Area Multi-Services (RAMS)
DPH	Janitorial Services	Richmond Area Multi-Services (RAMS)
DPH	Clerical and Mailroom Services	Richmond Area Multi-Services (RAMS)
DPH	Transitional Age Youth Vocational Program	Richmond Area Multi-Services (RAMS)
DPH	Employee Development	Richmond Area Multi-Services (RAMS)
DCYF	RDNC Beacon	Richmond District Neighborhood Center
DCYF	Youth Employment and Multicultural Leadership Program	Richmond District Neighborhood Center
DCYF	Two-Generation Services for Disconnected Transitional-Aged Youth	Safe & Sound
OEWD	TechSF	Samaschool
SFHSA	Clean City Beautification	San Francisco Clean City Coalition
SFHSA	SF Clean City Coalition	San Francisco Clean City Coalition
DPW	Landscape Maintenance Services & Workforce Development	San Francisco Clean City Coalition
SFHSA	Work Study at City College	San Francisco Community College District
MOHCD	Foundational Competencies in the Portola	San Francisco Community Empowerment and Support Group, Inc.
PRT	Youth Employment and Workforce Development	San Francisco Conservation Corps
DCYF	San Francisco Conservation Corps Program Site	San Francisco Conservation Corps
MOHCD	Building Personal Effectiveness and Other Capacities for SFCC Cor	San Francisco Conservation Corps
PUC	Project Learning Grants	San Francisco Conservation Corps
OEWD	Reconnecting all through Multiple Pathways	San Francisco Conservation Corps
ENV	Zero Waste and Carbon Fund	San Francisco Conservation Corps
DCYF	TAY Services	San Francisco LGBT Community Center
SFHSA	Transgender Economic Empowerment Initiative (TEEI)	San Francisco LGBT Community Center
OCEIA	Dream SF Fellowship	San Francisco LGBT Community Center
OEWD	Job Readiness Services	San Francisco LGBT Community Center
ENV	Zero Waste and Carbon Fund	SCRAP
SFHSA	Light Duty Community Services	Self Help for the Elderly
OEWD	Neighborhood Access Point	Self-Help for the Elderly
OEWD	HealthCare Academy	Self-Help for the Elderly
OEWD	Hospitality Initiative	Self-Help for the Elderly
PUC	Spark Mentorship Program	SFUSD Willie Brown Middle School
PUC	Project Learning Grants	SOMCAN
MOHCD	Bilingual services for API community	Southeast Asian Community Center
PUC	Spark Mentorship Program	Spark
DCYF	Occupational Therapy Training Program Career Awareness at Civi	Special Service for Groups
OEWD	CityBuild Employment Network Services	Success Center San Francisco
OEWD	Neighborhood Access Point	Success Center San Francisco
DCYF	Code Ramp	Success Center San Francisco
DCYF	TAY Connect	Success Center San Francisco
OEWD	Young Adult Subsidized Employment Program	Success Center San Francisco
DCYF	Record, Reconnect, and Restore	Sunset Youth Services
DCYF	Upstar Media Labz	Sunset Youth Services
MOHCD	TAY Case Management	Sunset Youth Services
PUC	Project Learning Grants	Sunset Youth Services
SFHSA	McKinney Homeless Employment Programs	Swords to Plowshares
OEWD	Specialized Access Point	Swords to Plowshares
OEWD	Specialized Access Point	The Arc of San Francisco
MOHCD	Functional Competencies for Adults with Developmental Disabilities	The Arc of San Francisco
DCYF	Oasis for Girls - ENVISION	Tides Center
MOHCD	Communities United for Health & Justice	Tides Center
SFHSA	McKinney Homeless Employment Programs	Toolworks Inc
OEWD	Specialized Access Point	Toolworks Inc
OEWD	Hospitality Initiative	Toolworks Inc

DPH	California Department of Rehabilitation Vocational Co-op	UCSF Citywide Employment Program
DPH	First Impressions Construction and Remodeling Program	UCSF Citywide Employment Program
DPH	Café and Catering Services	UCSF Citywide Employment Program
DPH	GROWTH Landscaping and Horticulture Program	UCSF Citywide Employment Program
MOHCD	Job skills and placement for transitional aged youth - SoMa	United Playaz, Inc.
OEWD	Specialized Access Point	Upwardly Global
OEWD	TechSF	Upwardly Global
OEWD	Young Adult Subsidized Employment Program	Urban Services YMCA
PUC	Project Learning Grants	Urban Sprouts
MOHCD	Translation Services and ESL Instruction for Southeast Asian Commu	Vietnamese Youth Development Center
MOHCD	VYDC Education Support Services	Vietnamese Youth Development Center
OEWD	Specialized Access Point	Vietnamese Youth Development Center
SFHSA	Interview Clothing	Wardrobe for Opportunity
MOHCD	College preparatory program	West Bay Pilipino Multi-Services, Inc.
MOHCD	API Workforce Readiness Program	Wu Yee Children's Services
DCYF	Primed and Prepped	YMCA - Bayview Hunter's Point
PUC	Project Learning Grants	YMCA - Bayview Hunter's Point
MOHCD	CARE Transition	YMCA - Bayview Hunter's Point
MOHCD	Foundational Competencies Program	YMCA - Bayview Hunter's Point
DCYF	Heat of the Kitchen Fiscal Sponsorship	YMCA - Buchanan
MOHCD	Adult ESL instruction to primarily low-income immigrants	YMCA - Chinatown
DCYF	OMI Beacon YWD Program	YMCA - Urban Services
MOHCD	Transitional Aged Youth (TAY) Program	YMCA - Urban Services
APD	Interrupt, Predict, and Organize	Young Community Developers, Inc
DCYF	Employment & Education reEngagement Program	Young Community Developers, Inc
DCYF	Thurgood Career Awareness Program	Young Community Developers, Inc
SFHSA	Community Jobs Program (CJP) (including CJP 1)	Young Community Developers, Inc
SFHSA	Public Service Trainee Program -- Clean Streets Clean Parks	Young Community Developers, Inc
SFHSA	Interrupt Predict Organize	Young Community Developers, Inc
PUC	Project Learning Grants	Young Community Developers, Inc
OEWD	Neighborhood Access Point	Young Community Developers, Inc
OEWD	CityBuild Employment Network Services	Young Community Developers, Inc
SHF	Food Guardians	Young Community Developers, Inc
PUC	Project Learning Grants	Youth Arts Exchange

Appendix C: Community-Based Partners by Funding Department

Service Provider	PORT	ENV	DHR	APD	SFO	OCEIA	MOHCD	DPH	SHF	DPW	PUC	DCYF	OEWD	HSA	RPD	SFPL	MTA	COUNT
San Francisco Conservation Corps	X	X					X				X	X	X					6
Young Community Developers				X					X		X	X	X	X				6
Arriba Juntos				X							X	X	X	X				5
Community Youth Center of San Francisco							X			X	X	X	X					5
Jewish Vocational Services							X					X	X	X				4
Mission Language & Vocational School							X					X	X	X				4
San Francisco LGBT Community Center						X						X	X	X				4
YMCA - Bayview Hunter's Point							X				X	X	X					4
A Philip Randolph Institute										X	X		X					3
Community Housing Partnership												X	X	X				3
Episcopal Community Services of San Francisco							X						X	X				3
Five Keys Charter Schools and Programs							X						X	X				3
Hunters Point Family	X									X		X						3
Japanese Community Youth Council											X	X		X				3
Larkin Street Youth Services												X	X	X				3

Mission Neighborhood Center							X			X	X									3	
New Door Ventures											X	X	X								3
Sunset Youth Services							X				X	X									3
YMCA - Urban Services							X					X	X								3
America Works				X									X								2
Bay Area Community Resources												X	X								2
Bay Area Video Coalition											X		X								2
Bayview Hunters Point Center for Arts and Technology (BAYCAT)											X		X								2
Catholic Charities						X									X						2
Central City Hospitality House													X	X							2
Chinese for Affirmative Action						X							X								2
City College of San Francisco								X					X								2
Department of Rehabilitation								X							X						2
Friends of the Urban Forest		X								X											2
Goodwill Industries													X	X							2
Lavender Youth Recreation and Information Center											X	X									2
Literacy for Environmental Justice		X									X										2
Mission Hiring Hall													X	X							2

Asian Pacific Islander Legal Outreach						X													1
Baker Places									X										1
Behavioral Health Services									X										1
Booker T. Washington Community Service Center							X												1
Boys and Girls Club										X									1
Brightline Defense												X							1
Build Public										X									1
California Academy of Sciences											X								1
California Lawyers for the Arts											X								1
Caminar Jobs Plus										X									1
Causa Justa Just Cause						X													1
Center on Juvenile and Criminal Justice													X						1
Charity Cultural Services Center												X							1
Chinese Progressive Association												X							1
Collective Impact												X							1
Community Grows										X									1
Community Technology							X												1
Compass Family Services												X							1
Construction Industry Workforce										X									1
Donaldina Cameron House							X												1
Dress for Success														X					1

La Raza Community Resource Center					X															1
Labor Center for Immigrant Justice/ We Rise SF					X															1
Legal Services for Children					X															1
LEN Institute													X							1
Life Frames									X											1
Life Learning Academy										X										1
Manpower												X								1
Marriott Foundation for People w Disabilities										X										1
Mission Bit												X								1
Mission Graduates					X															1
Northridge Coop Homes Community Garden										X										1
Occupational Therapy Training Program							X													1
OneJustice					X															1
Pangea Legal Services					X															1
PODER										X										1
Public Health Institute							X													1
Richmond District Neighborhood Center											X									1
Safe & Sound											X									1
Samaschool												X								1
San Francisco Community College District													X							1

San Francisco Community Empowerment and Support Group, Inc.							X												1
SCRAP		X																	1
SFUSD Willie Brown Middle										X									1
SOMCAN										X									1
Southeast Asian Community Center							X												1
Spark										X									1
Special Service for Groups											X								1
UCSF Citywide Employment Program								X											1
United Playaz, Inc.							X												1
Upwardly Global												X							1
Urban Sprouts										X									1
Wardrobe for Opportunity													X						1
West Bay Pilipino Multi-Services, Inc.							X												1
Wu Yee Children's Services							X												1
YMCA - Buchanan											X								1
YMCA - Chinatown							X												1
Youth Art Exchange										X									1
Total	3	5	1	3	0	17	27	10	1	8	26	34	46	29	0	0	0	0	196