FY 2021-22 CITYWIDE WORKFORCE SERVICES INVENTORY RESULTS

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LAND ACKNOWLEDGEMENT

This report was produced on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land, and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

COMMITMENT TO EQUITY

On behalf of the Alignment Committee, OEWD collected data and prepared this report.

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

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

OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans. In 2020, OEWD Workforce Development Division staff and community members developed the following "Principles of Employment Equity" to guide strategic planning efforts:

> Employment equity ensures that OEWD's programs and services do not disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, disability, sexual orientation, immigration status, country of origin, language or justice system involvement.

> We acknowledge the intersectionality of each of these characteristics, particularly race, which disproportionately affects access and opportunity for each of these groups.

> OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans.

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

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

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

ACKNOWLEDGMENTS

The annual Citywide Workforce Services Inventory data collection and report would not be possible without hundreds of hours of inputs, outputs, and outcomes analysis, as well as ongoing thought partnership from a collection of the City and County of San Francisco's brightest minds. For the FY 2021-22 report, OEWD would like to thank:

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- SFO: Francesca Garciagodos
- LIB: Zahir Mammadzada
- SHF: Kip Bowmar, Franklin Arevalo
- TIS: Brian Adam

Starting in 2020, OEWD reconvened the Inventory Data Working Group and Vulnerable Population Working Group to provide support and expertise to Inventory analysis and reports. For this report, OEWD would like to thank Andres Coronado Salas, Veronica Chew, Rebecca Brown, Juan Ibarra, Frolayne Carlos-Wallace, Todd Kyger, Glenn Eagleson, Christine Lou, and Sarah Locher for their participation, expertise, and partnership with OEWD in service of this work.

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EXECUTIVE SUMMARY

Beginning in 2015, the Committee on City Workforce Alignment (CCWA), through the Office of Economic and Workforce Development, solicited City departments for data to complete the annual Citywide Workforce Services Inventory ("Inventory"). The Inventory surveys all City departments that invest in the workforce development system, with the goal of gaining a better understanding of citywide workforce services, including outcomes, gaps, and redundancies.

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

Since then, the Alignment Committee has refined the Inventory process to encompass all workforce programming across City departments, and standardize collection and data elements to harmonize analysis. Though the quality of data collected since FY 2016-17 has significantly improved due to wholesale changes to the methodology, the Alignment Committee recognizes that creating a robust, Citywide data collection and analysis system is an iterative process and welcomes feedback from City agencies and providers on methodology. The Alignment Committee continues to receive data that is impacted by client duplication across different agencies, as well as within individual departments. This issue highlights the ongoing need for deduplicating efforts to ensure accurate and reliable data for effective decision-making and program evaluation within the workforce development system.

The FY 2021-22 report summarizes workforce programming for 24 City agencies, accounting for 298 programs, and approximately $173.1 million to workforce development initiatives.

HISTORY OF THE ALIGNMENT COMMITTEE

In consideration of the breadth and depth of workforce development programming and funding across the local public workforce development system, the City and County of San Francisco established the Committee on City Workforce Alignment ("Alignment Committee" or "CCWA") through approval of Chapter 30 of the San Francisco Administrative Code ("Chapter 30") in June 2014. Chapter 30 was intended to bring together key City stakeholders to coordinate workforce development services across City departments and increase their effectiveness.

In the Fall of 2017, the Alignment Committee completed a Citywide Workforce Development Plan ("Plan") as required by Chapter 30. The Plan assessed the City's anticipated workforce development needs and opportunities over five years, along with the recommended goals, strategies, and funding needed to meet those challenges. In the Plan, the Alignment Committee prioritized five policy recommendations for Citywide system alignment, with action items to make measurable change within five years.

The Alignment Committee prioritized a vulnerable populations strategy for the system, and underscored that every door needs to be the right door to connect workers to services. The Alignment Committee endeavored 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. While the legislation authorizing the Alignment Committee sunset in 2019, City Departments continued to meet to further the work and implement the original Citywide Workforce Development Plan, and the Alignment Committee made significant progress across all goals.

In 2022, San Francisco Board of Supervisors President Shamann Walton introduced legislation re-establishing the Alignment Committee. The purpose of the reauthorization was to formalize the working partnership of the existing Alignment Committee, add community and labor representation to the Alignment Committee, and enhance coordination and effectiveness of workforce development services among various City departments. These goals would be achieved through developing a unified definition of workforce development, establishing a new five-year Citywide Workforce Development Plan, collecting system-level data on a biannual basis, and deduplicating workforce client data to establish program efficacy. The legislation became effective November 6, 2022.

The amended legislation established a 17-member Alignment Committee governed by the Brown Act with membership including: a member of the Board of Supervisors; the department heads of Human Rights Commission (HRC), Office of Economic and Workforce Development (OEWD), Human Services Agency of San Francisco (SFHSA), Department of Children, Youth and Their Families (DCYF), City and County of San Francisco Department of Human Resources (DHR), San Francisco Public Utilities Commission (PUC), Department of Public Health (DPH), San Francisco Public Works (Public Works), Department of Homelessness and Supportive Housing (HSH), and Adult Probation Department (APD); four nonprofit representatives with split appointments between the Mayor and the Board of Supervisors; and two labor representatives with split appointments. The Alignment Committee is staffed and convened by OEWD, and the OEWD Director of Workforce Development Joshua Arce is the Chair. The newly reauthorized Alignment Committee held its first meeting in April 2023.

The body is in the process of creating a new five-year Citywide Workforce Development Plan and working on a new standardized definition of workforce development for adoption in the San Francisco Workforce Development System. Acknowledging the diverse perspectives and expertise of the Alignment Committee members, the collaborative efforts are aimed at formulating a new definition that captures the essence of workforce development in a cohesive and inclusive manner. This unified definition will serve as a guiding principle for the Committee's work and contribute to a more streamlined and effective approach to workforce development efforts in the City and County of San Francisco. By creating a shared understanding, the Alignment Committee aims to foster greater clarity, coordination, and alignment among various stakeholders involved in the workforce development ecosystem.

INTRODUCTION

San Francisco's workforce programs, as outlined in the FY 2021-2022 Citywide Workforce Services Inventory, encompass a diverse range of initiatives. These programs collectively offer nearly 80,000 touch points within the San Francisco Workforce Development System. Touch points span across 298 programs, involve collaboration with 24 City departments, include 315 contracts, and engage 157 community-based service providers. This extensive network reflects the city's comprehensive approach to addressing workforce development needs and facilitating opportunities for individuals throughout San Francisco.

Some City-funded workforce programs help youth explore career options or support adults to develop soft skills to get their first job. Others provide classroom training or work-based learning in San Francisco's major sectors of hospitality, health care, and social assistance, information and communication technology, construction, advanced manufacturing, administrative and support and waste services, and public administration. Some programs provide placement in employment or connection to community colleges to start the next chapter, while others provide supportive services such as clothing, child care, or tools to San Franciscans re-entering the workforce or transitioning careers. Programs may pay wages directly to participants or provide employers with wage subsidies to create an entry point to a career pathway. Some help incumbent workers develop skills or attain certifications to take their career to the next level.

From intake and assessment, to barrier remediation and supportive services, to job readiness and soft skills training, to sector-specific job skills training and work-based learning, to professional development, all of these City-funded services and programs make up the public San Francisco Workforce Development System, a network of public agencies, community-based service providers, and training organizations that offer employment-related services for youth and young adults, workers, job seekers, and employers to support San Francisco's workforce, create reinforcing economic opportunity, and sustain economic growth.

Investments in the public San Francisco Workforce Development System source from San Francisco General Fund, local Proposition C monies for youth workforce development, local Proposition C monies for services for unhoused residents, enterprise funds from revenue-generating departments, and state and federal funding, such as the Workforce Innovation and Opportunity Act of 2014 (WIOA) funds administered by the San Francisco Office of Economic and Workforce Development, Community Development Block Grants administered by the Mayor's Office of Housing and Community Development, the Mental Health Services Act funds administered by the San Francisco Department of Public Health, and Supplemental Nutrition Assistance Program Employment & Training funds (CalFresh E&T) administered by the San Francisco Human Services Agency.

Though the City and County of San Francisco contracts out the majority of workforce development funds ($97.4 m) to community-based organizations to provide place-based, culturally humble, accessible services, some agencies fund in-house staff ($28.4 m) or wages and stipends for participants ($40.6 m). Many workforce programs offered within City agencies prepare participants for careers in public administration, health care or social assistance, professional and technical services, or else provide professional development opportunities to move local talent along a career pathway.

METHODOLOGY

Instrument

The Inventory instrument is a multi-page Excel spreadsheet distributed by OEWD on behalf of the Alignment Committee to 24 City departments with workforce programs (Appendix A: FY 2021-22 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 Coordinator[1] from each department oversee the process. OEWD supports analysts through iterative processes by offering comprehensive training, ongoing technical assistance, and follow-up support. The Data Coordinator oversees data governance and reporting, either individually or by consolidating data from various Data Stewards and Custodians. OEWD also provides a one-pager for down-line personnel, ensuring personnel have context for the request.

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

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

In FY 2016-17, the Alignment Committee convened a CCWA Data Working Group to bring together City departments and workforce providers to advise on the formation of consistent terms, data definition alignment, and inclusion of data fields consistent with Local, State, and Federal program reporting requirements, as well as departmental assessment interests and expertise for the needs of different client populations. Data Working Group members included representation from DCYF, HSA, Public Works, PUC, and OEWD, as well as 13 community-based organizations (CBOs) with workforce development specializations, including members of the Workforce Community Advisory Committee—Episcopal Community Services of San Francisco, Goodwill Industries, Japanese Community Youth Council, Jewish Vocational Service, Self-Help for the Elderly, Success Center S.

Recommendations from the CCWA Data Working Group established the standardized Inventory Data Dictionary (Appendix A) and refined the instrument, ultimately contributing to a more uniform understanding of Citywide workforce development programming and outcomes, as well as more consistent reporting structures.

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[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).

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Building on the relationships established by the CCWA Data Working Group and ongoing annual Inventory analyses, OEWD continues to solicit feedback on the Inventory from Alignment departments and City analysts. As analysts have become more familiar with the data collection process and purpose, they have engaged in ongoing dialogue with OEWD to refine the process and improve reporting[2]. In 2020, OEWD formally reconvened the Data Working Group for quarterly meetings to oversee the Inventory collection and analysis process, as further described below.

Inventory Revisions

From July 2019 through August 2020, OEWD and the Inventory instrument were audited by the Controller and the Board of Supervisors Office of Budget and Legislative Analyst. Recommendations from the BLA audit, published in August 2020, were incorporated into the FY 2019-20 Inventory process and carried through to this year. In addition, in light of the request to make significant structural changes to the Inventory instrument and process, OEWD incorporated additional recommendations from the San Francisco Economic Recovery Task Force (ERTF), Human Rights Commission's Office of Racial Equity (ORE), and feedback from City analysts in the CCWA Data Working Group in wholesale revisions.

A summary of Inventory-specific recommendations and revisions is below:

BLA Audit Recommendation 1.2: The Director of the Office of Economic and Workforce Development should: Work with the CCWA Data Working Group to expand the Annual Workforce Inventory to include program-level information and actual expenditures, as well as un-duplicated client counts, where possible.

- The Inventory was amended to include program-level information, actual expenditures, and unduplicated client counts where available. These changes were included on the "Program Inventory" and "Program Metrics" tabs.

BLA Audit Recommendation 1.3: The Director of the Office of Economic and Workforce Development should present the estimated costs and a proposed implementation plan to enhance the Annual Workforce Inventory to the Board of Supervisors no later than January 31, 2021.

- OEWD presented the proposed implementation plan to the Board of Supervisors by January 31, 2021. OEWD requested funding for a consultant to match over 40,000 City client records across non-standardized data sets.
- In preparation for this project, the Inventory included a "Data Structure" tab based on existing client identification data elements shared by OEWD and SFHSA. Departments were asked to identify whether they collect certain data elements (e.g., first name, last name, street address, zip code, social security number, et al.) and which systems hold these data. Responses on this tab were incomplete and poor quality. Follow up data

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[2] Changes over the last five years have included: design elements in the instrument to improve usability and data completion; internal and external data reporting infrastructure and support; an extended implementation timeline; the addition of internal consistency measures for financial reporting, program metrics, and clients served; accommodation for variations in data availability; and a commitment to public sharing of data. Since FY 2017-18, the Inventory includes a "data unavailable" category, which serves as an internal consistency measure for program data and demographic information and ensures the collection of complete data.

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collection and cleaning for this project will be necessary if this funding is approved in the future.

BLA Audit Recommendation 1.4: The Director of the Office of Economic and Workforce Development should: Work with the CCWA Data Working Group to continue to identify opportunities to provide training and technical assistance to department staff completing the inventory template to ensure quality data collection.

- The Inventory Data Working Group was reconvened in 2020 to support this work. OEWD continues to provide 2 technical assistance sessions to Inventory analysts and 1:1 technical assistance throughout the Inventory process to improve data quality.
- The Inventory requested completion of a narrative supplemental template which grounds the program analyses in labor market and sociocultural context and provides an opportunity to share program-level data and disaggregated performance data. The Inventory report includes these narratives.
- The Inventory added the following sub-populations to "Definitions: Race and Ethnicity" and "Program Metrics": North African, Middle Eastern, Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, Native Hawaiian, Guamanian or Chamorro, Samoan, or Other Pacific Islander.
- The Inventory added "people experiencing homelessness" to multiple areas within the Inventory (i.e., "Definitions: Priority Population" and "Program Inventory: Service Population."
- The Inventory added "women and gender minorities" to multiple areas within the Inventory (i.e., "Definitions: Priority Population" and "Program Inventory: Service Population."
- The Inventory solicited leadership, data, and program points of contact for streamlined system coordination and subsequent data requests.
- The Inventory requested points of contact for Inventory programs and share program name, program description, priority population, online/in-person activity, and points of contact to create a referral resource for community-based organization network.

As recommended by the audit, the Data Working Group is authorized to make ongoing recommendations to improve the Inventory instrument and process. For the FY 2021-22 Inventory process, the Data Working Group recommended that the Inventory instrument revise zip code data elements, which were numerous (40+) and caused data quality and completion issues. The revisions included reducing the number of zip codes to focus on high frequency (20) zip codes, removing unused or dummy zip codes, and standardizing zip code collection across City partners. The zip code change aimed to optimize data collection by eliminating underutilized fields and minimizing data errors.

At the request of stakeholders, Inventory outreach included a request for City workforce events and a point of contact for updating events across the City. Additionally, the Qualitative section was amended to request each department's workforce development definition in keeping with the goals of the new CCWA legislation.

Lastly, Inventory outreach included the City Departments' most recent submission as a reference for the analyst to understand the previous completion process.

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 an annual review of inputs, outputs, and outcomes for each department's workforce services data. In addition, collecting data across multiple internal sources strengthens program evaluation, data management, and results-based accountability within departments and within programs.

This annual process also builds a cohort of data analysts across City departments who grapple with similar difficulties in workforce research and evaluation and can continue to isolate best practices and solve problems in data collection, analysis, and visualization, consistent with recommendations made by the City and County of San Francisco Committee on Information Technology's Data Management Policy.

The FY 2021-22 Inventory solicited information on City-funded workforce development programs (administered both internally in City departments and externally by community-based organizations); program budget; program classifications and descriptions; service populations and types; community-based service provider partners, client demographic information (e.g., age, race, ethnicity, educational attainment, gender, zip code, et al.); industry and occupation data for training and placements; and program outcomes.

In keeping with the new legislation's effective date of November 6, 2022, OEWD distributed the FY 2021-22 Inventory on November 7, 2022, with a submission deadline for the end of December 2022 in accordance with the legislation's requirement. Agreement to public sharing of inventory data was a condition of participation.

The 24 agencies solicited include:

1. Adult Probation Department (APD)
2. Department of Children, Youth and Their Families (DCYF)
3. Department of Human Resources (DHR)
4. Department on the Status of Women (DOSW)
5. Department of Public Health (DPH)
6. Department of Public Works (DPW)
7. Department of the Environment (ENV)
8. Fire Department (FIRE)
9. Human Rights Commission (HRC)
10. Human Services Agency of San Francisco (HSA)
11. Homelessness and Supportive Housing (HSH)
12. Mayor's Office of Housing and Community Development (MOHCD)
13. Office of Civic Engagement and Immigrant Affairs (OCEIA)
14. Office of Economic and Workforce Development (OEWD)
15. Port of San Francisco (PORT)
16. Recreation and Parks Department (RPD)
17. San Francisco District Attorney (SFDA)
18. San Francisco Municipal Transportation Agency (SFMTA)
19. San Francisco Public Defender (PDR)
20. San Francisco Public Library (LIB)
21. San Francisco Public Utilities Commission (PUC)
22. San Francisco International Airport (SFO)

23. San Francisco Department of Technology (TIS)
24. Sheriff's Department (SHF)

To improve data quality and completion, OEWD invited department analysts to two training workshops in November. OEWD provided ongoing technical assistance to analysts throughout the Inventory process. All (24) City Departments completed their inventories by the end of January 2023.

From December 2022 – March 2023, OEWD checked internal consistency measures, identified data completion or reporting errors, and cleaned the data. OEWD aggregated results from the Inventory thereafter. This report was produced between February – June 2023, with final publication in July 2023.

Reporting

With sensitivity to each department's process, this report does not summarize incomplete data within City departments. Instead, this report will note where data are unavailable or inconsistent in a mostly complete data set.

Not all City-funded workforce programs may be reported in the Workforce Inventory, and OEWD continues to outreach to departments as programs or partnerships become known.

This written report reflects general findings and analysis instead of program-level outcomes analysis.

INVENTORY RESULTS

As discussed in the above methodology section, the Alignment Committee analyzes the City's workforce programs based on departmental program and budget data and with support from OEWD. The collection process benefits from continuous improvement, and this report is only a snapshot of the City's entire workforce development system.

In this spirit, and in keeping with best practices for data governance and research peer review, the Alignment Committee welcomes further feedback and refinement from key stakeholders and subject matter experts

System Client Counts

From FY 2013-14 to present, all workforce-serving departments must submit data on how many clients their programs serve., in aggregate and by program. 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[3]. Therefore, all client data in this report assumes system duplication, and some results may reflect replication within programs, providers, and departments. Where relevant, this is identified within this report.

Through stakeholder engagement over the evolution of the Inventory, OEWD has learned that some departments cannot de-duplicate their client records due to client confidentiality, decentralized record keeping, or limited data collection from eliminating intake as a barrier to service delivery. [4]

Nonetheless, variations among departments for duplicated and unduplicated client counts create errors in overall system evaluation and lead to limited systems-level insights. For example, where one department understands a client count to be a single client receiving many 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 determine true dispersion of service delivery across vulnerable populations communities without a baseline.

For FY 2021-22, in adherence with the BLA's recommendations about program-level analysis, the Inventory requested departments provide unduplicated client data by program on the "Program

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[3] Per the BLA Audit, OEWD submitted a request for funding for an independent evaluator to de-duplicate clients across the workforce development system and included a request for proposals for the same in the 2020 Workforce RFP. The FY 2019-20 Workforce Inventory included a request for basic data elements and inventory of data systems to appropriately scope this project.

[4] Per the BLA Audit, the FY 2019-20 Workforce Inventory requested program-level inputs, outputs, and outcomes data to capture program-level analysis within departments.

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Metrics" tab. While these data may assist with assessing program efficacy, these data do not support system analyses of unduplicated clients. Consequently, the Inventory continued to request data on unique clients by department and program participants by department.

As with all research and surveying, we must acknowledge the instrument's limitations. Still, these results are the only source of workforce data across City-funded workforce programs, and the collection has been consistent over the last six years. Where definitions and data collection are not formally standardized across departments or programs, these data are transformed into approximations. Continuous participation in the collection process has provided a framework for many departments to collect standardized data and improve service delivery.

In consideration of the variety of programs and administration methods across the City, and the evolving system infrastructure and process improvements, the Inventory requested multiple client counts: Unique Clients by Department and Program Participants by Department.

- "Unique Clients" refers to client counts that departments may validate as unduplicated. A department must be able to validate a client's unique identity across programs and within programs in order to claim a Unique Client count. Departments that are unable to de-duplicate clients reported this field as null.
- "Program Participants" refers to a count of enrollments in programs across one department's portfolio and within programs. A Unique Client may access a number of programs, and s/he would be considered a Program Participant in all of them, and counted as such with this methodology. Similarly, a workforce program may enroll a participant in the same program a number of times to the benefit of the participant or else offer drop-in services where a participant may not be identified and may return for additional services. These duplicated touch points and enrollments are captured in this field.

Through these separate counts of clients served, we can better understand system usage and service distribution across departments, programs, and providers. When we can de-duplicate clients across the system and longitudinally, we will be able to determine client churn[5] and program dosage[6] in order to assess system efficiencies and program impact.

Client Count by Year (n=47,435)

As discussed above, some departments count clients using the "program participants" method and some by the "unique clients" method. For example, LIB always reports program participants, because it has a number of drop-in programs, and SFHSA always reports unique clients, because it is able to deduplicate clients. While these do not describe the same data and cannot be conflated, they describe how a department counts clients.

Using the same methodology for counting clients as in past years provides an adequate year-over-year comparison of the total number of clients in the public San Francisco Workforce

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[5] The number of times a client returns to the City workforce development system.
[6] The number of times a client must enroll in different programs before achieving the client's goals.

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Development System; however, these are the data for clients accessing workforce services across agencies and do not reflect unduplicated client counts[7] across the entire system.

The following visualization reflects consistent data reporting by departments from last year to this year, based on whether departments reported client counts consistent with unique clients or program participants in FY 2020-21[8] (Figure 1).

In comparing across years, service enrollment increases were reported by OEWD, SFHSA, DCYF, MOHCD, PDR, RPD, and APD.

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[7] 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
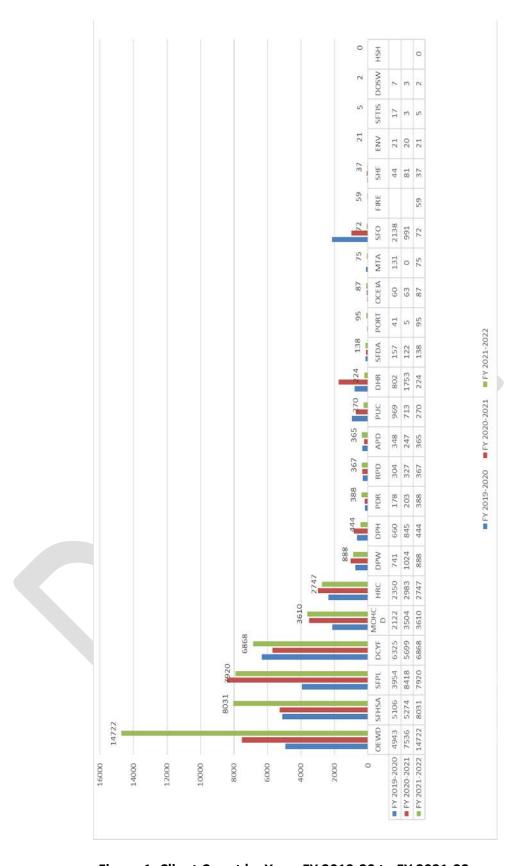[8] See FN 8 for description.

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	OEWD	SFHSA	SFPL	DCYF	MOHCD	HRC	DPW	DPH	PDR	RPD	APD	PUC	DHR	SFDA	PORT	OCEIA	MTA	SFO	FIRE	SHF	ENV	SFTIS	DOSW	HSH
FY 2019-2020	4943	5106	3954	6325	2122	2350	741	660	178	304	348	969	802	157	41	60	131	2138		44	21	17	7	
FY 2020-2021	7536	5274	8418	5699	3504	2983	1024	845	203	327	247	713	1753	122	5	63	0	991		81	20	3	3	
FY 2021-2022	14722	8031	7920	6868	3610	2747	888	444	388	367	365	270	224	138	95	87	75	72	59	37	21	5	2	0

Figure 1. Client Count by Year, FY 2019-20 to FY 2021-22.

Unique Clients by Department (n=39,112)

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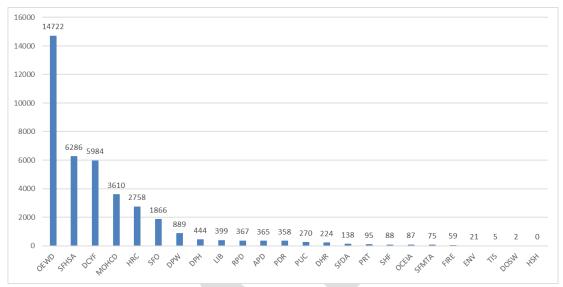

Figure 2. Unique Clients per Department, Duplicated Across System, FY 2021-22.

We see here that unique client counts total 39,112 clients per department (Figure 2). These clients may be served by multiple departments, but they have been unduplicated within the reporting departments. This is the absolute minimum count of unduplicated clients per department.[9] In FY 2021-22, OEWD (n=14,722), SFHSA (n=6,286), DCYF (n=5,984), MOHCD (n=3,610), HRC (n=2,758), and SFO (n=1,866) and served the greatest number of unduplicated clients by department. As compared to FY 2020-21, OEWD nearly doubled in unduplicated client counts due to the addition of COVID-19 economic response programs. SFHSA, DCYF, MOHCD, and DHR demonstrated similar enrollments.

Program Participants by Department (n=79,847)

Departments reported data on program participation, defined as the number of enrollments in various programs across one department. Departments must have some internal record keeping that tracks client participation in programs, even if the client data is duplicated (e.g., client management system, sign-in sheets, tallying). The Inventory instructed departments to use this count method if a department was unable to de-duplicate workforce development clients or if the department would be able to identify the number of workforce development program enrollments per client. These data total 79,847 program participants and demonstrate duplication across the system, within departments, and within programs (Figure 3).

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[9] HSH reported a work-order program, so its client count is null. Clients for work-orders are reported by the client-serving department. In this case, OEWD included the HSH-funded clients in its total count.
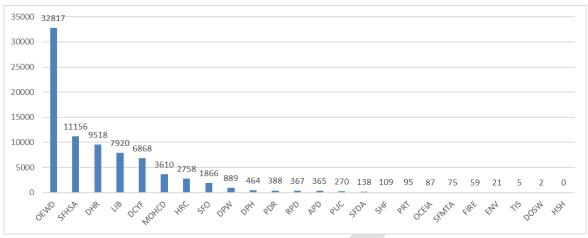
Figure 3. Program Participants, Duplicated Across System and Departments, FY 2021-22.

Where available, departments reported on the number of program participants—participants that were intentionally duplicated within a department—to operationalize the breadth of client use of the workforce development system.

It is important to note that clients may be intentionally moving through the system in a training or career pathway toward economic self-sufficiency, starting at HSA, for example, in a subsidized job program with supportive services, while simultaneously participating in a workforce development program administered through OEWD[10]. The same client could then place into an internship or employment with PUC, ENV, DOSW, or DHR within the same year. While we may be unable to deduplicate client counts across the workforce development system with current data systems, we may use qualitative research to map the user journey and identify program efficacy with sampling and direct client surveys. Some illumination of the client journey is further discussed in the Qualitative Section starting on page 42.

In FY 2021-22, OEWD (n=32,817), SFHSA (n=11,156), DHR (n=9,518), LIB (n=7,920, DCYF (n=6,868), MOHCD (n=3,610), and HRC (n=2,758) serve the greatest number of program participants. Most program participant counts have increased since last year.

Workforce Client Location

While departments do not collect residential location for all clients, reported data describe where the City targets its programs, services, and investments. As circumstances change, clients may update their residences during service delivery. Analysts have included the most recent zip code for clients where available, but these data demonstrate duplication within some departments and across Citywide services. Nonetheless, understanding the concentration of workforce

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[10] Simultaneous enrollment in workforce programming with supportive or complementary services, referred to as "co-enrollment," is an essential tool in moving clients to economic self-sufficiency and vitality through placement in career pathways and permanent employment. Co-enrollment is encouraged by federal and state agencies as a matter of sound public policy which limits long-term client churn in the workforce system, improves performance outcomes, and controls costs with a larger initial investment in client services.

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development service provision allows the City to take strategic approaches to outreach and service delivery.

Though the workforce development system serves clients across the City, Figure 4 describes service dispersion across zip codes since FY 2019-20. Using program participant data, over 50% of participant data is unavailable, similar to data unavailable in FY 2020-21. Nonetheless, the available data reflects similar concentrations of service delivery as in previous years.
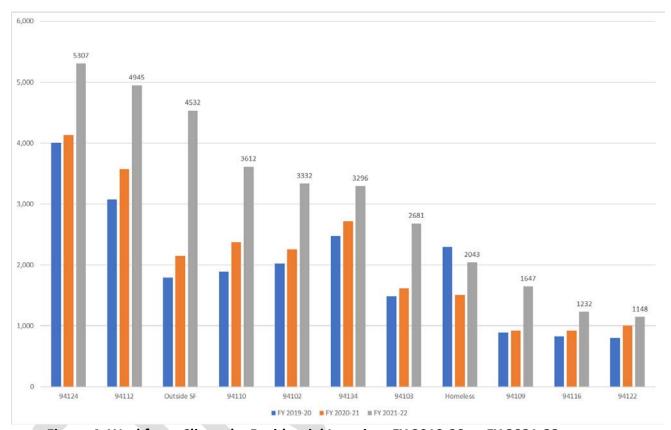

Figure 4. Workforce Clients by Residential Location, FY 2019-20 to FY 2021-22.

Service delivery across zip codes remained mostly stable with a few exceptions. Areas of high-frequency service delivery cover Bayview-Hunters Point, Excelsior, Mission, Tenderloin, Visitacion Valley, South of Mission (SOMA), Nob Hill, Sunset, and for individuals who are experiencing homelessness. (Figure 4[11]

Consistent with past data collection efforts, the highest client count by zip code is in these , including 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 vitality.

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[11] From FY 19-20 to FY 20-21, the reported number of clients experiencing homelessness declined. It is possible that clients who benefited from the shelter-in-place temporary housing program identified with a zip code and/or that employment services that transitioned online during the pandemic were less accessible for people who were still experiencing street homelessness.

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Client Demographic Data

The Inventory captures valuable demographic data across race, ethnicity, gender, sexual orientation, age, and educational attainment. Due to changes in the collection of program-level data, most demographic data reporting uses over 50,000 client touch points as a baseline *n*.

Race and Ethnicity

In FY 2015-16, the Alignment Committee began requesting client race and ethnicity information for the Inventory. Without unduplicated counts across the workforce system, it is difficult to discern an accurate increase or decrease in workforce service among different ethnic and racial groups, and increases in clients served by race or ethnicity likely reflect redistribution of unknown or unavailable data from previous years.

The Inventory made changes to the race and ethnicity categories to reflect recommendations from the Office of Racial Equity and the Department of Technology in FY 2018-19. The Inventory collects the following data elements: American Indian or Alaskan Native, alone; Asian, alone; Black or African-American, alone; Hispanic, Latino, or Spanish, alone; Middle Eastern or North African, alone; Native Hawaiian or Other Pacific Islander, alone; White, alone; Other Race, alone; Two or More Races; Declined to State; Data Unknown or Unavailable. These data elements are defined in Appendix A. In keeping with best practices in data collection for race and ethnicity, analysts were given the instruction and ability to add sub-categories within these race and ethnicity data elements.
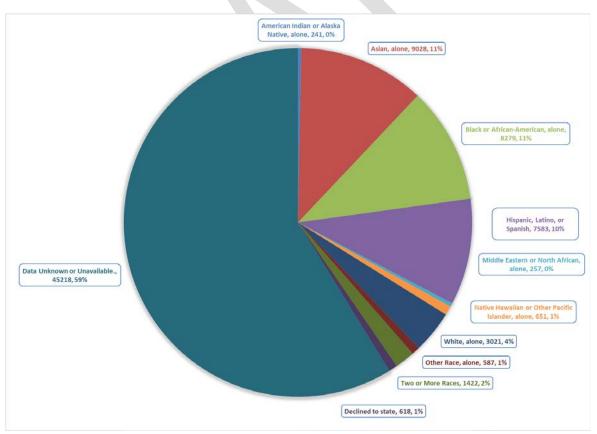

Figure 5. Workforce Clients by Race and Ethnicity, FY 2021-22

In FY 2021-22, the results highlight the distribution of workforce development services among different racial and ethnic groups. Asian or Pacific Islander clients accounted for the largest share (11.8%, n=9,028), followed by Black or African-American clients (1%, n=8,279), Hispanic or Latino clients (10%, n=7,583), White clients (4%, n=3,021), Two or more races clients (2%, n=1,422), Native Hawaiian or Other Pacific Islander clients (1%, n=651), Other race clients (1%, n=587), American Indian and Alaska Native clients (0.3%, n=241), and Middle Eastern or North African clients (0.3%, n=257).

Comparing to FY 2020-21, there has been a decrease in client counts for Asian or Pacific Islander, Native Hawaiian or Other Pacific Islander, and Other Race clients. It's important to note that the numbers of individuals who declined to state their race (n=618) or had unknown data (59%, n=45,218) represented a significant portion (59.1%) of the unavailable data. Therefore, the distribution across races or ethnicities may vary considerably depending on the data collection process.

Furthermore, it is likely that the increase in African American and Latinx workforce clients can be attributed to the implementation of the Dream Keeper Initiative.

Gender Identity

Gender identity, sex at birth, and sexual orientation were included in the Inventory due to recommendations from the Alignment Committee Data Working Group for FY 2016-17[12]. The following year, 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 standardized gender identity categories and 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 updated SOGI categories and removed sex at birth from the FY 2017-18 Inventory.

In adherence with the SOGI Implementation Plan, the Inventory collects the following data elements: Female; Male; Trans Male; Trans Female; Genderqueer or Gender Non-binary; Not listed, specified; Declined to State; Data Unknown or Unavailable. These data elements are further defined in Appendix A.

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[12] 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.
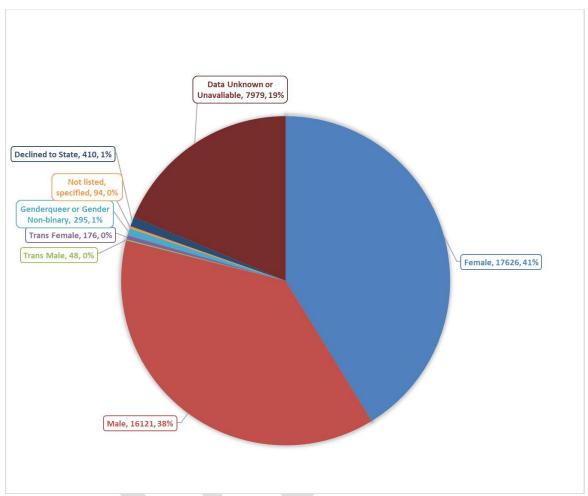
Figure 6. Workforce Clients by Gender Identity, FY 2021-22

In FY 2021-22, Data Unknown or Unavailable, Not Listed or Specified, and Declined to State represented 20% of responses. Over time, the available data has increased as a percentage of whole. Of the available responses, workforce services enrolled the following client populations: female (41%, n=17,626, male (38%, n=16,121), trans female (0.1%, n=176), trans male (0.1%, n=48), and genderqueer or non-binary (1%, n=295). From 2020-21, enrollments increased for clients of all gender identities, except for trans male clients, which declined. In addition, the number of genderqueer or gender non-binary clients more than doubled from FY 2019-20.

Sexual Orientation

In adherence with the SOGI Implementation Plan, the Inventory collects the following data elements: Bisexual; Gay, Lesbian, or Same-Gender Loving; Questioning or Unsure; Straight or Heterosexual; Not listed, specified; Declined to state; Data Unknown or Unavailable. These data elements are further defined in Appendix A.
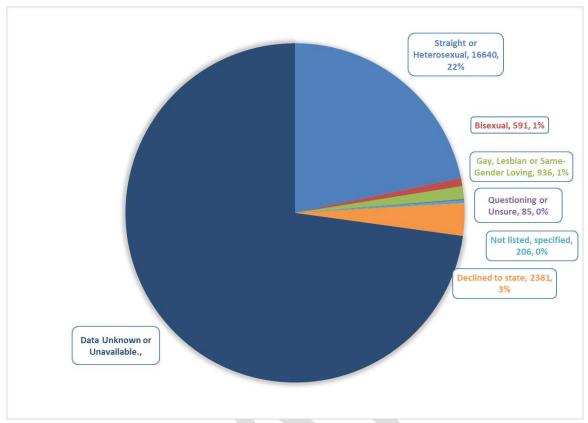
Figure 7. Workforce Clients by Sexual Orientation, FY 2021-22.

In FY 2021-22, Data Unknown or Unavailable and Declined to State represented 76.1% of responses, consistent with the previous Inventory results. Of available data, the LGBQ+ community represents over 2.2% of workforce development clients: gay, lesbian, or same-gender-loving (1.2%, n=936); bisexual (1%, n=591); and questioning or unsure (0%, n=85).

Age at Enrollment

In FY 2021-22, Data Unknown or Unavailable represented (55%, n=42,156) of responses. As described by Figure 8, adults represent about (20%, n=15,297) of clients served, while youth represent approximately (12%, n=9460). Service dispersion across ages remains the same as in previous years.
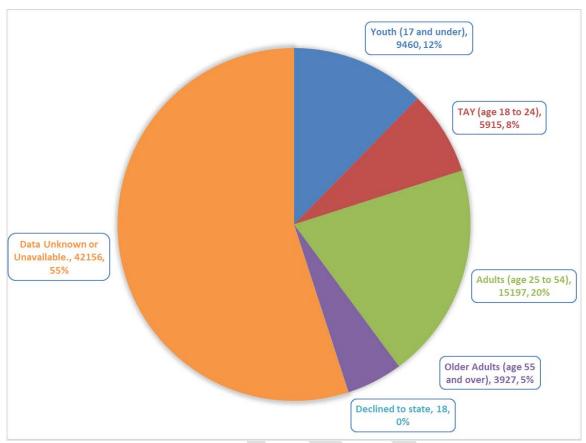
Figure 8. Workforce Clients by Age, FY 2021-22.

Enrollments for all workforce clients have shown a notable increase since 2021-22, indicating an overall improvement in the system.

Educational Attainment

In FY 2021-22, Data Unknown or Unavailable represented 65% of responses, consistent with the previous Inventory results range. Of the available data, more clients had received less than a high school education (15%, n=11,312) in comparison to clients who had completed high school. (12%, n=9,161).
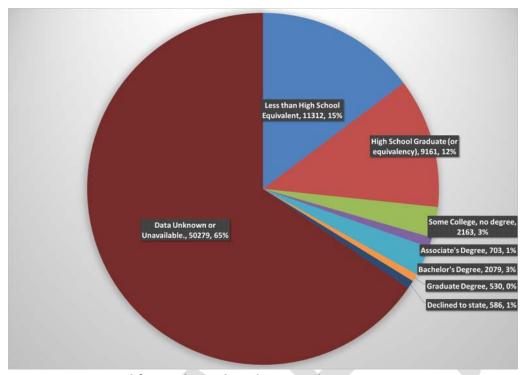
Figure 8. Workforce Clients by Educational Attainment, FY 2021-22.

City Programs and Contracts

Twenty-four City departments reported 298 workforce programs this year, including programs administered within departments and those contracted out to external service providers. A comprehensive list of the program name, description, and funding department is located in Appendix B: FY 2021-22 City-Funded Workforce Programs by Department.
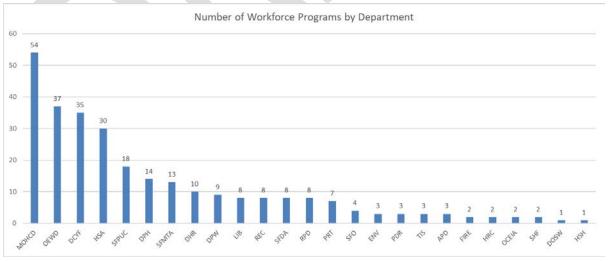

Figure 10. Count of FY 2021-22 Workforce Programs by Department

Departments reported the following number of programs: MOHCD (54), OEWD (37), DCYF (35), SFHSA (30), PUC (18), SFMTA (13) DHR (10), DPH (14), DPW (9), RPD (8), LIB (8), SFDA (8), PRT (7), SFO (4), APD (3), PDR (3), ENV (3), TIS (3), HRC (2), OCEIA (2), SHF (2), FIRE (2), HSH (1), and DOSW

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(1). It is important to note that program names and descriptions may be umbrella terms for several programs executed with different service providers within the same department. For example, OEWD's HealthCare Academy—which is counted as one program—includes over 30 training tracks in high-demand occupations within the health care industry. Additionally, program analysis does not match programs across departments because there is no standard naming convention, so programs hosted by multiple departments, such as Project Pull or the Public Service Trainee program are included in each department's program count.

Programs are coded into the following sub-categories: service delivery (173), internship (96), apprenticeship (17), and work-orders (10).
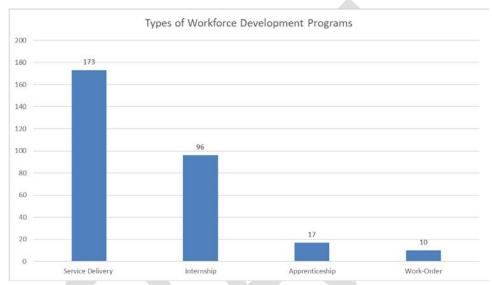

Figure 11. Count of FY 2021-22 Workforce Program Types

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

Sequoia Leadership Institute for LGBTQQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC)) (DCYF): *LYRIC's Sequoia Leadership Institute (SLI) has 25 years of experience serving low-income (100%) LGBTQQ youth of color (77%) facing multiple employment barriers (91% meeting DCYF's equity definition). Our highly-tailored, identity-affirming training curriculum and wraparound support empower vulnerable HS youth to stay in school, and help disconnected TAY to reconnect to school, while preparing them for the work world. The program will be run virtually in preparation of a major renovation to LYRIC's programming space.*

Community Assessment and Services Center (CASC) Employment Services (APD): *The CASC Goodwill employment program includes job readiness training, job placement and retention services, and barrier removal for individuals reentering from jail or prison and who are*

justice-involved. Goodwill's goal is to prepare clients with the skills and understanding to obtain gainful employment--a job, thereby decreasing the risk of recidivism and incarceration.

Citywide Refuse Receptacle Litter Reduction, Pressure Washing Cleaning, and Workforce Development (DPW): *Job training, employment, and workforce development opportunities that focus on pressure-washing operations for formally incarcerated and at-risk residents who are eligible to work but facing barriers to employment, especially those in economically disadvantaged neighborhoods.*

Transitional Employment Support Services (TESS) (HSA): *Job readiness training provided by community-based organizations to participants in the Public Service Trainee program.*

Career Online High School (LIB): *Fully digital, fully accredited high school diploma-earning program focused on career readiness.*

House of Thrive (MOHCD): *Skill building, short-term case management, and service connection, primarily for transgender residents of the Tenderloin.*

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

9910 - EMT Internship (FIRE): *EMT Internships on San Francisco Fire Department (FIRE) Ambulances for CityEMT graduates. Allows CityEMT graduates to meet the minimum qualifications for the H3 Level 1 EMT position. 9910s are paid for 3 weeks of training. 9910 Interns are paid $24 per hour for up to 500 hours for their internships. 10 mentors are assigned to work with each 9910 Intern. The 9910 interns are paid 6% more. FIRE covers the cost of uniforms and participant wages.*

Workreation (RPD): *Trainees perform entry level work in one of five (5) functional areas for RPD. These areas include: Day Camps, Aquatics, Green Jobs, Administration and Facilities/Program Operations. Trainees are exposed to ways they can turn their passion into a career and the "requity" group of this program prioritizes trainees in public housing, unhoused, and equity zone areas.*

Health and Safety Interns (PRT): *These positions provide an introduction to career options and role models while allowing incumbents to not only learn about administrative duties in the professional setting, but also aims to expose trainees to the Industrial Hygienist field and other safety related fields.*

Muni Transit Ambassador Program (MTAP) (SFMTA): *The MTAP program is a training program to provide young adults to adults in racially and gender diverse, underserved communities equitable access to employment opportunities in the area of transit customer service, assistance, and community partnerships and engagement. Those hired into the program work in and around transit stations and the broader system, interface with local community-based organizations and schools, and are prepared and trained not only for internal opportunities including 9166, 9167, and 9168 as well as other similarly situated*

programs such as the BART civilian ambassadors patrol and other City roles involving service in community or to communities.

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

BHS Psychiatry Fellowship Programs (DPH): *The mission of the Psychiatry Fellowship programs at BHS is to train the next generation of public mental health care leaders who will provide patient-centered care to vulnerable populations with severe mental illness.*

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

Apprencticeships SF (DHR): *Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.*

Utility Plumber Apprenticeship (7463, 7464) (PUC): *Four-year apprentice program to learn about the operation, repair and maintenance of water mains, pipes, meters, fire hydrants, gates and valves under the direct supervision of a journey level utility program as part of a recognized program of the United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry.*

Departments coded each program with up to eleven service types, including barrier remediation/support services, basic skills training, career awareness, employment support, general job readiness training, sector-specific job readiness training, job search and placement, mental and behavioral health, vocational assessment, vocational training, and workplace training. These categories are further defined in Appendix A. The quality of these data is assumed to be poor, as the categorization may depend on whether a program has adopted service type elements and definitions as described in the Inventory or how enmeshed an analyst is in the day-to-day functions of a program.

City departments hold 315 contracts with 157 community-based organization service providers. Departments reported the following number of contracts: OEWD (99), DCYF (56), MOHCD (54), SFHSA (31), OCEIA (16), ENV (16), DPH (14), DPW (10), PUC (6), HSH (3), APD (3), SFMTA (2), HRC (1),. The median workforce contract cost is $200,000 up from $160,000 last year. For additional detail on programs by contracted providers, see Appendix B and Appendix C: Community-Based Organization by Funder.
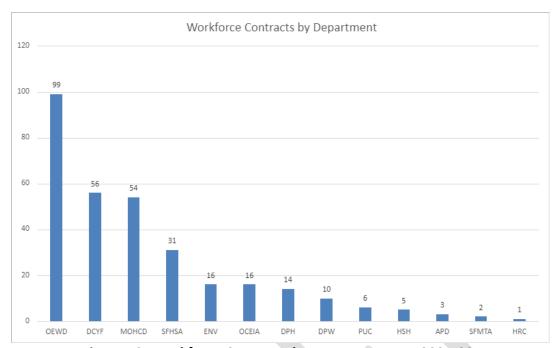
Figure 12. Workforce Contracts by Department, FY 2021-22.

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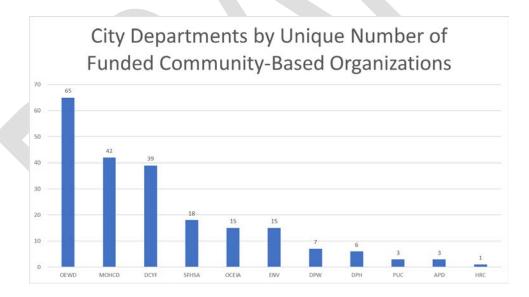

Figure 13. Unique Funded Community-Based Organizations by Department, FY 2021-22.

As described in Appendix C, 157 community-based organizations contract with more than one City agency to provide workforce development services, with 14 organizations holding contracts with three or more City agencies, down from 18 in the previous year.

These five agencies represent the most contracts with City agencies: Goodwill Industries (5), Young Community Developers (5), San Francisco Conservation Corps (4) Community Youth Center of San Francisco (4), Larkin Street (4).
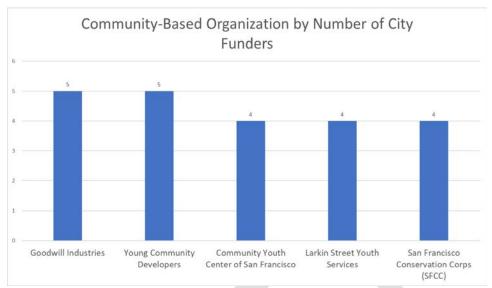
Figure 14. Community-Based Organizations by Number of City Funders, FY 2021-22.

City Expenditures and Funding Summary

In FY 2021-22, the City and County of San Francisco expended approximately $173 million to fund its system of workforce development services.
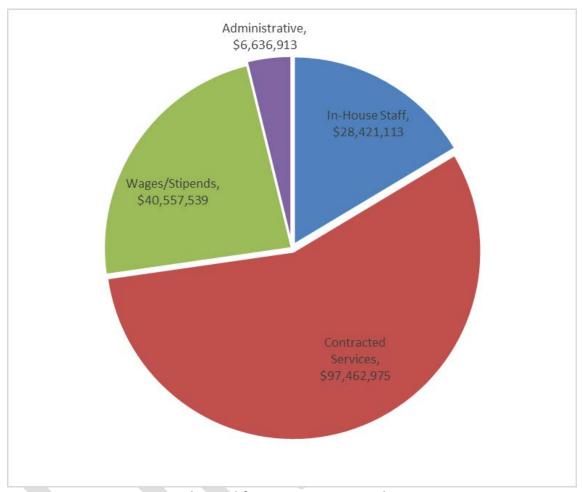

Figure 15. Citywide Workforce Services Expenditures, FY 2021-22.

As is typical, most funding was allocated to contracted services ($84.4 million) with community-based organizations. Contracted services may include staffing at community-based organizations, materials, curriculum, books, supportive services, and nonprofit operating expenses, et al. at community-based organizations. In response to the pandemic, wages and stipends for participants had doubled from $24.3 million to $47.4 million the year prior and decreased to $30.1 million as the labor market stabilized in FY 2021-22. In-house staff decreased slightly year-over-year from $26.7 to $26.5 million.

Here, administrative costs account for $2.7 million of total reported expenditures. There is no standard method for reporting administrative expenses, and it is approximately 2% of total expenditures. Some departments assign an actual cost ratio to the whole program and account for that in administrative expenses. In contrast, others may pull out administrative costs for the entire department in a line item. Likely, most administrative costs are wrapped into staffing or contracted services, though many may be unreported in the Inventory instrument.
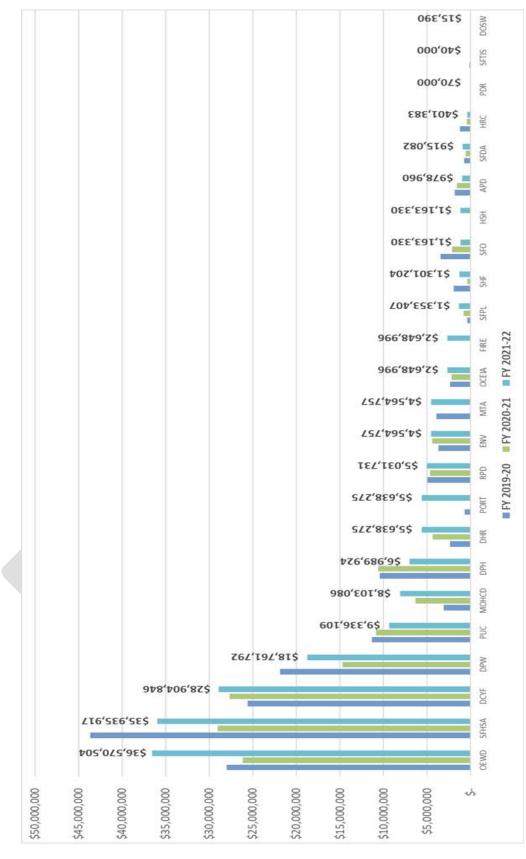
Figure 16. Workforce Development Expenditures by Department, Last Three Years.

Legend:
- FY 2019-20
- FY 2020-21
- FY 2021-22

Department values (FY 2021-22):
- DOSW: $15,390
- SFTIS: $40,000
- PDR: $70,000
- HRC: $401,383
- SFDA: $915,082
- APD: $978,960
- HSH: $1,163,330
- SFO: $1,163,330
- SHF: $1,301,204
- SFPL: $1,353,407
- FIRE: $2,648,996
- OCEIA: $2,648,996
- MTA: $4,564,757
- ENV: $4,564,757
- RPD: $5,031,731
- PORT: $5,638,275
- DHR: $5,638,275
- DPH: $6,989,924
- MOHCD: $8,103,086
- PUC: $9,336,109
- DPW: $18,761,792
- DCYF: $28,904,846
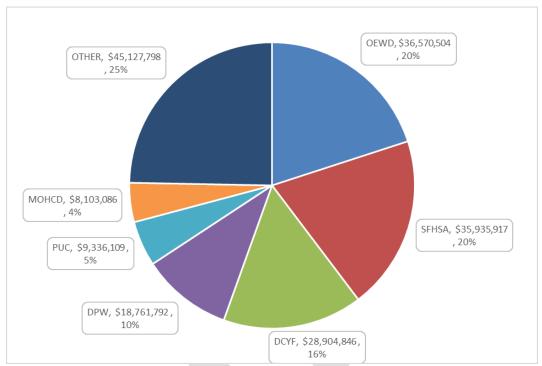- SFHSA: $35,935,917
- OEWD: $36,570,504

Figure 17. Departmental Share of Citywide Workforce Expenditures, FY 2021-22.

Over the last three years, the top spending departments and distributions for the entire system did not change significantly. The departments with the most workforce development spending are OEWD (20%), HSA (20%), DCYF (16%), DPW (10%), PUC (5%), MOHCD (4%), and OTHER (25%).

Citywide Workforce Services Funding Sources

Approximately $80.9 million[13] of workforce funding comes from the General Fund, City enterprise funds, State and Federal funding, and other local revenue (Figure 18). The Inventory does not collect private and philanthropic funding sources.

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[13] Nearly $1.4 million of the $80.9 million in expenditures were not assigned to funding sources, which accounts for a slight discrepancy between the two data points.
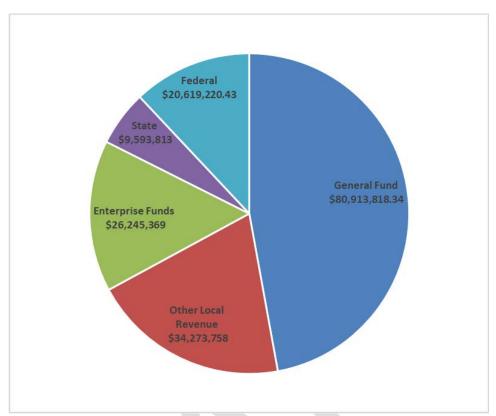
Figure 18. Citywide Workforce Development Spending by Funding Sources, FY 2021-22.

Most of the funding for workforce development programs was local, with over $49.8 million coming from the City's General Fund and over $23.3 million from other local sources. Additionally, funds generated by enterprise departments (e.g., PUC, PRT, ENV, SFMTA, and SFO) account for over $26.2 million of workforce development funds. These funds may be used by the enterprise departments or work-ordered to others (e.g., DCYF, OEWD, DHR). State funds accounted for $9.5 million, and Federal funding accounted for over $20 million.

The total expenditures for the workforce development system experienced a substantial increase of around $29 million compared to the previous year. This notable growth can be attributed primarily to a commendable rise of $30 million in the general fund. Moreover, as a result of data completion errors, approximately $1.4 million of total expenditures still need to be categorized by funding source, which represents a significant improvement of $15.7 million compared to the previous year.

State funding is held by DCYF, DPH, ENV, LIB, OEWD, SFDA, and SFHSA. Federal funding is held by MOHCD, OEWD, SFMTA and SFHSA.

Client Training and Placement Outcomes

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

The Workforce Inventory collects the following performance metrics data elements: Completed Vocational/Occupational Training; Vocational/Occupational Training Industry; Completed Training, Other (Not Vocational or Occupational); Completed Job Readiness Training; Completed Basic Skills Training; Enrolled in English Language Services; Unsubsidized Job Placements; Subsidized Job Placements; Unique Clients in Unsubsidized Employment; Unique Clients in Subsidized Employment; Unsubsidized Employment Placements at Program Exit; Placement of Employment Industry; Individual Employment Earnings, Pre-Program; Individual Employment Earnings, Post-Program; Employment Retention – 1 month to 24 months after program exit; Unique Outcomes by Department; Unique Retention Reporting by Department. These elements are defined in Appendix A.

Historically, the data quality is poor for placement industry, pre- and post-program earnings, and retention in employment. These data are not reported in this section, though retention best practices are described.

Training Completions

For FY 2021-22, the San Francisco Workforce Development System counts 27,900 training completions (Table 1): Enrolled in English Language Services (354); Completed Basic Skills Training (9,144); Completed Job Readiness Training (6,410); Completed Training, Other (339); Completed Vocational/Occupational Skills Training (11,653). Total training completions exceeded pre-pandemic levels (FY 2019-20).

	FY 2019-20	FY 2020-21	FY 2021-22
Clients Served	26,721	30,125	47,435
Enrolled in English Language Services	181	377	354
Completed Basic Skills Training	893	851	9144
Completed Job Readiness Training	9,557	9,220	6,410
Completed Vocational/Occupational Training	14,972	4,687	11,653
Completed Training, Other (Not Voc. Or Occ.)	4,341	5,800	339
Subsidized Placements	9,238	6,433	3,376
Unsubsidized Placements	5,428	5,771	9,041

Table 1. Outcomes by Total Clients Served, FY 2018-19 to FY 2021-22

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Subsidized and Unsubsidized Placement

Though unsubsidized employment may be 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. In addition, participants in subsidized employment programs can earn an income to provide for themselves and their families while gaining valuable on-the-job training and work experience that supports their eventual transition to unsubsidized employment.
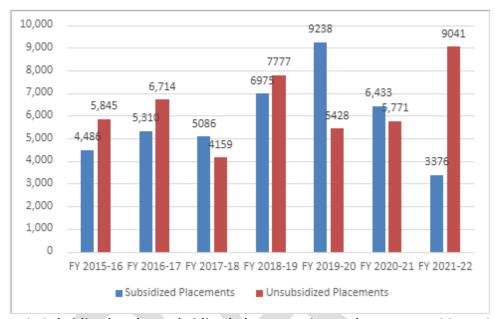

Figure 19. Subsidized and Unsubsidized Placement in Employment, FY 2015-16 to FY 2021-22.

Unsubsidized placements in employment cover 19.1% of clients served, with total placements in employment at approximately 26.2% of unique clients served. It is important to note that not all programs provide placement in employment as a service. For example, barrier remediation, career exploration, youth development, and other programs may provide pre-employment or supportive services to promote entry to a career pathway.

Without a methodology to reliably de-duplicate client outcomes, we can draw no concrete conclusions. On the whole, the system appears to be serving more unique clients by department with more substantive training and placement outcomes over the last several years. This could be due to improved data completion and availability; however, it is also possible that increased investments in the workforce development system have resulted in more numerous and higher quality touch points individuals, and additional funding for subsidized and unsubsidized employment.

Retention Best Practices

As is typical within the public workforce development system across the United States, workplace retention data from workforce development program participants is low quality and does not reflect the real numbers of clients who remain in the workforce beyond initial labor market attachment. This is due in part to client drop-off after service completion, employee-employer confidentiality limitations, underdeveloped data collection protocols or incentives, and lack of

legal authority to solicit information directly from California Employment Development Department.

As retention data and retention best practices are an ongoing issue in workforce development programs across the United States, the Inventory instrument requests information on best practices for procuring retention data in order to share best practices and develop creative solutions for effective service delivery.

Departments that collect retention data successfully may enforce employment mandates (e.g., APD, SHF), control client employment (e.g., SFO), or possess legal authority to receive validated data from State agencies (e.g., HSA).

APD is able to connect with clients post-placement due to mandated check-in requirements with probation officers. APD works closely with both IPO providers to track employment placements post program and ensures clients are case managed for a minimum of 90 days post program completion. The IPO programs track unsubsidized employment placements via Paycheck submitted by clients or Employment verification letter signed by the employer. Clients self-report employment as a condition of probation. While these data are high quality, City departments typically do not have the same client mandate privileges as APD.

SFO's workforce development services typically place clients at employment opportunities within San Francisco International Airport. Consequently, SFO tracks client retention in employment at the airport through security key card activity. This is a highly effective method which does not rely on client self-reporting.

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

These unemployment insurance wage base data are only partially available to OEWD, which receives similar data from EDD for a specific subset of clients who benefit from federal Workforce Innovation and Opportunity Act (WIOA) funding. In early 2019, OEWD drafted and submitted an amendment to the Unemployment Insurance Code to permit broader client data sharing with workforce development agencies in California in partnership with the California Workforce Association and other Local Workforce Development Boards (LWDBs). In late 2019, AB 593 passed, allowing LWDBs to gain access to unemployment insurance wage base data starting in January 2020. As of this writing, OEWD is negotiating with CA EDD for access to this information with the intent to begin accessing data for the majority of its workforce clients beginning in 2023.

QUALITATIVE SECTION

While the quantitative data collected in the annual Citywide Workforce Services Inventory is invaluable for assessing system breadth, the instrument is limited in assessing best practices in workforce development or in determining system depth.

In response to these limitations and after significant testing with the FY 2019-20 Inventory and with the Alignment Inventory Data Working Group, OEWD included an optional Qualitative Analysis Addendum in the FY 2021-22 Inventory (Appendix A). This section solicits qualitative report on racial equity analysis, labor market information, job quality, industry or sector partnerships, worker wisdom, occupational segregation, customer experience, and COVID-19 impacts.

Departments were encouraged to provide an overview of all programs instead of providing program-level analysis. Two more departments than last year completed this addendum, including APD, DCYF, DHR, ENV, OEWD, SFHSA, SFO, and RPD.

Adult Probation Department (APD)
HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

APD defines workforce development as programming which assists justice involved people secure and retain employment. Characteristics may include job readiness training, career development, computer skills training, employment application assistance, employment related case management, job placement and retention services, linkage to training and educational opportunities, and barrier removal related to acquiring and retaining employment.

Racial Equity[14]

What are the intended results of your workforce development programs?
Ultimately, APD's intended results of our workforce development programs are to address the criminogenic risks associated to employment and education in order to help them reenter successfully and not recidivate. APD's Workforce Development programs aim to help justice-involved people find jobs, aspire to careers, remove barriers, and navigate the path to self-sufficiency and independence. APD's commitment to racial equity, justice reform, and the advancement of educational and economic opportunities to clients from areas of the city impacted by crime and violence is core to the department's work. APD's racial equity action plan can be viewed here: https://sf.gov/information/sfapd-racial-equity-action-plan.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?
In FY21/22, CASC employment services placed 150 high needs adults into unsubsidized local jobs, while our community IPO jobs program worked closely with young adults from areas of the city impacted by crime and violence, removing immediate barriers to employment, and getting them rapidly connected to an APD subsidized employment program. Overall, 171 people were placed in unsubsidized jobs and 144 were placed into subsidized jobs.

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

Published July 2023

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

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

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

If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?

The department continues to improve its ability to disaggregate demographics in outcome analyses.

Labor Market Context

How do your programs fit into the local labor market?

APD funded employment services have vast connections to the local labor market. APD staff works in tandem with an array of other providers ensuring each client's needs are met and their potential is maximized. Our programs fit into the local labor market by primarily utilizing the construction and service sector economy. Our providers also leverage subsided employment programs with the Human Services Agency and opportunities through the Office of Economic and Workforce Development.

Job Quality[15]

How do your programs promote job quality?

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[15] Job quality refers to jobs and careers with living wages, stable and predictable income, wealth-building opportunities; safe work places free from discrimination and harassment; stable and predictable hours; and benefits packages that facilitate a healthy, stable life, including health insurance, paid sick and vacation time, family/medical leave, an adequate retirement savings plan, disability insurance, and life insurance. For more information about living and self-sufficiency wages for San Francisco, check out the Insight Center for Community Economic Development's Family Needs Calculator: https://www.insightcced.org. For more information about job quality, check out The Aspen Institute's Job Quality Tools Library: https://www.aspeninstitute.org/longform/job-quality-tools-library/

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

Industry or Sector Partnership[16]

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

We partner with various fair chance employers from numerous industries that believe in second chances and will hire justice involved people and value their lived experience, rather than penalizing them for past actions and mistakes. Some of these partners include Goodwill San Francisco Bay, Code Tenderloin, Five Keys, Urban Alchemy, and Hamilton Families. Our employment programs provide individualized client assistance that work with clients from job readiness through employment and after, greatly improving training and placement outcomes for our clients.

Worker Wisdom[17]

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

APD works closely with our providers at Goodwill SF and the IPO program providers AJ/ YCD to always incorporate worker voice into our programs and services. Additionally, our Providers have strong roots to the community and a large number of program staff have lived experience our clients can relate to.

Occupational Segregation[18]

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

All of APD-funded reentry employment programs focus on improving our participant's livelihood. Although we recognize participants' conviction records are often a limiting factor in the employment opportunities available to them, our programs try to place people in unsubsidized

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

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

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

employment that provides entry to a career path, rather than just a job. Clients are provided various opportunities for professional and personal development, including computer basics training, job readiness, and assistance accessing vocational training programs and higher education.

Customer Experience

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

In May 2022, our client was living off General Assistance (G.A) and CalFresh with not much to look for in the future. In his free time, our client volunteered at San Francisco General Hospital as a requirement to continue receiving monthly aid from G.A. His vision for the future felt very uncertain as our client had been experiencing homelessness on and off for several years and had years of gaps in his employment history. Luckily, our client was connected with an organization that would help him obtain stable housing but under one condition—our client was to secure a full-time job that would allow him to pay a portion of the set rent. Prior to enrolling in Goodwill services, our client attempted to apply to various job openings but became discouraged when he didn't hear back from these companies. Our client became insecure in tackling the workforce journey on his own as he felt he had multiple barriers against him.

Our client shared that he felt his age along with other factors had become barriers and often questioned how a 56-year-old male who once experienced substance abuse, was in and out of prison for sales of narcotics and had a 6-year-old gap in his employment history due to his most recent incarceration was expected to succeed in such a competitive employment market.

However, our client's perspective soon changed. Upon coming to the CASC, for employment services, he was able to revise his resume and apply to multiple jobs. Within a matter of days, recruiters contacted our client for interviews. Our client also took it upon himself to come in and practice mock interviews in order to better prepare for his interviews. Our client would be seen 2-3 times a week in the CASC office and was always filled with motivation.

As little as 3 weeks later, our client decided to accept a truck driving position with St. Anthony's, despite multiple job offers from employers like Good Eggs, Popcorn, and Urban Alchemy. Our client was excited about accepting his role at St. Anthony's. Not only was this role paying $5 more than what Mr. Smith was originally willing to settle for, but it had a purpose to it. Our client was filled with joy to know he would be the truck driver for donations that would help folks in need and those who were in the same situation as he was once in.

Our client continues to work full-time with St. Anthony and will begin receiving full benefits after 90 days. Our client is also excited to share that he has a one-bedroom in San Francisco and is able to afford his rent through his employment income

COVID-19 Impacts

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

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

The employment programs funded by APD quickly adapted to the pandemic by shifting services to various online platforms. They quickly thought of creative ways to connect with clients via Zoom, phone, email, and text. Greater access to free internet or personal Wi-Fi devices would greatly support clients when they need to access remote programming and remote employment opportunities.

Department of Children, Youth, and Their Families (DCYF)
HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

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

Racial Equity
What are the intended results of your workforce development programs?
DCYF's Youth Workforce Development (YWD) programs aim to meet the needs of youth, especially those from our priority populations of African Americans, Latinos, Pacific Islanders, and Low-Income Asians. While national unemployment rates among youth age 16 to 24 have returned to pre-pandemic levels, unemployment rates among that same age group remain higher than among other age groups (10% as of April 2021). There are racial disparities that exist as well. Black youth continue to have the highest unemployment rates compared to other youth, with 16% unemployed, followed by Latino youth at 13%. African American, Pacific Islanders and Hispanic/ Latino children and youth are also disproportionately involved in the justice system.

Youth ages 16-24 in lower-income families also remained more likely to be unemployed after COVID-19 than other youth. Approximately 18% of youth from low-income families making less than $25,000 annually were unemployed in April 2021, compared to 7% from families making over $100,000 annually. (Source: https://youth.gov/youth-topics/employment-during-covid-19)

Research on youth workforce programming conducted by MDRC, a well-respected social policy research organization, suggests that the effectiveness of such programming is limited due to "selection bias." Selection bias describes a pattern of program enrollment in which the youth that opt into programming are those with already existing motivations or interests in career development. The research suggests that, in the absence of intervention, these youth would likely have ended up in the workforce and/or a pathway to a professional career. However, the intent of most YWD programs is to serve youth with higher needs who have less motivation or interest in developing job skills and engaging in long-term education and career planning. This decreased motivation or interest has been shown to be linked to an absence of opportunities for exploring diverse career and educational options at an early age. Research also shows that for specific populations, like disconnected transitional age youth, targeted YWD programming

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that addresses participants unique needs are essential to building long-term interest in engaging in educational and career-related pursuits.

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

DCYF's YWD grantees served over 5,900 unique youth and TAYA. The majority of young people engaged self-identified as BIPOC. Representation of Black and Latino youth in DCYF's YWD programs are notably higher than their representation in the City's general population—18% vs 6% for Black youth and 26% vs 23% for Latino youth. During the pandemic, DCYF's YWD programs effectively pivoted activities for youth to online formats, ensuring that opportunities for job readiness and career planning remained accessible for the City's most vulnerable youth when other critical areas of youth development and learning were compromised.

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

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

Yes.

If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?

DCYF's data show the following trends for the programs in our Youth Workforce Development Service Area:

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

Labor Market Context

How do your programs fit into the local labor market?

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

Job Quality

How do your programs promote job quality?

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

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?
DCYF partners closely with other key providers and systems that operate youth workforce development programs including the San Francisco Unified School District (SFUSD), OEWD, The Public Utilities Commission (PUC), the Mayor's Opportunities for All (OFA) initiative and our nonprofit grantees. While DCYF is one of the largest funders of youth workforce development programming in San Francisco we know that our success requires strong collaboration with our partner agencies. In addition, we partner with community organizations that have direct relationships with industry or sector partners in the automotive industry, skills trades, CityBuild, local unions, Hire-Ability, culinary and hospitality industry. Moreover, many programs partner with local businesses to hire young people for internships and apprenticeships. These collaborations help us ensure a consistent approach across systems, helps to coordinate our engagement of the private sector and actively works to lessen the barriers for participation for young people seeking to engage in the City's sprawling workforce development system.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?
DCYF incorporates worker voice both for the youth and TAY who benefit from our programs and the nonprofit CBO providers who implement it. DCYF requires all grantees to administer an annual survey to youth participants to gauge their experiences with our programs. This survey provides key information about whether our programs are reaching our overall goals in terms of how young people experience them. Programs also use the survey data to refine training curriculum. Additionally, DCYF regularly engages with our YWD grantees through Service Area specific meetings and through regular contact with our staff. We use the information we gain from both young people and from grantees to refine our funding strategies, requirements, areas of focus, and target populations. Programs have reported that young people's interest in certain industries and sectors have directly impacted the kind of workforce partnerships that program staff form in the city.

Occupational Segregation

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

Customer Experience

Customer experience stories add a human element to research and evaluation. Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose.
The following is an excerpt from DCYF's medium blog that highlights the work of our grantees: [OBJ]https://sf-dcyf.medium.com/

Founded in 1973, [JVS](#) (Jewish Vocational Service) transforms lives by helping people build skills, increase their confidence, and find high quality work. We work with people from all over the Bay Area, including adult job seekers and young people. Our High School Bridge team, in particular, partners with the San Francisco Unified School District by bringing work-based learning opportunities to local schools. We support the Auto Shop program at George Washington High School by organizing career panels, setting up field trips, and preparing young people for internships at local shops. In partnership with several San Francisco government agencies and private businesses, JVS's STEM Auto Program helps young people find opportunities to make a living wage in the city while doing something they enjoy, and clarifies steps necessary to make their dreams into reality.

In the past, teachers shared that their students graduated from the Auto Shop program at George Washington High School without job experience or clear next steps of what to do with the skills they learned while at school. In response, our team at JVS supported students to develop:

1) A resume and a LinkedIn profile
2) Real-life skills they can put on their resumes
3) Ideas of where they want to send their resumes
4) Soft skills to ensure students are more work-ready, and better equipped to keep jobs

JVS also helps students receive vocational training at local colleges and universities, including Skyline College, City College of San Francisco — Evans Campus, and Universal Technical Institute, and at companies including Cruise Automation, Tesla, and Topology Eyewear, which are taking automotive technology and manufacturing into the future. JVS also provides students with paid opportunities to work at, and be mentored by, employees of SFMTA, SF Toyota, Don's Auto Body, Integrity Automotive Services, Lombard Auto, and more.

During the 2019–2020 school year, we had a record-high number of women taking Auto Shop classes, and we were excited for what could happen in a field where women are historically underrepresented. We held workshops and career panels, and in January 2019, we launched our 3rd cohort of JVS automotive spring internship program where students received in-person job-readiness skills training and 60-hours of auto internship experience. January 2020 began no

differently: spring internship started, but then in mid-March shelter-in-place came suddenly for SFUSD, and for JVS. By mid-March of 2020, everything shut down: internships shut down, classes shut down, the city and the world shut down. Then, everything went virtual: classes, summer, and the 2020–2021 school year. JVS had to completely shift our services and programming to be virtual.

With the sudden shift to virtual learning, we had to go back to the drawing board to think about what our students needed, and how we could make a difference in their lives. For us, the health and well-being of a student and their family is a top priority. We firmly believe that students can't learn and focus if their basic needs aren't met.

To address the most pressing needs, JVS staff made calls and asked our students about their mental health, rent, food, and bill needs. As a team and across the organization, everyone remained compassionate, people-centered, and steadfast. In total, with help from DCYF and special grants, JVS provided more than $160,000 in COVID emergency funds to youth participants and their families.

With the future uncertain, supporting students as they learned about the opportunities available to them became more important than ever. We converted work-based learning into online opportunities full of career panels, informational interviews, mock interviews, digital literacy, and more. One student even said, "I'm so glad I did this program. I learned so much. My friends did a computer science internship, but I think what I learned is even more valuable." Receiving this kind of feedback inspires us to keep going and design programs that support our young people for the future ahead of them.

Since the 2021–2022 school year, we've been able to go back to in-person learning. Our in-person career panels, field trips, and internships were able to restart. There were a few bumps in the road, particularly the Omicron surge during the holidays, which resulted in a lot of students and teachers being out sick. Fortunately, flexibility and thinking outside of the box when it comes to how to be there for our young people is what we are all about! We're so privileged to be able to establish opportunities for our young people and give them the tools to navigate their post-secondary education.

The City of San Francisco is one of the few cities in the United States that has a Department of Children, Youth, and Families, and we are thankful for the funding we receive from DCYF to provide students with paid opportunities that support them as they explore what they might want to do in the future. Funding like this enables many more people to graduate high school with a clearer direction of where they want to go. The partnerships JVS has with different companies and City agencies remind us that we are lucky to live in a city with folks invested in helping San Francisco families and students thrive.

We feel absolutely privileged to be able to support the Auto Shop at GWHS! With JVS's support, on-the-job experience gained through internships with our partners, and our focus on ensuring our students graduate from the program with a resume that will get them in the door, our students have gone on to universities to study engineering and business, vocational schools for automotive training, apprenticeships in skilled trades, and part-time jobs in the automotive industry while studying to receive necessary certifications.

We believe the Auto Shop program trains up and gives students the opportunity to move towards the future they see for themselves. We hope this program can be multiplied in other school

districts around the country. We want to continue to increase our students' exposure and access to careers that are right for them.

COVID-19 Impacts

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

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

Programs supporting TAYA have also reported an increased need to support workers who are accessing right-to-work documents. Although there are reports of employee shortages, TAYA say that they are not getting hired after submitting applications. Additionally, apprenticeship programs may not accept applicants because they do not meet all the qualifications. All of these problems existed before COVID, but have been elevated since the beginning of the pandemic.

This year, the recession has negatively affected many industries, which impacts the ability of YWD programs to place young people in internships. In particular, YWD programs working with the tech industry have reported difficulty in finding opportunities for youth.

Department of Human Resources (DHR)

HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

Within DHR, our Workforce Development (WD) Division is focused on supporting diverse individuals to join, stay, and grow in the City and County of San Francisco ("the City") workforce. Our WD services and programs are focused on two primary audiences—diverse job seekers in the community interested in obtaining City employment and incumbent City employees that benefit from professional development to thrive in their current work and advance in the City workforce. For services to diverse job seekers in the community, DHR provides outreach activities to increase awareness of City career opportunities and provide job application support. Additionally, DHR provides career pathway programs for underrepresented populations to access City employment and receive training, mentoring, and career development support once they enter the ity workforce. For services to the City's incumbent workforce, DHR provides a comprehensive menu of learning and development courses, supervision and management training, and leadership development programs. DHR is also expanding its career development services and promotive pathway programs. These programs support City employees to explore career growth

opportunities and apply for promotive job classifications, thereby increasing the retention of diverse talent within the workforce. DHR's WD programs are grounded in equity with a strong focus on increasing the diversity of the City's workforce and intentionally supporting professional development of City employees representing a wide range of job classifications and roles, with a special focus on diverse employees who have faced limited opportunities for career mobility.

Racial Equity

What are the intended results of your workforce development programs?
Our goals are to bring diverse talent into our workforce development programs; provide these individuals with a positive and supportive initial employment experience with the City; and provide them with training and learning opportunities to gain valuable skills and experiences that will enable them to obtain permanent employment with the City and County of San Francisco. Ultimately, we aim to increase the diversity of the City workforce, fill City vacancies for essential work, and provide good-paying City jobs for underrepresented populations who have lacked access to City employment. By diversifying the City workforce with individuals who bring diverse skills, experiences, and perspectives to our City departments, and by providing ongoing professional development opportunities that foster excellence in our workforce, DHR ultimately aims to support high quality public service delivery to the people and communities of San Francisco through the strength, quality, and commitment of our City employees.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?
DHR is pleased to provide more comprehensive data in this FY2021-22 Workforce Inventory report capturing the breadth of our workforce development services for job seekers in the community and for incumbent City employees. These WD services have existed in past years, but were not included in previous reports. In reflecting on our data, we are pleased to continue to have the dual focus of bringing in diverse talent from the community, and helping employees grow their careers once they enter the City workforce. Our career pathway programs including ApprenticeshipSF, the Access to City Employment (ACE) program, and the San Francisco Fellows program, continue to serve an important role in bringing in diverse talent into City employment opportunities, and growing their skillsets to fill essential job vacancies. Our existing programs have been successful, and we recognize the need to continue growing and scaling these important career pathway programs in upcoming program years to include more participants. This is necessary as the City continues to face the challenges of high vacancy rates and the high demand and interest of community members to attain City employment. Our learning and development services for incumbent City employees continue to be strong, and to reach large numbers of participants across a wide variety of job classifications. As the City continues to increase its expectations for supervisors and managers to play critical roles in creating a positive, supportive, respectful and equitable workplace environment where all diverse team members can thrive in their work, DHR's professional development opportunities for supervisors and managers are particularly helpful in supporting City goals and priorities around diversity, equity, inclusion, and belonging.

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

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

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

Yes, DHR has the ability to disaggregate demographic data for program participants who are City employees, if we build this into our program enrollment processes and evaluation design. For jobseekers in the community, we must intentionally ask them for their demographic data in order to be able to report on it.

If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?
We have not yet intentionally collected demographic data and conducted outcomes analysis with demographic data for our WD programs. The City is unable to use race/ethnicity as a factor in hiring decisions; therefore instead, we focus on recruitment and outreach strategies to increase the overall number of applicants from underrepresented groups.

Labor Market Context

How do your programs fit into the local labor market?
Our programs target the San Francisco and greater Bay Area labor market for qualified applicants. We target local communities for talent and partner with community-based organizations, employment groups, and local schools and colleges to market the City as an employer of choice, promote City employment outreach activities, and recruit for our career pathway programs.

Job Quality

How do your programs promote job quality?
Our programs help individuals obtain work experiences and skill development that can lead to permanent employment with the City and County of San Francisco. Program participants have the opportunity to enter high quality jobs that provide livable wages, including jobs in the skilled crafts and trades, and jobs in our administrative analyst job series.

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?
DHR and City department partners collaborate closely with City College of San Francisco and with various labor unions for successful implementation of our ApprenticeshipSF programs. DHR partners closely with other City departments for collaborative development and successful implementation of our career pathway programs, City employment outreach activities, learning and development programs, and career development initiatives. This partnership includes securing job placements in various City departments for ACE Program candidates, apprentices, and San Francisco Fellows.

Worker Wisdom

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

DHR's ApprenticeshipSF programs consist of partnerships between City departments and labor unions that represent employee voice. We collaborate with our labor partners on the design and implementation of City apprenticeship programs. Additionally, for the SF Fellows program, program alumni serve as selection committee and advisory board members for this program. Lastly, DHR actively engages with the Disability Community, including community members and the community-based organizations and public agency partners who serve them. This engagement allows our team to hear directly from stakeholders about their needs and concerns regarding City employment. Their input helps shape the DHR Diversity Recruitment Team's community engagement efforts for the Disability Community. In terms of learning and development services for incumbent City employees, DHR consistently collects evaluation data after our training workshops and utilize input from participating employees to shape program refinements and improvements. Additionally, DHR WD staff spent the past year collaborating closely with SEIU Local 1021 to develop plans for our new Career Development Initiative consisting of increased career development services and career/promotive pathway programs for City employees. We look forward to growing our partnership with labor around DHR's career development efforts in the new year.

Occupational Segregation

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

DHR's Workforce Development programs are trying to disrupt occupational segregation by intentionally outreaching to diverse communities and providing entry level employment opportunities to qualified individuals from these communities. Participants in our various workforce development programs help diversify some key classifications in the City including the Administrative Analyst job series and City jobs within the skilled crafts and trades. In addition, DHR provides Growing Your Career training opportunities and is developing new career pathway and career counseling programs for incumbent City employees- especially targeting employees of color who have remained in lower-level classifications with limited opportunities for career advancement. These new programs will help facilitate career mobility in the City workforce, in order to help disrupt occupational segregation.

Customer Experience

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

COVID-19 Impacts

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

The COVID-19 pandemic has exacerbated challenges in filling City job vacancies in a number of classifications citywide. This increases the need for DHR's Diversity Recruitment outreach strategies, provides an opportunity to increase the number of participants in our career pathway programs, and increases the number of placements we can make into available City positions. DHR continues to reassess our ACE program to determine how to increase the number of City positions for ACE applicants from the Disability Community. Due to hardships connected to the pandemic, we recognize the need for ACE participants, apprenticeship program participants, and other vulnerable populations we bring into City employment to have access to support services they need to be successful in their work. Community partnerships, collaboration across City departments, and labor partnerships continue to be key in our efforts to identify and connect program participants to the supportive services they need to thrive in City employment.

Department of Public Works (DPW)
HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

Public Works, along with nonprofits, promote employment opportunities for teens and adults who are in and out of school, formerly incarcerated men and women, people who are homeless and other residents who have little or no job experience. Through on-the-job-training, help with resume writing, interview preparation and education, we emphasize the importance of job-readiness and prepare individuals for sable and productive income opportunities that benefit the community.

Racial Equity

What are the intended results of your workforce development programs?
Pathways to public sector jobs for BIPOC job seekers, as they are seen as less discriminatory than the private sector.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?
We were able to have a total of 889 program participants to enter our Workforce Development Programs. Given race and ethnicity data was not available for over 600 individuals, conclusions regarding the impact on the BIPOIC population is not available. One can assume that given our Workforce Development Programs attract those from underserved communities, those in the BIPOC population, the formerly incarcerated, homeless/formerly homeless, and TAY population, or reach and impact is substantial.

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

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

If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?
N/A

Labor Market Context

How do your programs fit into the local labor market?
N/A

Job Quality

How do your programs promote job quality?
As it relates to a living wage, all programs pay at least minimum wage, some included yearly raises, including cost of living adjustment. The department promotes a workplace free of discrimination and harassment along with safe work practices, i.e., Title VI trainings given.

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?
We partner with Community Based organizations such as Civic Centers, Hunter's Point Family, and Community Youth Center of San Francisco (CYCSF) to administer Workforce Development programs which includes the CBOs facilitating trainings related to social/emotional and job readiness.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?
The Workforce Development Manager engages meetings with CBOs and unions along with employees regarding program administration and effectiveness.

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?
Our Summer Student Intern Program, which assist college level students in gaining knowledge related to engineering/architectural field. This program helps in attracting more female into the field of engineering and architectural. This year there were 33 female participants and 39 male participants program.

Customer Experience

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

COVID-19 Impacts

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

The majority of our Workforce Development Programs' work is outside, therefore, the impact COVID-19 had on these programs were minimal, i.e., individuals calling in due to COVID. Program participants were provided COVID related PPE, i.e., hand sanitizer, masks, gloves. During COVID-19, PitStop locations, including handwashing stations were increased, which assisted with the needs of the Public during the pandemic.

Homelessness and Supportive Housing (HSH)
HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

Rising Up is a public/private partnership launched by Mayor London Breed in support of the broader city-wide goal of reducing homelessness for youth ages 18-25 by 50% by 2023, ultimately assuring that homelessness for young people is rare, brief, and one-time. Workforce development is a key supportive service integrated into the Rising Up program model to ensure that participants can pay their portion of their rent, retain their housing, gain confidence in critical life skills, and pursue employment that can lead to jobs that pay livable wages. Larkin Street Youth Services grants philanthropic funds for Rising Up's workforce development service provision and is responsible for all of the program management and monitoring work.

While the next set of bi-annual reports for Rising Up workforce development data are not due until January 2023, below is a case study of Larkin Street Youth Services, the provider serving the most youth of all Rising Up partner agencies over FY2122.

- 87 youth were served
- 85% - Permanent destination at exit for the 33 youth who exited the program throughout the year
- 70 % with income sufficient to meet household needs at exit: 70%
- 84% employed at exit: 84%
- 58% enrolled or completed post-secondary school at exit: 58%
- 67% of active clients employed within six months of program entry: 67%
- 78% to acquire an income source in order to pay rent within six months of program entry: 78%
- 65% to establish a bank account within six months of program entry: 65%
- 80% demonstrating proficiency related to employment search within six months of program entry: 80%

Services include:

1. An individual assessment to determine the employment and education-related capabilities, needs, interests, and potential of participant.
2. An individual service plan based on the assessment, which includes career goals and the incremental steps towards achieving it, including linkage to training and education, public

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benefits, barrier remediation and support services as necessary, including and not limited to the County Adult Assistance Program (CAAP) and CalFresh.

3. Service offerings in partnership with Smart Money Coaching (a one-on-one financial coaching program managed by the San Francisco Office of Financial Empowerment) to support upward economic mobility of participant.

4. Job readiness preparation that includes work and education history, resume development, skill building to support participant to conduct online job search and complete employment applications with support from staff and independently, interviewing skills, and practice interviews;

5. Linkages to public workforce development programs in San Francisco and the city/county of residence, as well as other private sector partnerships;

6. Referrals to vocational training and education programs that help obtain in-demand employment skills that are marketable to employers from local/regional industries;

7. Support with employment placement opportunities in high-demand sectors to accommodate skills, interests, and abilities;

8. Matches with career development opportunities and coaching through the job search process;

9. Training and support to ensure job retention after placement, including conflict resolution skill building through Community Boards.

Customer Experience

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

At the age of 19, our client found herself on her own, needing to find a safe place to live, a job, and a way to continue her education. Our client learned about the Rising Up initiative and signed up for Five Keys Schools and Programs GED completion program. She earned her GED within a very short period of time and was able to obtain a job working as a pre-school associate teacher at a child-care center in Oakland. Our client is very happy with her work at the child-care center and they are helping her take coursework to obtain a credential in Early Childhood Education (ECE). She loves working with the pre-school children and wants to get her ECE certification. With the support of a helpful case manager at Larkin Street, our client qualified for Rapid Rehousing and found a one-bedroom apartment for her in Oakland. Having settled in, she sees her case manager on a regular basis and has also received financial counseling from the Office of Financial Empowerment. Through this counseling our client has learned how to set up a budget, open up a checking account, and build up her credit. In the future, our client would like to get an Associate's degree so that she can expand her career options. Her ultimate goal is to have the income and stability to create a good home for herself, her baby, and the people she cares about, including her mother.

San Francisco Civic Engagement & Immigrant Affairs Office (OCEIA)

HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

OCEIA's workforce development programs provide professional development, skill building, and training opportunities to community members who would otherwise not be able to access them.

In order to provide participants with the necessary tools to succeed at the workplace, professional development time integrated as part of the job training programs for both the Community Ambassadors Program (CAP) and DreamSF Fellows Program. Participants are able to connect with resources and opportunities for professional and personal growth to thrive at the workplace. Our programs recognize that workforce and professional development cannot be separated from personal development and personal life stability, and we work to ensure a broader range of support and focus on how to build resilience in and out of workplace environments.

Racial Equity

What are the intended results of your workforce development programs?
OCEIA's mission to promote inclusive policies and foster immigrant assistance programs that lead to full civic, economic and linguistic integration is reflected in the diverse recruitment of participants of our workforce development programs. The intended result of our workforce programs is to provide meaningful workforce and professional development opportunities for underserved, vulnerable communities – particularly newcomers, immigrants and BIPOC city residents.

In the ambassador program - about half of program participants are bilingual and proficient in another language such as Spanish, Cantonese, Mandarin, Vietnamese, Tagalog, Samoan, Arabic, Russian, Tigrinya, or Amharic. In each of our six Community Ambassador Program neighborhood teams, there is at least one Community Ambassador who speaks one of the 3 threshold languages in San Francisco (Chinese, Spanish and Filipino).

All DreamSF fellows are BIPOC and many with barriers to accessing workforce opportunities. Many participants have experienced many of the same hurdles that community members they serve which allows for community to feel seen, safe, and heard in their interactions.**Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?**
OCEIA's mission to promote inclusive policies and foster immigrant assistance programs that lead to full civic, economic and linguistic integration is reflected in the diverse recruitment of participants of our workforce development programs. We are incredibly proud of our program participants and know that they leave with tangible benefits and supports – even if they ultimately don't complete the program. We can confidently say ALL of our participants are significantly better off in terms of training, support systems, and access to tools and resources.

For the ambassador program - During FY 21/22, we provided workforce services to 87 participants in total. The vast majority of our participants are BIPOC and reside in different neighborhoods in San Francisco. Diversity among participants increases every year. Though many participants struggle to complete the program due to significant barriers (addiction, violence, homelessness, etc), all program participants receive access to certifications and trainings that we hope will give them access to future opportunities, such as CPR/first aid, CA Guard Card Certification, and an extensive list of other trainings/services.

Through our workforce data for the DreamSF Fellows Program, we are able to see that all of our participants received multiple vocational and occupational trainings that led to at least half of the FY21/22 cohort to be employed between their immediate exit from the program and a six-month period.

RACIAL EQUITY TOOL	YES/NO

Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.	Yes
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	Yes
Programs eliminate barriers to resources, social services, public benefits, and institutions.	Yes
Programs advance full inclusion, belonging, and civic engagement for San Franciscans.	Yes
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Yes

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

If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?
For FY 2020-2021, OCEIA workforce programs predominantly served BIPOC: 38% Hispanic, Latino, or Spanish; 24% Asian; 13% Black or African American; 13% Other or Multiracial.

Labor Market Context
How do your programs fit into the local labor market?
Our programs provide employment opportunities to a wide age-group: TAY, adults, and older adults. Participants gain skills to work in the following fields: Social Services, Security Services, and Health Care Services.

Job Quality

How do your programs promote job quality?
Our programs promote job quality by providing a professional development component. The goal of our Community Ambassadors Program is to equip participants with skills to obtain unsubsidized employment. Some are hired directly by the department for full-time, limited term positions, whereas others obtain full-time permanent jobs in other city departments, non-profits, or the private sector.

Immigrants have historically been denied access to job quality. DreamSF promotes job quality by being the first workforce development program in the nation that is meant specifically for immigrants and provides an eleven-month track. DreamSF does not only open the door for immigrants to enter the work field, but also assists them with knowledge, tools, and skills to be able to continue growing through their professional career.

Industry or Sector Partnership
Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?
We partner with Alive and Free to provide violence prevention training to all program participants. For the Community Ambassadors Program, we partner with the Human Services Agency to hire JobsNow Program participants to provide subsidized job training to participants. We hire San Francisco residents to work in communities and neighborhoods they live in. We also partner with a wide range of community and city partners to provide detailed trainings and resources around

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de-escalation, conflict resolution, safety, NARCAN/overdose prevention, and many other social services.

For the Dream SF Fellows Program we partner with over seventeen immigrant-serving non-profits in San Francisco who become host organizations for our DreamSF Fellows for a minimum of six months and up to eleven months. While at their host site, fellows provide 16 weekly service hours and learn professional development skills while receiving mentorship from full-time staff. Many of these community partners also lead sessions during the DreamSF weekly seminars focused on skill sharing. At the conclusion of their fellowship, many of the DSF Fellows continue their professional development at the same host organization where they completed their fellowship.

Worker Wisdom
How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?
Surveys conducted at program benchmarks (beginning, half-point, and completion of the program) are used to incorporate worker voice into program planning, curriculum development and assessment. At quarterly performance appraisals and check-ins, feedback if provided to incorporate worker voice.

Occupational Segregation
How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?
OCEIA's programs aim to provide participants with training and professional development opportunities. The ultimate goal is to prepare participants for unsubsidized employment and to serve as a first step in a long-term professional career. We also engage in outreach to immigrants and communities of color as part of the recruitment process. OCEIA is also focused on supporting and uplifting the experiences of migrants and other marginalized communities.

Customer Experience
Customer experience stories add a human element to research and evaluation. Share a client or customer success (or failure) story which your agency feels is representative of its programs and which your agency has permission to disclose.
Our client is an immigrant from Peru who arrived to the U.S. in 2012. Our client became a DreamSF Fellow as part of the 2017-18 cohort. This opens the door for professional opportunities which eventually led them to come back to DreamSF in 2019 to facilitate and lead the program as DreamSF Coordinator.

Our client, an immigrant from the Philippines, started working as a Community Ambassador in 2013. Our client, who is bilingual in English and Tagalog worked as a Community Ambassador for eight years. He was hired by OCEIA's Language Access Unit for the role of OCEIA Tagalog Language Specialist in 2021.

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

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Due to the pandemic, which shifted services and meetings to online platforms, many participants in Community Ambassadors Program face challenges related to the digital divide. Many lack basic computer literacy skills. We try to provide participants with opportunities to learn and improve basic computer skills to prepare them for the digital shift.

COVID took a big toll on the immigrant community in San Francisco and beyond. With many of our community members without stable income nor health insurance, the undocumented community was particularly targeted. The DreamSF Fellows program served as a tool to generate some financial and professional stability for the fellows and their communities. However, the 21/22 cohort was forced to be hybrid in order to prioritize our participants' safety. This made it very difficult to outreach and recruit for cohorts while there was no in-person interaction.

Office of Economic and Workforce Development (OEWD)

HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

A workforce program either enables participants to acquire the knowledge, skills, and attitudes needed for gainful employment or improved work performance, or provides an employer with an effective means to communicate and meet their demand for skills.

Racial Equity

What are the intended results of your workforce development programs?
OEWD advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency. To assist in furthering this mission, we developed a set of Principles of Employment Equity with community input which identify various characteristics of groups experiencing lower rates of success in the labor market, often do to discrimination and systemic bias. While OEWD tracks outcomes related to placement rates in employment, training and education, the wage at placement, retention, industry sector, and occupation group, we have not identified specific benchmarks based on race or the other characteristics identified in the Principles of Employment Equity:
Employment Equity ensures that OEWD's programs and services do not disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, disability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

We acknowledge the intersectionality of each of these characteristics, particularly race and the continuing legacy of anti-Black racism, which disproportionately affects access and opportunity for each of these groups.

OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans.

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

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

For program year 2021-2022, OEWD and its non-profit partners enrolled 7,011 participants in workforce development services, of which 4,410 were placed resulting in a placement rate of 65%.

Of these:

- 1,413 enrolled in training programs with 1,211 completing training (86%) and 839 being placed (69%).
    - African American/Black: 410 enrolled, 85% completed, 73% placed.
    - Asian American: 407 enrolled, 90% completed, 79% placed.
    - Hispanic/Latino: 324 enrolled, 81% completed, 59% placed.
    - White: 146 enrolled, 80% completed, 57% placed.
    - 2 or More Races: 97 enrolled, 75% completed, 60% placed.
- 503 enrolled in on-ramp programs.
    - 18% Asian American
    - 43% Black/African American
    - 22% Hispanic/Latino
    - 6% White
    - 6% 2 or more races
- OEWD launched several new funding strategies in 2021-2022 to address existing systemic inequities and emerging workforce needs brought on by the pandemic.
- In the initial year of implementation, our Dream Keeper programs enrolled 489 clients while our Economic Recovery and Equity Pilots enrolled 303.
- 176 clients were served through Pilot Occupational Skills Training addressing Emerging Industries.
    - 39% Asian American
    - 31% Black/African American
    - 2% Hispanic/Latino
    - 19% White
    - 6% Other
- While the pandemic continued throughout this most recent program year, OEWD programs continued to adapt and provide services to clients.

In response to COVID-19, OEWD continued to provide a broader range of economic and survival services:

- Our COVID Response Hubs reached 9,459 participants, connecting them with resources such as unemployment benefits.
- COVID-19 Layoff Aversion Support served 135 clients.
- The Right to Recover initiative served 8,133 workers who may not have been eligible for unemployment benefits or sick time, allowing them to take paid time off to quarantine, while the COVID Hotline responded to 19,333 calls for information.

RACIAL EQUITY TOOL	YES/NO
Programs explicitly address racial disparities and implementation results in the	Yes. To address some of the racial disparities in workforce outcomes, OEWD funds over 60 organizations to implement 93 programs throughout the City. Services are strategically located in neighborhoods

reduction or elimination of racial inequities.	and communities with the greatest workforce disparities. In addition, OEWD prioritizes funding organizations that provide culturally and linguistically competent services.
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	Yes. During our program monitoring review, we ensure that grievance and complaint procedures are posted to include but not limited to nondiscrimination and equal opportunity. In addition, during the participant interviews, questions are asked as to whether or not they have encountered any discrimination or felt that they were treated unfairly and who they need to go to for help. Providers are also aware about and they must not discriminate based on race, color, sex, national origin, religion, age, equal pay, disability or genetic information.equal employment opportunity is the law and they must not discriminate based on race, color, sex, national origin, religion, age, equal pay, disability or genetic information.

In addition, OEWD is participating in an initiative to encourage and train employers on utilizing "skills-based hiring" which focuses on identifying the necessary skills needed for a job, how to write job descriptions focusing on those competencies, and broadening the outreach for candidates to those who may possess those skills, rather than relying on traditional indicators such as college degrees, which are not direct corollaries to skill acquisition.

We do not currently have policies or explicit procedures for addressing racial violence, profiling, or implicit/explicit bias. |
| **Programs eliminate barriers to resources, social services, public benefits, and institutions.** | Yes. Supportive services are provided through all of our programs to help eliminate participant barriers. In addition, our workforce system is aligned with the Human Services Agency to provide additional financial support while in programming. Our Comprehensive Job Center, Goodwill Industries, has social services co-located and also provides employment services in the Community Assessment and Services Center, managed in partnership with the Adult Probation Department to assist clients who are justice-involved.

With the advent of the COVID-19 health crisis, OEWD in partnership with HSA launched a hotline to assist community members in accessing resources and public benefits. In program year 20, the 21-22hotline responded to 9,459 calls. |
| **Programs advance full inclusion, belonging, and civic engagement for San Franciscans.** | Yes. OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment |

	and career success for too many San Franciscans. In 2020, OEWD Workforce Development Division staff with community input developed the following "Principles of Employment Equity" to guide strategic planning efforts: *Employment equity ensures that OEWD's programs and services do not disadvantage, or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, disability, sexual orientation, immigration status, country of origin, language or justice system involvement.* *We acknowledge the intersectionality of each of these characteristics, particularly race and the continuing legacy of anti-Black racism, which disproportionately affects access and opportunity for each of these groups. OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans.* *In addition to seven neighborhood-based job centers to improve access to the workforce system, OEWD funds services specifically to meet the needs of individuals involved with the criminal justice system, immigrants with limited English proficiency, veterans, individuals with disabilities and LGBTQI people.*
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Through workforce development programming, such as facilitating employment opportunities, we address income disparities by providing job opportunities for communities with disproportionately low rates of employment. In addition, programs work with those who are underemployed and offer skill advancement for the existing workforce. Placement outcomes for racial groups with high unemployment are further strengthened through our First Source program.

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

If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?
 For program year 2021-2022, of OEWD's 7,011 clients who accessed workforce services, a greater percentage of African American/Black participants are found in the HealthCare and Hospitality Initiatives, with greater percentages of Latinx participants found in the HealthCare Academy and CityBuild Academy. Asian participants are found in higher percentages in Hospitality and the

TechSF On-Ramp program with White participants found in higher percentages in TechSF and TechSF On-Ramp, initiatives which have higher placement wages.

Labor Market Context

How do your programs fit into the local labor market?
 OEWD designs its funding strategies in response to local labor market information and needs identified by the community. Each month, OEWD receives updated labor market information from the CA Employment Development Department and reviews this against our current strategies. Historically, OEWD offered training programs in four industry sectors that offered entry and mid-level employment opportunities, higher entry wages, and opportunities for advancement (Hospitality, Health Care, Technology and Construction). In response to the labor market conditions due to the pandemic, we reduced training in the Hospitality sector, provided support to workers affected by layoffs and business closures, and continued training in areas such as technology which has been less impacted. In addition, we are investing in Emerging Industries such as Transportation, Advanced Manufacturing and other sectors and occupations with potential growth.

Job Quality

How do your programs promote job quality?
Our programs promote job quality by prioritizing placement in full-time, above-minimum wage employment whenever possible. Our strong partnerships with local unions also provide employment opportunities with living wage and equitable benefits. In addition, OEWD invests in trainings that not only offer sustainable wages in high-wage sectors as Construction and Tech, but also invests in upskilling the existing workforce to promote career pathways that may help move clients into quality jobs (e.g., healthcare).

Industry or Sector Partnership

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

- OEWD engages with our employer and labor partners both in the development and implementation of our workforce programs. In the development of our latest four-year workforce procurement, we engaged with labor and employer partners through roundtables and focus groups in responding to the economic changes impacted by Covid-19 and for guidance on labor market information, industry hiring trends, and needed services.
- Each of our sectors has individual relationships with employers through OEWD staff and the sector coordinators to enhance opportunities for graduates to transition into the workforce. One requirement of federal WIOA funding is for trainings to meet certain levels of certification. We rely on industry partners to review and vet training curriculum before we approve it.
- Through CityBuild, we work closely with the Building and Construction Trades union, state-certified apprenticeship programs, and employer organizations. Unions inform curriculum development, while local employers provide feedback on hiring practices and needed training which informs curriculum and training based on needs identified.

- The Bay Area Council has been a longtime strategic partner of TechSF which assists in filling their hiring and diversity needs. From this, OEWD has received funding for a Bay Area Tech Apprenticeship Network in partnership with the Bay Area Council.
- And finally, our work is informed by Workforce Investment San Francisco, our local workforce investment board, which is comprised of business leadership from throughout San Francisco assisting OEWD in creating strategic workforce connections between industry, business, labor, educational institutions, and community-based organizations to serve the needs of workers and employers in the region.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?
In planning for our four-year workforce procurement which guides our current programming, we utilized a range of approaches to engage stakeholders to share information about our process and thinking, assist in identifying community needs, and inform our workforce strategies.

- Community Members – We conducted 2 virtual community listening sessions reaching 300 attendees and over 500 viewers on Facebook. In addition, we convened a meeting with an immigrant workforce collaborative and conducted a survey that received 165 responses in English, Spanish, and Cantonese.
- Service Providers – Conducted meetings with the Latino Task Force, Dignity Council, API providers, and MegaBlack-SF.

In program year 2021-22, we released participant and employer experience surveys to solicit customer feedback on programming. CityBuild currently conducts surveys of participants after each training cycle, a practice which is being explored for our other sector training programs. In addition, both clients and providers are interviewed during program monitoring visits.

Occupational Segregation

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

Many trades are highly ethnic- or gender-specific in who is represented. Through CityBuild and the local hire program, they have been able to increase the hiring of those who are underrepresented in certain industries with initiatives. One example, launched in 2021-2022, providers in our construction training programs provided targeted outreach to women to address gender disparities in the trades and offered a designated cohort to prepare women for the construction trades.

Customer Experience

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

In 2015, "Mark" and his parents immigrated to the Bay Area from Ukraine. Being the oldest of three brothers, he and his parents were the only members of his family given the opportunity to immigrate to the US. At home, Mark and his parents leave his two younger siblings and countless family members. As like other immigrant families, the primary goal of their new life in the United States is to provide for their loved ones back home. For Mark, his goal was to move to San Francisco, become a computer engineer, and earn enough income to support his family members in Ukraine. Despite having prior work experience back in his native country, Mark was forced to start over due to his experiences not being recognized in his new home. As a result, Mark worked various part-time gigs while only earning enough to provide sustainability for himself and his parents.

Mark later connected with Goodwill after doing some online research for training opportunities within the tech industry. He then participated in Goodwill's TechSF On-Ramp program and identified his interest to enter the IT field.

Mark was recommended to enroll in the CompTIA A+ IT Certification Program as the next step within his career trajectory. During this time, the conflicts between Ukraine and Russia began to unfold. Mark explained how difficult and heartbroken it is for him at this time. Furthermore, Mark mentioned how challenging it is to communicate with his two younger siblings and the rest of the family who are still in Ukraine. "It's such a sad feeling to be on a video call with my little brother, and you can hear the sound of explosions going off every few minutes in the background," said Mark as he explained the difficulties of what's happening, and its effect on his mental health.

Despite all that is happening, Mark is determined to continue his career development in order to help his family escape from the conflicts that are happening in Ukraine.

COVID-19 Impacts

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

Remote learning continued to be a significant challenge, both in terms of skills training and training that requires clinical hours. Our providers must tackle technological disparities and the digital divide. Many low-income job seekers from communities of color lack the technology, familiarity with its use, or the skills to participate in remote trainings. This is further complicated by the social isolation resulting from only virtual interactions. Programs don't necessarily have the capacity or expertise to deal with these mental health issues. As a department, we have encouraged providers and supported through training their ability to provide remote services. In 20222, several providers began the transition back to in-person training.

Childcare and home schooling have also provided significant challenges to participants, particularly women, those in lower income families, and those whose work was deemed "essential" or who did not have the option to work remotely. OEWD is partnered with the Mayor's Office and the Office of Early Childhood Education (OECE) for the Women and Families First

Initiative to promote economic equity for women. This Mayoral Initiative provides training to women in Construction, Health Care, Hospitality (supporting displaced workers), Technology and other Emerging Industries through OEWD Sector Programming. To further support these women, free childcare tuition was provided through OECE.

OEWD greatly expanded the services that it offered and provided through our partner agencies to address the evolving needs of San Francisco and its residents. OEWD was very successful in receiving additional state and federal grant funds to assist with the response and recovery efforts to the pandemic, receiving additional funds to serve the community. As reference above, OEWD reached over 17,000 participants through our COVID Relief Hubs, Family Resource Fund, and Right to Recover services, providing a broader range of economic and support services for those impacted by the health crisis.

Immediately following the shelter-in-place orders from the City, OEWD in partnership with HSA launched a hotline to assist community members in connecting to resources and answering questions that they may have about public benefits and available workforce resources. During this program year, the hotline fielded 9,459 calls from community members.

OEWD continued offering Rapid Response webinars to assist employers who needed to reduce their workforce. OEWD's Rapid Response team provided 12 webinars, with a total of 93 attendees from 42 different businesses. In addition, we hosted 3 on-site orientations and 2 webinars for the following employers with a total of 122 attendees:

- Decathlon USA LLC (joint webinar with Alameda)
- San Francisco Housing Authority - 3 on-site orientations
- San Francisco Art Institute

San Francisco Sheriff's Office (SHF)
HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

The San Francisco Sheriff's Office defines workforce development as an array of interconnected services that create pathways to living age careers for its graduates. Those services include paid work experience, vocational and on-the-job training, career readiness, barrier remediation, industry-specific training, job placement, case management, and graduate follow-up supports.

Racial Equity

What are the intended results of your workforce development programs?
The intended result is that racial and ethnic groups that have long been excluded from certain career paths are educated about opportunities and are placed in jobs that will help them pursue those paths. In the 2021-2022 program year, 87.3% of the young people served, including the summer EcoJobs, were BIPOC (Black, Indigenous, and People of Color).

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?
This program had significant benefits for the program participants. The program has two components. The year-round program serves transitional-aged youth 18-28, and a Summer EcoJobs component, a six-week program that serves youth aged 16-17. The 53 participants in the year-round program worked 13,028 hours and received 408 training sessions, an average of 7.69 sessions per 9 training sessions per participant. The training included skills training like a two-week

intensive farm training and barrier remediation training topics like record expungement, help with housing, and a driver's license. In addition, there were training sessions on career development, such as resume writing, mock interview preparation, job search skills, and more. Participants without a high school diploma attend the on-site John Muir Charter School, and four participants earned their diplomas last ear. The year-round program placed seven people in jobs at an average of $26.01 per hour, and 100% of those placed were BIPOC. The summer EcoJobs program, a six-week summer program for youth aged 16-17 still in high school, provided paid work experience and educational attainment. They learned the basics of urban farming, plant propagation, public land maintenance, identification of native species, and removal of invasive species. They received 6,897 hours of paid work experience during the program. The summer youth were surveyed about their experience, and 1.4% said they would refer a friend or family to the program.

RACIAL EQUITY TOOL	YES/NO
Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.	Yes. The contracted vendor, SFCC makes clear in all of its written materials that all of its programs are open to all regardless of race and proactively markets the opportunities to BIPOC communities.
Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.	Yes. Contractor has a zero-tolerance policy towards hate speech, violence of any kind, and discrimination. Participants can express any concerns with SFCC Equal Opportunity Employment Officer and its Development staff
Programs eliminate barriers to resources, social services, public benefits, and institutions.	Yes. SFCC has a licensed social worker as well as a caseworker that works with participants on a one-on-one basis to identify and remove barriers including enrolling in public benefits, record expungement, and getting a driver's license, among other things.
Programs advance full inclusion, belonging, and civic engagement for San Franciscans.	Yes. SFCC has weekly Community meetings where corpsmembers are able to voice their concerns, share successes, and learn about opportunities and changes that are on the horizon.
Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.	Yes. In the 2021-2022 program year, 87.3% of the participants in this program were BIPOC. The program is designed to engage participants on all levels to help them reach their goals.

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

If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?

It showed that 100% of the employment placements in this program were BIPOC.

Labor Market Context

How do your programs fit into the local labor market?
Our program is designed to create greater economic self-sufficiency and opportunity as well as educational attainment for the participants. The graduates who were placed into jobs received an average wage of $26.01 per hour. This average wage was 68% higher than minimum wage and 34% higher than the Minimum Compensation Ordinance (MCO).

Job Quality

How do your programs promote job quality?
The program promotes job quality by increasing the skills of participants through enhanced job training so that they can qualify for positions that offer a living wage, benefits and career-building opportunities. The program works to identify employer partners and develops enhanced training certificates to fit their needs. For example, a 100-hour horticulture certificate program was implemented this year in partnership with the Golden Gate National Recreation Area (GGRNA).

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?
The contracted vendor, SFCC worked with the Golden Gate National Recreation Area (GGRNA), the Presidio Nursery, the University of California at San Francisco, as well as the San Francisco Public Utility Commission to develop a curriculum for a 100-hour certificate program. Recently the University of California at San Francisco signed a MOU committing to give special consideration for hiring for program graduates. In addition, SFSO and SF PUC convene quarterly meetings of the collaborative to review data, training needs, placement information, and potential enhancements to the program.

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?
SFCC holds a community meeting every Friday that is attended by participants and staff where they are given opportunities to speak about what works well for them and what changes they would like to see. Based on that feedback one of the changes that has been made is increased hands-on training that occurs out in the field.

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?
Our program works to disrupt occupational segregation by making all of its opportunities and trainings, job placements, and services are open to all underserved and underrepresented populations as it relates to equal opportunity including BIPOC, women, and LGBTQ+ populations.

Customer Experience

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

Ian Nored, a Pacific Islander, joined the program in April of 2021 and with SFCC's Corps member Development team to develop both an education and career plan. He enjoyed the natural resources work of this program while he continued to pursue his bachelor's degree. In January 2022, he completed his bachelor's degree and in March 2022 he was hired by San Mateo County Parks Department as a full time Park Ranger. His experience with the program helped him complete both his post-secondary education, as well as attaining the experience and hard skills he needed to a job that created a career path for him.

COVID-19 Impacts

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

SFCC enforced mask mandates as well as vaccine requirements for participants and staff. The social distancing requirements put limitations on the crew sizes SFCC could safely transport to job sites. The mask mandates and vaccine requirements continue to have a limiting effect on the recruitment and retention of participants. SFCC attempts to address this challenge by educating participants about the enhanced employment and training opportunities that will be available to them by complying with existing mask and vaccine requirements.

San Francisco International Airport (SFO)
HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

SFO works with tenant employers by connecting them to diverse workers and building capacity to help them hire, retain, and build the skillsets of their workforce. These workforce programs aim to provide participants equitable access and professional development opportunities, improve job quality for incumbent employees of SFO's private tenant employers, and aid job seekers in finding employment at SFO through increased access to transportation, financial services, physical wellness, childcare, and other supportive services.

The Airport Commission champions both future and existing staff by providing opportunities for upward mobility of diverse talent, identifying and addressing advancement obstacles for employees of color, ensuring that every employee has equitable access to resources and support, increasing mentorship opportunities, and increasing communication regarding training, growth, and advancement opportunities.

Racial Equity

What are the intended results of your workforce development programs?

In 2020, SFO implemented a Racial Equity Action Plan (REAP) to assess current conditions in seven key focus areas for all employees, especially for Black, Indigenous, and People of Color (BIPOC), and identify necessary resources needed to support efforts to change and hold the organization accountable by setting timely, measurable goals and commitments. Of the REAP's seven focus areas, four incorporate initiatives linked to workforce development: *Hiring and Recruitment,*

Retention and Promotion, Diverse and Equitable Leadership, and Mobility and Professional Development. The REAP has deepened SFO's sense of purpose and provided clear direction to effect long over-due change by putting racial equity at the heart of every work function. By building a sense of change and community within our workforce, we hope to set an example for the aviation industry in tackling historical racial and gender inequities.

Through the REAP, it is SFO's goal is to improve the retention and upward mobility of diverse talent by identifying and addressing advancement obstacles for employees of color; ensuring that every employee has equitable access to resources and support; and meeting the desires expressed by employees around increased mentorship opportunities, spotlighting Black and Latinx managers and supervisors, and increasing communication regarding training, growth, and advancement opportunities. Additionally, SFO continues to work toward diversifying positions in leadership and management by defining clear pathways for promotion and eliminating barriers that impede BIPOC employees from reaching leadership positions. Furthermore, SFO will support the employee journey by offering professional development opportunities centered on employee needs and interests and encouraging staff participation in mentorships, training, and workshops.

SFO pipeline programming, including trainee programs, apprenticeships, and internships, offers individuals the opportunity to earn while they learn and are provided a charted path into employment with SFO or the City and County of San Francisco.

SFO's tenant employee recruitment efforts primarily target vulnerable populations in the broader Bay Area region, not exclusive to San Francisco. SFO's efforts in working with employers include connecting them to diverse workers and building capacity to help them hire, retain, and build the skillsets of their workers. In addition, these workforce programs aim to provide participants equitable access and professional development opportunities, improve job quality for incumbent employees of SFO's private tenant employers, and aid job seekers in finding employment at SFO through increased access to transportation, financial services, physical wellness, childcare, and other supportive services.

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

The Airport Commission continues to have diverse participation in our internship and trainee programs and worker support programs that is generally representative of the City and County of San Francisco and San Mateo County's diversity. However, there is more room to work with Black and African American communities, as they are disproportionately underrepresented in the aviation industry. This year, our programs served slightly more males than females, indicating there may be potential to increase outreach to educational institutions or career fairs/expos targeting women.

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

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

Currently, the Airport Commission can disaggregate some demographics, such as gender and race/ethnicity, for applicants and employees who disclose this information. Currently, 77% of the Airport Commission's workforce comprises people of color. *Effective 11/15/21, the department can no longer independently capture applicant data; however, we can request this information through the San Francisco Department of Human Resources.*

In 2020, SFO's Business and Career Center (BCC) temporarily suspended the collection of demographic data requested while creating *user profiles* to prioritize recruitment efforts during the pandemic. However, the BCC expects to resume the collection of demographic data in early 2023.

If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?

Presently, people of color collectively comprise 77% of the Airport Commission's workforce and 50% of our senior staff positions. Latinx/Hispanic employees represent nearly 14% of the workforce and 7% at the manager and senior staff levels. Female employees comprise 38% of our positions and 43% of our senior staff positions.

In our overall workforce of the racial/ethnic composition data by job group, Black and American Indian employees are below parity in Professional, Technician, Protective Service, Service and Maintenance, and Skilled Craft roles. Our Latinx/Hispanic workforce is below parity in Professional positions.

For the tenant employee population, the Airport has low visibility into the demographics of employees after they leave our program due to the confidentiality of personal information.

Labor Market Context

How do your programs fit into the local labor market?

Presently, the Airport Commission's job growth reflects a steady increase with the return of post-pandemic air traffic. However, tenant partners struggle to find workers in the current labor market. As SFO's partnership programs are slowly reinstituted during the pandemic recovery phase, our capacity to serve jobs in the leisure and hospitality, food services, and hotel industry continues to be limited. With the steady increase in air traffic, and SFO partnership programs expected to return to normal operating capacity in 2023, SFO anticipates an increase in aiding job placements within the tenant community.

Job Quality

How do your programs promote job quality?

SFO has several programs to support, improve and maintain job quality at the Airport.
-    **Safety and Health:** SFO's Safety and Health group provides all Airport Commission employees with safety and health-related services and resources, including PPE, worksite safety evaluation, and ergonomic reviews.
  -    **Quality Standards Program (QSP)**: Since 1999, QSP has set the standard for minimum wages (50 cents more than the City's Minimum Compensation Ordinance), health and welfare benefits, and safety and training standards.

- **Ground Support Equipment Safety Inspection Program (GSESIP):** Beginning in 2014, the GSESIP subjects all motorized and non-motorized airfield equipment operated by private companies to safety inspections to ensure the safety of all workers and requires any equipment that does not pass the inspection checklist to be put out of service.

- **Facilities Standards Inspection Program (FSIP):** Beginning in 2019, the FSIP has set out to inspect all breakrooms leased by tenants to ensure that breakrooms meet the standards set by the Airport. These include cleanliness, safety, and wage/labor information postings. Since COVID-19, the FSIP has expanded to COVID-19 safety guidelines.

- **Financial Literacy & Other Supports**: Starting in 2019, SFO began offering various financial literacy and preparation resources, such as free tax preparation, financial literacy documents, free financial planning and coaching with a certified financial coach, and free and discounted legal help for immigration services. We also provide transportation stipends and retention incentives and connect workers to other resources such as reduced childcare.

- **Talent Mobility:** In 2022, SFO created a new Talent Mobility team dedicated to developing additional career pathway programs and associated services for Airport Commission employees. This team manages SFO's own internal pipeline programs and external pipeline partnerships, including career exploration, trainee programs, apprenticeships, fellowships, and high school and college internships. Additionally, Talent Mobility services include career mapping, resume and cover letter assistance, and interview preparation.

- **Learning and Development:** SFO's Learning and Development team provides Airport Commission staff development and training programs designed to ensure a supportive and respectful workplace; support managers and employees in achieving work performance excellence through professional development services; create and offer training programs that develop employees' skills for their current roles and career advancement.

- **Well-Being:** SFO's Well-Being program offers Airport Commission employees support in the following areas: Physical, Emotional, Financial, Social, and Professional Well-Being, to inspire, create and maintain a work environment that offers options to support your well-being

- **Career Mentoring Program**: SFO's Career Mentoring program matches mentees to great mentors based on the stated interests, goals, and experience of each in the following areas: technical/functional areas of expertise and leadership competencies.

Industry or Sector Partnership

Who are your key industry partners and how do you partner with industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?
SFO staff collaborates with various City Departments and industry partners and participates as members of committees promoting workforce programs and services. Partnerships include San Francisco Unified School District's Career, Technical, Education (CTE) advisory committees for hospitality and STEM pathways, including the special Tech 21 advisory group for students interested in the building trades, ApprenticeshipsSF, and Northern California Apprenticeships Network.

Through SFO's Career Pathway programs, students are provided with career exposure and paid internship opportunities, allowing participants to gain first-hand knowledge of the many careers at SFO.

The Airport has more than 200 employers of different sizes, all with unique and individual issues. SFO partners regularly with all employers, whether large airlines or small concessions owned by socially and economically disadvantaged business owners, to connect them to qualified workers of

diverse backgrounds. Before the COVID-19 pandemic, we also created the Workforce Employer Board (WEB), a coalition of tenant employers, to discuss job quality issues and collaborate on solving these issues to improve their employees' work lives, such as transportation and food access. Through the WEB, SFO plans to create career lattices where incumbent employees could move between companies to develop their careers.

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

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?
In June 2022, SFO conducted an employee satisfaction survey in which 80% of the Airport Commission employees provided feedback on nine work experience dimensions: *the Work Environment, the Individual and Teamwork Environment, the Supervision Work Environment, Compensation and Benefits, Career Development, Recognition, Communication within the Department, Core Values, Racial Equity, Inclusion and Belonging.* The overall employee satisfaction rate related to *Career Development* was 70%. In response to the feedback on survey items, senior leadership and SFO's People Analytics and Engagement team conducted follow-up sessions with Airport Commission employees, division-wide, to discuss survey results, and collect additional feedback on how to improve employee satisfaction, including the areas of professional and career development.

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

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?
The seven key focus areas of SFO's REAP incorporate 263 implementation plan initiatives, which support the prioritization of racial equity through our work, and holds SFO accountable by setting timely, measurable goals and commitments. Through REAP initiatives, SFO continues to:

Address the underrepresentation of Black and Latinx Airport Commission Employees:

Compared to the Airport's overall workforce, Black and Latinx employees are underrepresented in the following job groups: professionals, technicians, protective service workers, and skilled craft workers. Key actions to address this underrepresentation include:

• Developing a Hiring and Recruitment Policy to outline the Airport's standards and ensure an equitable process for all prospective employees;

• Providing internship and training opportunities in various career pathway programs to build a pipeline in professional and protective service job groups;

• Adding $1.5 million to the operating budget in FY22/23 and FY23/24 for career pathway programs for interns, trainees, and apprentices. The additional budget will continue our efforts toward building a sustainable pipeline;

• The creation of SFO's newest work unit, Talent Mobility. This team manages SFO's internal pipeline programs and external pipeline partnerships, including career exploration, trainee programs, apprenticeships, fellowships, and high school and college internships. In addition, Talent Mobility services include career mapping, resume and cover letter assistance, interview preparation; and

• Developing career lattices for all Airport positions to showcase the internal mobility options.

Expand Access to Mentorship Programs

The Airport revamped its mentorship program in 2021 to achieve equitable advancement, encourage self-advocacy, demonstrate possibilities, affirm multifaceted identities, and foster a relationship where the mentor and mentee teach and learn from one another. The program is hosted through an online tool that facilitates connections, provides resources, and guides participants through a 6-month mentorship framework. SFO is committed to ensuring employees from all work sections and shifts have equitable access to this resource.

Application Screening

In alignment with the Department of Human Resources De-Identification policy, names, addresses, and schools attended are removed from job applications to reduce implicit bias in the interview selection process, thereby providing greater opportunity for those who may have been unfairly screened out in the past.

Customer Experience

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

"My experience as a Custodial Trainee with SFO Internships helped me learn all the procedures and standards here at SFO. I had a chance to learn many things in the custodial field that I didn't know prior to working here. I am now a Custodial Supervisor at SFO! I was properly trained to be a custodian by learning how to run machines, learning the department procedures, and going to school to get my custodial certificate. The SFO team taught me job readiness skills, a good work ethic, and customer service skills." - *Custodial Supervisor, SFO.*

Department of Technology (TIS)
HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT?

In the same way the Department of Technology (TIS) is committed to building the technology and infrastructure needed to serve San Francisco residents and improve City services, TIS recognizes that building talent and engineering expertise helps both our department and the community at-large. TIS is consistently focused on providing internal opportunities for growth and learning, sharing information and making time for staff to take advantage of existing training sessions or to learn beyond their current job classification. Our internships and hiring are also committed to sourcing a diverse range of candidates that bring expertise and unique perspectives for solving challenging problems and working with our large and varied communities.

Racial Equity

What are the intended results of your workforce development programs?
Our workforce development program is committed to sourcing diverse and qualified candidates that bring a unique perspective for solving the engineering and technology challenges that the City and County of San Francisco faces. Moreover, we cast a wide net to reach nontraditional candidates, working to understand how applicants' experience is transferable into the public sector technology context. TIS believes that providing equitable technology services depends on having staff that understand the problems our communities face.

Reflecting on the workforce data reported in the Annual Inventory: How much did we do? How well did we do it? Is anyone better off?
This year, our workforce development program allowed several interns to have an impact on San Francisco in myriad ways: free high-speed internet for low-income communities; network migrations to keep City networks resilient; chat bots to provide on-the-fly customer service for users using the TIS-managed MyApps SSO system. Our interns received an invaluable sneak peek into how local government works and helped us deliver essential services and upgrades.

In the future, TIS aims for its workforce development program to reach more local and diverse communities.

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

Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?
TIS has a diverse staff, but its current demographics mean some data are unavailable to maintain the privacy of staff.

If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?
At this time, TIS has made no observations about available data.

Published July 2023

Labor Market Context

How do your programs fit into the local labor market?
N/A

Job Quality

How do your programs promote job quality?
As a city department, TIS provides a generous suite of benefits and competitive pay across all job classifications. TIS is actively working to improve compensation to source qualified candidates in a highly competitive job market.

Industry or Sector Partnership

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

Worker Wisdom

How does your agency incorporate worker voice into partnership building, program planning, curriculum development, and assessment?
TIS's Racial Equity working group is entirely composed of volunteers, and they helped form and drive our Racial Equity Action Plan.

TIS also has an open-door policy, and staff are welcome to communicate feedback at any time. At this time, TIS does not currently provide an internal training program, but is actively working to pilot an engineering training program similar to the City's Accountant training program + an internal mentorship program.

Occupational Segregation

How do your programs disrupt occupational segregation? What specific programs improve representation in specific industries?
Currently, TIS is committed to sourcing diverse candidates through hiring boards and services like TechLadies and Apres, which focus on bringing together diverse, female candidates. The former emphasizes tech and engineering expertise; the latter emphasizes hiring and "return to work" for female jobseekers.

Customer Experience

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

COVID-19 Impacts
COVID has resulted in high unemployment rates and disparate impacts on BIPOC, transitional age youth, low wage workers, women, and undocumented workers. Discuss

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

Due to COVID-19, our primary workforce development program — internships — were negatively impacted in 2020. Since then, TIS has steadily increased the number of interns it has taken on. It has also increased its communication of internal opportunities to staff, e.g. Data Academy, BayGeo, City University, and tuition reimbursement.

CONCLUSION

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

Nonetheless, after nine years of administering the Inventory, the Alignment Committee recognizes significant system-wide data quality and evaluation issues that will only be resolved once the collection process can de-duplicate clients across agencies[19].

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

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

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

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[19] OEWD and HSA have worked towards solutions to these issues, including client matching across workforce development programs and collaboration on a data system integration project with the City Controller's Office in FY 2018-19.

Published July 2023

Appendix A: FY 2021-22 Citywide Workforce Services Inventory Instrument

Summary

The Committee on Citywide Workforce Alignment ("Alignment Committee") was established in 2014 to undertake short- and long-term planning for the City's workforce development system, set goals and priorities for its programs, coordinate workforce development activities among City departments, and monitor their effectiveness. Using the data collected through this survey, the Alignment Committee will publish an update in June 2023.

Purpose

As of FY 2021-22, more than (22) City departments host or fund workforce development programs. This annual inventory provides an opportunity for departments to reflect on the intended beneficiaries, outputs, and outcomes of these programs. Viewed across the years, data from the annual workforce inventory provides insights into the breadth and depth of the workforce system across these departments. These data will help the Alignment Committee establish its policy and budget priorities and create collaborative workforce development strategies across departments.

Instructions

Please refer to the Definitions tab for specific information about how program goals, service types and populations, and program metrics have been defined. We have included options to include your department's metric for certain categories where there is no established data consistency across departments.

As an important note, OEWD requests that you only complete fields for which you have responsive information that you are already collecting. Departments should consult with their General Counsel before changing their protocols to request additional categories of information from workforce program participants. For City departments that maintain internship, apprenticeship, or regular employment opportunities, please consult your General Counsel to determine if any modifications to your data collection protocols would constitute an unlawful pre-employment inquiry.

Questions?

Please contact Jen Hand and Kayla Gordon at OEWD with any questions or for further assistance: jennifer.hand@sfgov.org and kayla.gordon@sfgov.org

Deadline

Please return completed surveys to jennifer.hand@sfgov.org and kayla.gordon@Sfgov.org by **FRIDAY, DECEMBER 30, 2022, 5:00 p.m. PST.**

Thank you very much for your time and efforts!

ROLE	FIRST NAME	LAST NAME	EMAIL	TITLE
OEWD WORKFORCE DIRECTOR	JOSHUA	ARCE	JOSHUA.ARCE@SFGOV.ORG	DIRECTOR OF WORKFORCE
OEWD PROJECT MANAGER	JEN	HAND	JENNIFER.HAND@SFGOV.ORG	WORKFORCE ALIGNMENT MANAGER
OEWD PROJECT LEAD	KAYLA	GORDON	KAYLA.GORDON@SFGOV.ORG	WORKFORCE ALIGNMENT SPECIALIST
DEPARTMENT PROJECT LEAD				
DATA LEAD				
PROGRAM LEAD				
EXECUTIVE LEADERSHIP OVERSIGHT				

Data Category	Data Element	Definition	Definition Source
Program Types	Service Delivery	A program that enables participants to acquire the knowledge, skills and attitudes needed for gainful employment or improved work performance, but is not an apprenticeship or internship.	Alignment Committee
	Apprenticeship	An apprenticeship is a combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs can be sponsored by individual employers, joint employer and labor groups, and/or employer associations.	U.S. Department of Labor
	Internship	An internship is an official program offered by an employer to potential employees. Interns work either part time or full time at an organization for a certain period of time. The main difference between an apprenticeship and an internship is that internships are more exploratory.	Alignment Committee
	Work-Order to another department	A transfer of funds from one City department to another for the purpose of providing a set of services reflected within the receiving department's mission or expertise.	Alignment Committee
Program Goals	Career and educational advancement	The program's primary goal is to advance skills and/or further educational goals to upskill the current workforce or improve career opportunities for youth or adults	Alignment Committee
	Job readiness	The program's primary goal is to prepare participants to be successful job candidates for employers industry wide, not necessarily geared toward a particular job placement	Alignment Committee
	Subsidized employment	The program's primary goal is to provide paid work experience for participants who are unable to successfully compete for an unsubsidized job, and offer employers incentives to provide work experience and On-the-Job Training for prospective employees. Subsidized employment is employment that is in any part subsidized by third-party funds. See Service Types for additional information	Alignment Committee
	Unsubsidized employment	The program's primary goal is to match participants to unsubsidized employment that best fits their skills, aptitudes and experience. Unsubsidized employment is work with earnings provided by an employer not financed by a third-party or receiving a subsidy for the creation and maintenance of the employment position	Alignment Committee
Service Populations	Adults	Individuals age 25 to 54 at program enrollment	Alignment Committee
	Older Adults	Individuals age 55 and over at program enrollment	Alignment Committee
	Transitional-Aged Youth (TAY)	Individuals age 18 to 24 at program enrollment	Alignment Committee
	Youth	Individuals age 17 and under at program enrollment. **Departments may adjust youth age categories based on their definitions. Please do so on the Program Metrics page.**	Alignment Committee
	English Language Learner (ELL)	Individuals who have limited proficiency in reading, writing, speaking, or comprehending the English language, and whose native languages are languages other than English; or who live in a family or community environment where a language other than English is the dominant language	Workforce Innovation and Opportunity Act
	Active or Formerly Justice-Involved Individuals	Adults or juveniles who have an active involvement or were formerly involved with the criminal or juvenile justice system	Alignment Committee
	Active or Formerly Foster Care Youth	Adults or juveniles who have active involvement or were formerly involved with the foster care system	Alignment Committee
	Homeless or Formerly Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are "doubled-up" in the homes of family or friends, staying in jails, hospitals, and rehabilitation facilities, and families living in Single Room Occupancy (SRO) units	Alignment Committee
	HOPE SF Residents	Individuals who reside at the Hunters View, Potrero Terrace, Potrero Annex, Sunnydale or Alice Griffith public housing sites of San Francisco	HOPE SF
	Individuals with Cognitive Disability	Individuals who have a mental impairment that substantially limits one or more major life activities; have a record of such impairment; or are regarded as having such an impairment. A mental impairment includes chronic mental illness. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself	Americans with Disabilities Act
	Individuals with Physical Disability	Individuals who have a physical impairment that substantially limits one or more major life activities; have a record of such impairment; or are regarded as having such an impairment. A physical impairment includes hearing, mobility and visual impairments, chronic alcoholism, and AIDS. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more	U.S. Department of Labor
	Public Benefits Recipients	A person who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test (e.g. CalWORKS, FSET, CAAP, and CalFresh)	Workforce Innovation and Opportunity Act

Data Category	Data Element	Definition	Definition Source
	Public Housing Residents	Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status	U.S. Department of Housing and Urban Development
	Employed	A person who performed any work at all for pay or profit during the last week. This includes all part-time and temporary work, as well as regular full-time, year-round employment. Individuals also are counted as employed if they have a job at which they did not work during the last week, whether they were paid or not, because they were: on vacation; ill; experiencing child care problems; on maternity or paternity leave; taking care of some other family or personal obligation; involved in a labor dispute; or prevented from working by bad weather.	Bureau of Labor Statistics
	Underemployed	A person who is highly skilled but working in a low paying job, who is highly skilled but working in a low skill job, or who is a part-time worker who would prefer to be full time	Alignment Committee
	Unemployed	A person who does not have a job, has actively looked for work in the prior 4 weeks, and is currently available for work. Actively looking for work may consist of any of the following activities: contacting an employer directly or having a job interview; contacting a public or private employment agency; contacting friends or relatives; contacting a school or university employment center; submitting resumes or filling out applications; placing or answering job advertisements; checking union or professional registers; or some other means of active job search.	Bureau of Labor Statistics
	Women and Gender Minorities	This element includes female, trans male, trans female, or genderqueer individuals as defined in the Gender Identity section.	SFDPH
	Veterans	A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable	U.S. Code
	Other	Specific populations not already listed under this data category	Alignment Committee
Service Types	Barrier remediation/support services	Legal, financial, or individual support services to address barriers to employment such as criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar	Alignment Committee
	Basic skills training	Basic academic skills, remedial learning and intentional skill building programs, teaching generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy	Alignment Committee
	Career awareness	Includes job shadowing, work site visits, and career mentorships	Alignment Committee
	Employment support	Wraparound services, case management, and retention and ancillary support services that help an individual acquire and maintain employment	Alignment Committee
	Job readiness training, general	General work behavior and hard and soft skills training for employment across industries; includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job. Job readiness also includes service learning or hands-on volunteer service	Employment and Training Administration
	Job readiness training, sector-specific	Soft skills training targeted toward a specific sector or industry; for example, hospitality job readiness has a heavy emphasis on customer service, since most front of house food services and retail positions require heavy consumer interaction; health care job readiness would include aspects such as medical terminology and effectively navigating the health care system	Alignment Committee
	Job search and placement	Résumé assistance, interview preparation, online application assistance and job search strategies for individuals to help participants acquire subsidized or unsubsidized employment	Alignment Committee
	Mental & behavioral health	Behavioral health services to help participants gain and maintain employment	Alignment Committee
	Vocational assessment	Assessment of an individual's abilities and desires in order to determine needs for employment and appropriate career path	Alignment Committee
	Vocational training	Contextualized training for a particular type of industry, profession, or vocation; more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate	Alignment Committee
	Workplace training	Includes apprenticeships, internships, On-the-Job Training (OJT), and subsidized employment	Alignment Committee

Data Category	Data Element	Definition	Definition Source
Homeless	Homeless or Formerly Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are "doubled-up" in the homes of family or friends, staying in jails, hospitals, and rehabilitation facilities, and families living in Single Room Occupancy (SRO) units	Alignment Committee
Gender Identity	Female	A person with the behavioral, cultural, biological, or psychological traits typically associated with females	SFDPH
	Male	A person with the behavioral, cultural, biological, or psychological traits typically associated with males	SFDPH
	Trans Male	Transgender men, transmasculine, or transmen, sometimes referred to as 'female-to-male' or 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 genders	SFDPH
	Not listed, specified	This category provides options for people to state their specific transgender identity (or identities), as well as an "additional category" which will help clarify the many possible transgender identities	SFDPH
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sex or gender identity	SFDPH
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the sex or gender question was not asked in an effort to alleviate any provider assumptions	SFDPH
Sexual Orientation	Straight or Heterosexual	A person who is emotionally, romantically or sexually attracted to members of the opposite gender	Human Rights Campaign
	Bisexual	A person emotionally, romantically or sexually attracted to more than one sex, gender or gender identity though not necessarily simultaneously, in the same way or to the same degree	Human Rights Campaign
	Gay, Lesbian or Same-	A person who is emotionally, romantically or sexually attracted to members of the same gender	Human Rights Campaign
	Questioning or Unsure	A term used to describe people who are in the process of exploring their sexual orientation or gender identity	Human Rights Campaign
	Not listed, specified	This category provides options for people to state their specific sexual orientation, as well as an "additional category" which will help clarify the many possible sexual orientations	Human Rights Campaign
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sexual orientation	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the sexual orientation question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
Age	Age at enrollment	The period of time between a person's date of birth and program enrollment date	Alignment Committee
Race and Ethnicity	American Indian or Alaska Native, alone	A person who identifies with any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment. It includes people who identify as "American Indian" or "Alaska Native" and includes groups such as Navajo Nation, Blackfeet Tribe, Mayan, Aztec, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, etc.	U.S. Census Bureau / DataSF
	Asian, alone	A person who identifies with one or more nationalities or ethnic groups originating in the Far East, Southeast Asia, or the Indian subcontinent. Examples of these groups include, but are not limited to, Chinese, Filipino, Asian Indian, Vietnamese, Korean, and Japanese. The category also includes groups such as Pakistani, Cambodian, Hmong, Thai, Bengali, Mien, etc.	U.S. Census Bureau / DataSF
	Black or African-American, alone	The category "Black or African American" includes all individuals who identify with one or more nationalities or ethnic groups originating in any of the black racial groups of Africa. Examples of these groups include, but are not limited to, African American, Jamaican, Haitian, Nigerian, Ethiopian, and Somali. The category also includes groups such as Ghanaian, South African, Barbadian, Kenyan, Liberian, Bahamian, etc.	U.S. Census Bureau / DataSF
	Hispanic, Latino, or Spanish	The category "Hispanic, Latino, or Spanish" includes all individuals who identify with one or more nationalities or ethnic groups originating in Mexico, Puerto Rico, Cuba, Central and South American, and other Spanish cultures. Examples of these groups include, but are not limited to, Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, and Colombian. The category also includes groups such as Guatemalan, Honduran, Spaniard, Ecuadorian, Peruvian, Venezuelan, etc.	U.S. Census Bureau / DataSF
	Middle Eastern or North African, alone	The category "Middle Eastern or North African" includes all individuals who identify with one or more nationalities or ethnic groups originating in the Middle East or North Africa. Examples of these groups include, but are not limited to, Lebanese, Iranian, Egyptian, Syrian, Moroccan, and Algerian. The category also includes groups such as Israeli, Iraqi, Tunisian, Chaldean, Assyrian, Kurdish, etc.	U.S. Census Bureau / DataSF

Data Category	Data Element	Definition	Definition Source
	Native Hawaiian or Other Pacific Islander, alone	The category "Native Hawaiian or Other Pacific Islander" includes all individuals who identify with one or more nationalities or ethnic groups originating in Hawaii, Guam, Samoa, or other Pacific Islands. Examples of these groups include, but are not limited to, Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, and Marshallese. The category also includes groups such as Palauan, Tahitian, Chuukese, Pohnpeian, Saipanese, Yapese, etc.	U.S. Census Bureau / DataSF
	White, alone	The category "White" includes all individuals who identify with one or more nationalities or ethnic groups originating in Europe. Examples of these groups include, but are not limited to, German, Irish, English, Italian, Polish, and French. The category also includes groups such as Scottish, Norwegian, Dutch, Slavic, Cajun, Roma, etc.	U.S. Census Bureau / DataSF
	Other Race, alone	A person having origins in any of the original peoples outside of Europe, the Middle East, North Africa, Black racial groups of Africa, North America, South America, Central America, the Far East, Southeast Asia, the Indian subcontinent, and the Pacific Islands	U.S. Census Bureau
	Two or More Races	A person who identifies with more than one race	U.S. Census Bureau
	Declined to state	This category provides the individual the opportunity to opt-out from stating their race and ethnicity	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the race and ethnicity question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
School Enrollment	Not in School	Not enrolled in any secondary or postsecondary educational institution	Alignment Committee
	In Middle School	A person enrolled in 6th, 7th or 8th grade	SFUSD
	In High School	A person enrolled in 9th, 10th, 11th or 12th grade	SFUSD
	In GED Program	Enrolled in a training which aims to equip people with knowledge, skills and/or competencies required to pass the General Educational Development (GED) test battery	Alignment Committee
	In Vocational Education Program	Enrolled in a non-educational institution training which aims to equip people with knowledge, skills and/or competencies required in particular occupations or more broadly on the labor market	Alignment Committee
	In Postsecondary Institution	A person enrolled in any education beyond high school	Alignment Committee
	Declined to state	This category provides the individual the opportunity to opt-out from stating their school enrollment status	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the school enrollment question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
Educational Attainment	Less than High School	A person who has not received a regular high school diploma, GED or alternative credential	U.S. Census Bureau
	High School Graduate (or	A person whose highest level of education completed is a regular high school diploma, GED or alternative	U.S. Census Bureau
	Some College, no degree	A person who has received college credit but not a college degree	U.S. Census Bureau
	Associate'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
	Bachelor's Degree	A person whose highest level of education is an undergraduate degree granted after typically a four-year course of study, especially by a college or university (for example: BA, BS)	Alignment Committee
	Graduate Degree	A person whose highest level of education is a master's or doctoral degree that follows the completion of a bachelor's degree (for example: MA, MS, MEng, MEd, MSW, MBA, PhD, EdD)	Alignment Committee
	Declined to state	This category provides the individual the opportunity to opt-out from stating their educational attainment status	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the educational attainment question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
Priority Populations	English Language Learners (ELL)	A person who has limited ability in reading, writing, speaking, or comprehending the English language, and whose native language(s) are language(s) other than English; or who live in a family or community environment where a language other than English is the dominant language, as determined by client disclosure	Workforce Innovation and Opportunity Act
	Active or Formerly Justice-Involved Individuals	A person who has an active involvement or was formerly involved with the criminal or juvenile justice system; if unable to match through data sharing agreement(s), obtain through client disclosure	Alignment Committee
	Active or 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 rehabilitation facilities, and families living in Single Room Occupancy (SRO) units	Alignment Committee
	HOPE SF Residents	A person who resides at the Hunters View, Potrero Terrace, Potrero Annex, Sunnydale or Alice Griffith public housing sites of San Francisco; if unable to match through data sharing agreement(s), departments can match client	HOPE SF

Data Category	Data Element	Definition	Definition Source
	Individuals with Disability	Any person who has a mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A mental impairment includes chronic mental illness. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself; or any person who has a physical impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A physical impairment includes hearing, mobility and visual impairments, chronic alcoholism, and AIDS. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself; if unable to match through data sharing agreement(s), obtain through client disclosure	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more; obtain through client disclosure	U.S. Department of Labor
	Public Benefits Recipients	A person who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test; if unable to match through data sharing agreement(s), obtain through client disclosure	Workforce Innovation and Opportunity Act
	Public Housing Residents	Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status; if unable to match through data sharing agreement(s), departments can match client addresses to public housing site addresses	U.S. Department of Housing and Urban Development
	Employed	A person who performed any work at all for pay or profit during the last week. This includes all part-time and temporary work, as well as regular full-time, year-round employment. Individuals also are counted as employed if they have a job at which they did not work during the last week, whether they were paid or not, because they were: on vacation; ill; experiencing child care problems; on maternity or paternity leave; taking care of some other family or personal obligation; involved in a labor dispute; or prevented from working by bad weather; obtain through client disclosure	Bureau of Labor Statistics
	Underemployed	A person who is working in a job that is not commensurate with his/her skill level as it pertains to the type of job or pay, or who is a part-time worker who would prefer to be full time; obtain through client disclosure	Alignment Committee
	Unemployed	A person who does not have a job, has actively looked for work in the prior 4 weeks, and is currently available for work. Actively looking for work may consist of any of the following activities: contacting an employer directly or having a job interview; contacting a public or private employment agency; contacting friends or relatives; contacting a school or university employment center; submitting resumes or filling out applications; placing or answering job advertisements; checking union or professional registers; or some other means of active job search; if unable to match through data sharing agreement(s), obtain through client disclosure	Bureau of Labor Statistics
	Veterans	A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable; obtain through client disclosure	U.S. Code
Performance Metrics	Unsubsidized Job Placements	All records of persons who are aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully by the employer, even multiple records for the same person	Alignment Committee
	Subsidized Job Placements	All records of persons who are aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source, even multiple records for the same person	Alignment Committee
	Unique Clients Placed in Unsubsidized Employment	A person who is aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully by the employer, regardless of the number of employment records	Alignment Committee
	Unique Clients Placed in Subsidized Employment	A person who is aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source, regardless of the number of employment records	Alignment Committee
	Unsubsidized Employment at Program Exit	A person who attains or has retained employment in which wages are paid fully by the employer at program exit	Alignment Committee
	Completed the Program	A person who has fulfilled the requirements of the workforce development program and is deemed by the funding department to have successfully completed the program	Alignment Committee
	Enrolled in English Language Service(s)	A person who is enrolled in a program that uses English as the instructional language for eligible students and enables such students to achieve English proficiency and academic mastery of subject matter content and higher order skills, including critical thinking, so as to meet appropriate education, industry and occupation requirements	Alignment Committee

Data Category	Data Element	Definition	Definition Source
	Completed Basic Skills Training	A person who has completed a basic academic skills, remedial learning and/or intentional skill building program, where he/she was taught generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy	Alignment Committee
	Completed Job Readiness Training	A person who has completed a general work behavior and hard and soft skills training for employment across industries; the training includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job	Employment and Training Administration
	Completed Vocational and/or Occupational Skills Training in the NAICS Industries Listed Below:	A person who has completed a contextualized training for a particular type of industry, profession, or vocation. The training is more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate	Employment and Training Administration
	Accommodation and Food Services	This industry comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services	NAICS
	Administrative and Support and Waste Services	This industry comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services	NAICS
	Arts, Entertainment, and Recreation	This industry includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises the following: establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests	NAICS
	Construction	This industry comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector	NAICS
	Crop and Animal Production	This industry comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats	NAICS
	Educational Services	This industry comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students	NAICS
	Finance and Insurance	This industry comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions	NAICS
	Government	This industry consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant	NAICS

Data Category	Data Element	Definition	Definition Source
	Health Care and Social Assistance	This industry comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry	NAICS
	Information	This industry comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or communications; and processing data	NAICS
	Management of Companies and Enterprises	This industry comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise; or establishments that administer, oversee, and manage may hold the securities of the company or enterprise	NAICS
	Manufacturing	This industry comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Construction	NAICS
	Mining, Quarrying, and Oil and Gas Extraction	This industry comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity	NAICS
	Other Services (except Public Administration)	This industry comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services	NAICS
	Professional, Scientific, and Technical Services	This industry comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services	NAICS
	Real Estate and Rental and Leasing	This industry comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks	NAICS
	Retail Trade	This industry comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise	NAICS
	Transportation and Warehousing	This industry includes providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in this industry use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline	NAICS

Data Category	Data Element	Definition	Definition Source
	Utilities	This industry comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities	NAICS
	Wholesale Trade	This industry comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing	NAICS
Placement or Employment Industry The number of clients placed into…	Accommodation and Food Services	This industry comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services	NAICS
	Administrative and Support and Waste Services	This industry comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services	NAICS
	Arts, Entertainment, and Recreation	This industry includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises the following: establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests	NAICS
	Construction	This industry comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector	NAICS
	Crop and Animal Production	This industry comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats	NAICS
	Educational Services	This industry comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students	NAICS
	Finance and Insurance	This industry comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions	NAICS
	Government	This industry consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant	NAICS

Data Category	Data Element	Definition	Definition Source
	Health Care and Social Assistance	This industry comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry	NAICS
	Information	This industry comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or communications; and processing data	NAICS
	Management of Companies and Enterprises	This industry comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise; or establishments that administer, oversee, and manage may hold the securities of the company or enterprise	NAICS
	Manufacturing	This industry comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Construction	NAICS
	Mining, Quarrying, and Oil and Gas Extraction	This industry comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity	NAICS
	Other Services (except Public Administration)	This industry comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services	NAICS
	Professional, Scientific, and Technical Services	This industry comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services	NAICS
	Real Estate and Rental and Leasing	This industry comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks	NAICS
	Retail Trade	This industry comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise	NAICS
	Transportation and Warehousing	This industry includes providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in this industry use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline	NAICS

Data Category	Data Element	Definition	Definition Source
	Utilities	This industry comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities	NAICS
	Wholesale Trade	This industry comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing	NAICS
Individual Employment Earnings, Pre-Program	Average Hourly Employment Earnings ($)	A person's average hourly taxable wages at program intake; a person may self-certify where necessary	Alignment Committee
Individual Employment Earnings, Post-Program	Average Hourly Employment Earnings ($)	A person's average hourly taxable wage at initial unsubsidized employment placement; a person may self-certify where necessary	Alignment Committee
Employment Retention	Clients employed **1 month** after program exit (regardless if different position or employer).	Program participants employed 30 days after program exit, regardless of employer.	OEWD
	Clients employed **3 months** after program exit (regardless if different position or employer).	Program participants employed 90 days after program exit, regardless of employer.	Alignment Committee
	Clients employed **6 months** after program exit (regardless if different position or employer)	Program participants employed 180 days after program exit, regardless of employer.	Alignment Committee
	Clients employed **12 months** after program exit (regardless if different position or employer).	Program participants employed 365 days after program exit, regardless of employer.	Alignment Committee
	Clients employed **18 months** after program exit (regardless if different position or employer).	Program participants employed one and a half years after program exit, calculated by month of employment and regardless of employer.	OEWD
	Clients employed **24 months** after program exit (regardless if different position or employer).	Program participants employed two years after program exit, calculated by month of employment and regardless of employer.	OEWD

Name of FY 2021-22 Workforce Program	One or Two Sentence Description of Program	Type of Workforce Program	Department that Received your Work-Order Funds	In-House Staff	Contracted Services	Wages/Stipends	Administrative	Total	City General Funds	Other Local Revenue	Enterprise Funds	State Funds	Federal Funds	Total	Primary Goal of the Program	Service Population #1	Service Population #2	Service Population #3	Number of Clients Served by Program	Service Type #1	Service Type #2	Service Type #3	Program Point of Contact Name (City Employee Contact)	Program Point of Contact Email (City Employee Contact)	Program Point of Contact Phone (City Employee Contact)	Program Website
								$						$												
								$						$												
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							$	$	$	$	$	$	$	$												

	FY 2021-22 Service Provider Information (non-City department)				For Program Referral Resource (Current Service Provider Information Only)			
Name of Workforce Program	Service Provider Name	FY 2021-22 Funding Amount ($)	Clients Served by Provider (#)	Non-City Staff Allocated to Administering Program (FTE)	Provider Point of Contact Name (Current Service Provider)	Provider Point of Contact Email (Current Service Provider)	Provider Point of Contact Phone (Current Service Provider)	Provider Website
		0	$ -	0	0.00			

[INSERT NAME OF DEPARTMENT]

FY 2021-22 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2020-21 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
Program Participants ("Duplicated" Clients)	TOTAL					0		#DIV/0!
Unique Clients ("Unduplicated" Clients)	TOTAL							100%
Gender Identity	Female					0		#DIV/0!
(only for program clients age 12 and older)	Male					0		#DIV/0!
	Trans Male					0		#DIV/0!
	Trans Female					0		#DIV/0!
	Genderqueer or Gender Non-binary					0		#DIV/0!
	Not listed, specified					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL	0	0	0	0	0	0	#DIV/0!
Sexual Orientation	Straight or Heterosexual					0		#DIV/0!
(only for program clients age 12 and older)	Bisexual					0		#DIV/0!
	Gay, Lesbian or Same-Gender Loving					0		#DIV/0!
	Questioning or Unsure					0		#DIV/0!
	Not listed, specified					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL	0	0	0	0	0	0	#DIV/0!
Age	Youth (17 and under)					0		#DIV/0!
(for all program clients)	TAY (age 18 to 24)					0		#DIV/0!
	Adults (age 25 to 54)					0		#DIV/0!
	Older Adults (age 55 and over)					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL	0	0	0	0	0	0	#DIV/0!
Race and Ethnicity	American Indian or Alaska Native, alone					0		#DIV/0!
(for all program clients; If your department captures sub-categories of race or ethnicity, consistent with recommendations from the Office of Racial Equity, please feel free to add additional lines and roll-up to the top category.)	Asian, alone					0		#DIV/0!
	Black or African-American, alone					0		#DIV/0!
	Hispanic, Latino, or Spanish					0		#DIV/0!
	Middle Eastern or North African, alone					0		#DIV/0!
	Native Hawaiian or Other Pacific Islander, alone					0		#DIV/0!
	White, alone					0		#DIV/0!
	Other Race, alone					0		#DIV/0!
	Two or More Races					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL	0	0	0	0	0	0	#DIV/0!
Residence	ZIP Code 94102					0		#DIV/0!
(for all program clients)	ZIP Code 94103					0		#DIV/0!
	ZIP Code 94104					0		#DIV/0!
	ZIP Code 94105					0		#DIV/0!
	ZIP Code 94107					0		#DIV/0!
	ZIP Code 94108					0		#DIV/0!
	ZIP Code 94109					0		#DIV/0!
	ZIP Code 94110					0		#DIV/0!
	ZIP Code 94111					0		#DIV/0!
	ZIP Code 94112					0		#DIV/0!
	ZIP Code 94114					0		#DIV/0!
	ZIP Code 94115					0		#DIV/0!
	ZIP Code 94116					0		#DIV/0!
	ZIP Code 94117					0		#DIV/0!
	ZIP Code 94118					0		#DIV/0!
	ZIP Code 94121					0		#DIV/0!
	ZIP Code 94122					0		#DIV/0!
	ZIP Code 94123					0		#DIV/0!
	ZIP Code 94124					0		#DIV/0!
	ZIP Code 94127					0		#DIV/0!
	ZIP Code 94129					0		#DIV/0!
	ZIP Code 94130					0		#DIV/0!
	ZIP Code 94131					0		#DIV/0!
	ZIP Code 94132					0		#DIV/0!
	ZIP Code 94133					0		#DIV/0!
	ZIP Code 94134					0		#DIV/0!
	ZIP Code 94158					0		#DIV/0!
	Other ZIP Code					0		#DIV/0!
	Homeless (using DHSH definition)					0		#DIV/0!
	Outside of San Francisco Resident					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL	0	0	0	0	0	0	#DIV/0!
School Enrollment	Not in School					0		#DIV/0!
(for all program clients)	In Middle School					0		#DIV/0!
	In High School					0		#DIV/0!
	In GED Program					0		#DIV/0!
	In Vocational Education Program					0		#DIV/0!
	In Postsecondary Institution					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL	0	0	0	0	0	0	#DIV/0!
Educational Attainment	Less than High School Equivalent					0		#DIV/0!
(for all program clients)	High School Graduate (or equivalency)					0		#DIV/0!
	Some College, no degree					0		#DIV/0!
	Associate's Degree					0		#DIV/0!
	Bachelor's Degree					0		#DIV/0!
	Graduate Degree					0		

[INSERT NAME OF DEPARTMENT]

FY 2021-22 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2020-21 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]…	Total Program Participants	Dept. Unique Clients	Percent
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL	0	0	0	0	0	0	#DIV/0!
Priority Populations *(for all program clients, unless noted otherwise; these populations are not mutually exclusive, so indicate all that apply per client)*	English Language Learners					0		#DIV/0!
	Active or Formerly Justice-Involved Individuals					0		#DIV/0!
	Active or Former Foster Care Youth					0		#DIV/0!
	Homeless or Formerly Homeless					0		#DIV/0!
	HOPE SF Residents					0		#DIV/0!
	Individuals with Disability					0		#DIV/0!
	Long-term Unemployed *(age 25 and older)*					0		#DIV/0!
	Public Benefits Recipients					0		#DIV/0!
	Public Housing Residents					0		#DIV/0!
	Employed					0		#DIV/0!
	Underemployed *(age 25 and older)*					0		#DIV/0!
	Unemployed					0		#DIV/0!
	Women and Gender Minorities					0		#DIV/0!
	Veterans *(age 25 and older)*					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
								#DIV/0!
Performance Metrics *(for all program participants)*	Enrolled in English Language Service(s)					0		#DIV/0!
	Completed Basic Skills Training					0		#DIV/0!
	Completed Job Readiness Training					0		#DIV/0!
	Completed Training, Other (Not Voc. or Occ.)					0		#DIV/0!
	Completed Vocational and/or Occupational Skills Training For:							
	Accommodation and Food Services					0		#DIV/0!
	Administrative and Support and Waste Services					0		#DIV/0!
	Arts, Entertainment, and Recreation					0		#DIV/0!
	Construction					0		#DIV/0!
	Crop and Animal Production					0		#DIV/0!
	Educational Services					0		#DIV/0!
	Finance and Insurance					0		#DIV/0!
	Government					0		#DIV/0!
	Health Care and Social Assistance					0		#DIV/0!
	Information					0		#DIV/0!
	Management of Companies and Enterprises					0		#DIV/0!
	Manufacturing					0		#DIV/0!
	Mining, Quarrying, and Oil and Gas Extraction					0		#DIV/0!
	Other Services (except Public Administration)					0		#DIV/0!
	Professional, Scientific, and Technical Services					0		#DIV/0!
	Real Estate and Rental and Leasing					0		#DIV/0!
	Retail Trade					0		#DIV/0!
	Transportation and Warehousing					0		#DIV/0!
	Utilities					0		#DIV/0!
	Wholesale Trade					0		#DIV/0!
	Other, Non-Specified					0		#DIV/0!
	Completed Vocational/Occupational Training, TOTAL	0	0	0	0	0	0	#DIV/0!
	Training Completions, TOTAL	0	0	0	0	0	0	#DIV/0!
	Unsubsidized Job Placements					0		#DIV/0!
	Subsidized Job Placements					0		#DIV/0!
	Unique Clients in Unsubsidized Employment					0		#DIV/0!
	Unique Clients in Subsidized Employment					0		#DIV/0!
	Unsub. Employment Placements at Program Exit					0		#DIV/0!
	Placements and Employment, TOTAL	0	0	0	0	0	0	#DIV/0!
	[**Define** your Department's Outcome Metric if not listed above]							#DIV/0!
	[**Insert** your Department's Outcome Metric if not listed above]							#DIV/0!
Placement or Employment Industry *(for all program clients)*	Accommodation and Food Services					0		#DIV/0!
	Administrative and Support and Waste Services					0		#DIV/0!
	Arts, Entertainment, and Recreation					0		#DIV/0!
	Construction					0		#DIV/0!
	Crop and Animal Production					0		#DIV/0!
	Educational Services					0		#DIV/0!
	Finance and Insurance					0		#DIV/0!
	Government					0		#DIV/0!
	Health Care and Social Assistance					0		#DIV/0!
	Information					0		#DIV/0!
	Management of Companies and Enterprises					0		#DIV/0!
	Manufacturing					0		#DIV/0!
	Mining, Quarrying, and Oil and Gas Extraction					0		#DIV/0!
	Other Services (except Public Administration)					0		#DIV/0!
	Professional, Scientific, and Technical Services					0		#DIV/0!
	Real Estate and Rental and Leasing					0		#DIV/0!
	Retail Trade					0		#DIV/0!
	Transportation and Warehousing					0		#DIV/0!
	Utilities					0		#DIV/0!
	Wholesale Trade					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	TOTAL					0	0	#DIV/0!
Individual Employment Earnings, Pre-Program *(i.e. taxable wages at program intake)* *(only for program clients age 18 and older)*	Average Hourly Employment Earnings ($)					#DIV/0!	#DIV/0!	
	Client Data Available					0	0	

[INSERT NAME OF DEPARTMENT]

FY 2021-22 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2020-21 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]…	Total Program Participants	Dept. Unique Clients	Percent
	Client Data Unavailable					0	0	
Individual Employment Earnings, Post-Program (i.e. taxable wages at initial unsubsidized job placement) *(only for program clients age 18 and older)*	Average Hourly Employment Earnings ($)					#DIV/0!	#DIV/0!	
	# Client Data Available					0	0	
	# Client Data Unavailable					0	0	
Employment Retention *(for all program clients)*	Clients employed **1 month** after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed **3 months** after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed **6 months** after program exit (regardless if different position or employer)					0		#DIV/0!
	Clients employed **12 months** after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed **18 months** after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed **24 months** after program exit (regardless if different position or employer).					0		#DIV/0!
	# Client Data Available					0		
	# Client Data Unavailable					0		
	If the above information is unavailable for your department, please fill out the following:	[Program Name]	[Program Name]	[Program Name]	[Program Name]…			
	[Describe your Department's client employment retention reporting and/or data-gathering practice. A retention practice may include a data request to a state agency, long-term client outcome tracking through self-report, longitudinal survey collection, or other.]							
	[Define your Department's client employment retention reporting metric. Example: Full-time, unsubsidized employment at three years post-program.]							
	[Describe frequency or availability of this data. E.g., quarterly, yearly, three years after exit.]							
	[Insert relevant fiscal year e.g., FY17-18; Program Exit FY14-15]							
	[Insert your Department's Retention Metric.]							
	[Insert your Department's Retention Metric.]							
	[Insert your Department's Retention Metric.]							
	# Client Data Available							
	# Client Data Unavailable							

Source: FY 2021-22 Workforce Services Inventory, Fall 2022.

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

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

[INSERT NAME OF DEPARTMENT]

FY 2021-22 WORKFORCE DEVELOPMENT SERVICES SUMMARY

			TOTAL	PERCENT
Investment	**Fund Source**	General Fund	$ -	#DIV/0!
		Other Local Revenue	$ -	#DIV/0!
		Enterprise Funds	$ -	#DIV/0!
		State	$ -	#DIV/0!
		Federal	$ -	#DIV/0!
		Total Investment	$ -	#DIV/0!
	Functional Expenses	In-House Staff	$ -	#DIV/0!
		Contracted Services	$ -	#DIV/0!
		Wages/Stipends	$ -	#DIV/0!
		Administrative	$ -	#DIV/0!
		Total Expenditures	$ -	#DIV/0!
	Program Type	Service Delivery	$ -	#DIV/0!
		Apprenticeship	$ -	#DIV/0!
		Internship	$ -	#DIV/0!
		Work-Order to another department	$ -	#DIV/0!
Performance	**Outputs**	Number of Programs	0	
		Number of Service Provider Contracts	0	
		Average Contract Amount	#DIV/0!	
		Number of Program Participants	0	#DIV/0!
		Number of Unique Clients	0	#DIV/0!
		Cost Per **Program Participant** Served	#DIV/0!	
		Cost per **Unique Client** Served	#DIV/0!	
		Number of Training Completions	0	
		Number of Subsidized Job Placements	0	
		Number of Unsubsidized Job Placements	0	
	Outcomes	Number of Unsubsidized Employment Placements at Program Exit	0	#DIV/0!
		Change in Average Hourly Earnings ($)	#DIV/0!	#DIV/0!
		Number of Clients Employed **1 Month** after Placement	0	
		Number of Clients Employed **3 Months** after Placement	0	
		Number of Clients Employed **6 Months** after Placement	0	

Source: FY 2021-22 Workforce Services Inventory, Fall 2022.

FY 2021-22 CITYWIDE WORKFORCE SERVICES INVENTORY
QUALITATIVE ANALYSIS ADDENDUM
(OPTIONAL)

CONTEXT

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

As appropriate, your responses to this optional form will be used in the FY 2021-22 Annual Inventory to spotlight your programs. In addition, data from this section may be used to build network connections among programs and departments and may be used for discussion or presentation at the Alignment Committee meetings.

As a note, all City work product is subject to public review.

INSTRUCTIONS

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

HOW DOES YOUR DEPARTMENT DEFINE WORKFORCE DEVELOPMENT? What are the characteristics of a workforce development program?

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

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

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

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

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

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

RACIAL EQUITY: If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?

LABOR MARKET CONTEXT: Please review the labor market information included with this instrument or request updated information from Jen Hand (jennifer.hand@sfgov.org).

How do your programs fit into the local labor market?

JOB QUALITY: Job quality refers to jobs and careers with living wages, stable and predictable income, wealth-building opportunities; safe workplaces free from discrimination and harassment; stable and predictable hours; and benefits packages that facilitate a healthy, stable life, including health insurance, paid sick and vacation time, family/medical leave, an adequate retirement savings plan, disability insurance, and life insurance.

For more information about living and self-sufficiency wages in San Francisco, check out
- Insight Center's Family Needs Calculator (2022) https://insightcced.org/family-needs-calculator/
- MIT Living Wage Calculator (2022): https://livingwage.mit.edu/counties/06075

For more information about job quality, check out The Aspen Institute's Job Quality Tools Library: https://www.aspeninstitute.org/longform/job-quality-tools-library/

How do your programs promote job quality?

INDUSTRY or SECTOR PARTNERSHIP is an industry-driven and locally-based collaboration between key workforce stakeholders embedded in the existing workforce and education systems.

Read more about building industry partnerships from the National Skills Coalition: https://nationalskillscoalition.org/wp-content/uploads/2020/12/Partnering-Up-Brief-FIN-LOW-RES.pdf

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

WORKER WISDOM refers to engaging worker voice in developing partnerships, programs, and evaluations. Worker voice may refer to engaging unions, community-based organizations, worker advocacy groups, employees, or other stakeholders.

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

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

See more on occupational segregation from
- Washington Center for Equitable Growth: https://equitablegrowth.org/wp-content/uploads/2017/09/092717-occupational-seg.pdf
- Center for American Progress: https://www.americanprogress.org/article/occupational-segregation-in-america/

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

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

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

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

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

Appendix B: FY 2021-22 Program Inventory

Fiscal Year	Dept	FY 2021-22 Program	Program Description	Type of Workforce Program	
FY2022	APD	Young Community Developers	Interrupt, Predict, Organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management.	Service Delivery	
FY2022	APD	Arriba Juntos	Interrupt, Predict, Organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management.	Service Delivery	
FY2022	APD	SF Goodwill (CASC Employment Services)	The CASC Goodwill employment program includes job readiness training, job placement and retention services, and barrier removal. Goodwill's goal is to prepare clients with the skills and understanding to obtain gainful employment--a job, thereby decreasing the risk of recidivism and incarceration.	Service Delivery	
FY2022	SFO	SFO Business and Career Center (BCC)	The BCC is a resource center for airport tenant employees, job seekers, and employers. The center provides services such as job connections, access to transportation discounts, and staffing support for employers.	Service Delivery	
FY2022	SFO	Opportunities for All (OFA)	An internship program managed by the Human Rights Commission, San Francisco Mayor's Office, HOPE SF, and other community agencies, that connects young people of all backgrounds to paid employment, job training, and mentorship opportunities.Through SFO's partnership, OFA interns are placed in a variety of SFO host offices where participants will gain valuable job-readiness experience.	Internship	
FY2022	SFO	Trainee Programs - Student Design	SFO trainee programs focus on providing on the job training, enabling trainees to meet the minimum qualifications for specific job classifications.	Internship	
FY2022	SFO	SFO Internships - College, High School, Career Advance	Internship programs for high school students (including graduating seniors), college students, and recent graduates in which participants gain work experience and airport career exposure.	Internship	
FY2022	DCYF	Bridges from School to Work (Bridges from School to Work, Inc.)	Bridges from School to Work (Bridges) provides employment services to young adults with significant barriers to employment ages 16 - 24. Priority populations are youth who are or were in Special Education and opportunity youth with other life challenges. Bridges provides comprehensive job-readiness, job placement and retention services. Bridges is a real employment agency focused on unsubsidized employment, helping participants find real jobs that match their talents and interests.	Internship	
FY2022	DCYF	Burton High School Pathways and Partnerships (Bayview Hunters Point YMCA)	Aligned to SFUSD's CTE vision and Burton's community school vision, the Bayview Y will oversee the implementation of job readiness training and WBL experiences through Burton's Pathway Program. In Health Science we will establish a subcontractor relationship with FACES for the Future Coalition (FACES) to ensure students are trained/assessed in skills that provide them access to health professions and will support ongoing partnerships. In Engineering and Media Art we will manage Burton's current partnerships and cultivate additional industry partners as needed. We will work with lead teachers to embed our Transition into Independent Living Life-Skills (TILL) job readiness curriculum to develop career ready skills and improve social emotional learning. Our team will work side-by-side with Burton staff to provide job readiness training, develop WBL opportunities, train and support employers, monitor student progress and link students to additional support services as needed. We will also support broad implementation of best practices with regard to implicit bias, stereotype threat, growth mindset and asset-based youth development. Family partnership will include information sessions, skill-building workshops and inclusion in program design/evaluation.	Internship	
FY2022	DCYF	Career Pathways Undocumented (CPU) (Bay Area Community Resources)	Career Pathways for Undocumented Youth is a workforce and education program serving youth/TAY who are undocumented or lack permanent US citizenship.

The program offers job readiness and life skills training, case management, career coaching, academic support, work based learning and immigration advocacy/support. Due to COVID restrictions, programming is offered as a combination of remote and in person services based on the needs of the participants. We are increasing wellness checks, supportive services and office availability to support the complicated barriers youth are currently facing. | Internship | |
FY2022	DCYF	Careers in Science Internship Program (California Academy of Sciences)	Over 20 years ago, the Academy created Careers in Science (CiS) to help San Francisco high school youth learn science, prepare for college, and explore science careers while developing transferable life and job skills. CiS provides a complete continuum of services, from job-readiness training to employment and transition with a focus on postsecondary science education. Interns work year-round, averaging 5-15 hours/week during the school year and 10-24 hours/week in the summer. CiS targets disadvantaged youth within groups underrepresented in the sciences: minorities and women.	Internship	
FY2022	DCYF	Code on Point - Coding Bootcamp (Formerly Code Ramp) (Success Center San Francisco)	Code On Point is a hybryd Coding bootcamp designed for marginalized young people who lack the access to technology but have an interest in Web Development, Design or Information Technology/Computer Hardware. Success Centers, in partnership with Industry professionals offer the Code on Point Phase I program free of charge 300+ hour technology training course. Originally, due to COVID 19 safety, we have incorporated a Learning Management platform, Canvas, to deliver our curriculum in a virtual capacity. However, even when the restrictions have been lift, we will continue to present the program through the virtual platform since it has shown to be a great tool to further introduce the participants in the tech world. The course prepares students to have a fundamental working knowledge of IT, Design, and Software/Web Development. To be elegible , the participant must be between the ages of 17-24 and interested in learning more about the requisite skills of the tech industry. Laptops and equipment are provided at Code on Point, which covers the basics Information Technology, Fundamentals Design (UX and UI Design), HTML, CSS, and JavaScript. Completers will know more about the industry and be prepare for advance training, internships and entry level opportunities. Moreover, completers of the first 16-weeks of Phase 1 will earn a free lap top to foster continuedand lifelong learning upon completion of a culminating project.	Internship	
FY2022	DCYF	CYC Career Awareness Pathways to Success (Community Youth Center of San Francisco)	The CAPS Program will be tailored to meet individual needs through a project based learning approach combined with a series of workshops and supports that is culturally and linguistically appropriate. Our program will serve a total of 40 youth through 5 cycles of 8 week sessions, serving 8-12 youth per cycle during afterschool and summer. The curriculum is tailor to help middle school aged youth gain and understand a diverse range of career and educational pathways that match their interests and identifying potential future careers. Curriculum topics will be implemented in 1-2 week sessions based on planned activities that include but not limited to: Personal Interest and Aptitude Assessments, Career Research, Connections to Academics, Financial Literacy, Job Readiness, Education and Post-Secondary Planning, and etc. In addition, the program will incorporate virtual or in-person high school and college campus visits, workplace tours, guest speakers, and career fairs to explore their many college and career options. Culminating events will be held to offer youth an opportunity to share their personal portfolio sand career plans with their peers, parents and family.	Service Delivery	
FY2022	DCYF	CYC High School Partnerships Program at SF International HS (Community Youth Center of San Francisco)	The High School Partnerships Program at SF International HS equips youth with the knowledge, skills, abilities, and experiences that will prepare them for the world of college and career. Through a close working partnership with the SF International HS, the program will provide all 11th graders with an integration of career readiness curriculum and work-based learning opportunities. Through job shadowing and work-based learning internships, participants will develop skills and competencies needed for future workforce success. We will coordinate career spotlights where guest speakers from different sectors will come share their experiences and pathways to various careers. In addition, academic supports, job readiness and leadership development workshops will be offered to interested youth in all grade levels.	Internship	
FY2022	DCYF	Digital Media Pathways Program (Bayview Hunters Point Center for Arts and Technology)	During the Fall 2021 and Spring 2022, BAYCAT Academy is offering paid youth media classes for students to explore and create digital media, from filmmaking to graphic arts. Specifically, students will participate in a variety of program offerings such as The Crew, a part-time job for high school students with advanced skills in filmmaking or graphic arts working with real pro bono clients (businesses, organizations, and nonprofits). We are working towards transitioning to be fully in person by Spring 2022, but for the remainder of 2021 we will work hybrid.	Internship	
FY2022	DCYF	Early College Student Internship (San Francisco Unified School District)	Early College is a joint effort between San Francisco Unified School District and City College of San Francisco to prepare students for post-secondary success before they graduate from high school. Students--both on and off track--will achieve academic and career success when provided with an on-ramp to postsecondary education that is connected to real jobs. We support students to acquire the necessary skills to be successful in college and the workplace and serve as a liaison between CCSF and SFUSD (e.g., administrators, school counselors).	Internship	
FY2022	DCYF	Edible Schoolyard at Willie Mays Boys & Girls Club at Hunters Point (Boys & Girls Clubs of San Francisco)	Happy Moose Juice Program: Happy Moose Juice is a San Francisco based cold-pressed fruit and vegetable juice company. They launched their first Corporate Social Responsibility program geared towards teaching teens at Willie Mays Boys & Girls Club entrepreneurial skills, product development, marketing and sales know-how, and business management. Our High School Services Director has built upon this program to be a leadership program that meets weekly to engage in different activities and workshops in addition to the work and partnership with Happy Moose Juice.

 Cooking & Gardening: All three D10 Clubhouse offer cooking and gardening programs for members. Cooking programs focus on nutrition, math skills through measurement and recipe creation, and independence through meal preparation. Through our gardening programs youth engage in beautification projects, maintain planters, and learn about horticulture and healthy eating. | Service Delivery | |
| FY2022 | DCYF | Employment & Education Reengagement Program (Young Community Developers) | The Employment and Education reEngagment (EErE) program serves disconnected youth and provides youth with a positive support system and supports their sense of purpose as individuals, family members and future community leaders. EErE will serve youth 14-24 and provide the participants with Job Readiness Training, Life skills Workshops, Subsidized Employment, Case Management and Wrap-Around Services. | Internship | |
| FY2022 | DCYF | ENVISION (Oasis For Girls) | Oasis For Girls ENVISION Program is an 6-10 week long HYBRID career exploration program offered three times a year to 15-18 girls each session. Girls are awarded a stipend for completion of the program. Each cycle begins with an orientation, a mid cycle check in, a program celebration and all program graduation. ENVISION empower girls to pave paths to successful academic and career goals; understand social justice issues and advocate for change in their communities; and develop confidence, advocacy, and self-care tools for healthy growth through high school and college, the workplace, and beyond. The program includes a medical internship at the UCSF Department of Neurosurgery in partnership with LinkedIn and one-on-one transition planning after the program graduation to support girls in their professional and academic goals. Specific ENVISION workshop topics include: wage exploitation, interviewing, networking, code switching, resumes, cover letters, time management, mental health, workplace discrimination, post-secondary options like college, financial literacy, and transition plans.Below are some context for why we are beginning this fiscal year with Hybrid and pivoting to in person programming in Spring 2022:Girls NeedsLead with girls needs and voices by looking at different data to get a pulse on what was neededNoticed hesitance in girls to sign up for full summer and struggling with it while also understanding the importance for the need for in-person connection Application data Rapport and retention was amazing virtually. No more than 3 girls across all 3 programs would drop per cycle as oppose to number of applicants dropped in-person was 9-12 per cycleNumber of black and Bayview youth increased virtuallyChallenges of location and transportation with Oasis, especially in COVID. We are located in SoMa and need to reconnect with community ambassadors.Logistics of social distancing in space for all 3 programs at once. Hybrid would allow each program to have a selected day to have the space Talked to Alumni to get their thoughts and feedback. Staff NeedsAlso considered risks and challenges for staff: both health-related and connected to coming back into the office, especially for those who relocated or are outside SF during pandemic Staff know virtual curriculum more than in-person curriculum because many were onboarded when the pandemic hit and one just joined. So easing into in-person structure one day per week makes sense developmentally and will keep the programs high quality and the learning curve manageable. | Internship | |

FY2022	DCYF	Experiment In Diversity (EID) (Potrero Hill Neighborhood House)	Experiment In Diversity (EID) is designed to be relevant to the real world while building knowledge and skills young people need for success in life, school and career. Program hours are 4–6pm during the school year, and 9am-5pm during the summer. The students explore post-secondary options, create education plans, and career maps. We visit local businesses and colleges to help students discover unique and interesting career paths. We host "Motivational Speakers" to expose students to diverse career tracks and help them understand how to achieve career goals. We provide workshops on job readiness skills (i.e., interview skills, resume writing/building, public speaking, leadership, preparedness, and civic engagement), and career and educational pathways. We utilize project based learning activities to help assess the students' interests and skills in particular areas and use the findings to address future career opportunities. We engage in service learning projects through our local food pantry to inspire community awareness and to explore community based careers. Additionally, we provide academic support through "Homework Help" and tutoring services. Our curriculum is intended to help students understand a diverse range of careers, explore how their own knowledge, skills and interests translates into careers opportunities, and promote enhanced levels of learning over short periods of time.	Service Delivery	
FY2022	DCYF	First Graduate - First Career (First Graduate)	First Graduate's mission of helping students become first generation college graduates seeks to level the playing field for students who are immigrants or children of immigrants, who come from challenging economic circumstances, and who are otherwise disadvantaged in the dominant culture. We provide them with the long-term support that their more well-off peers receive so that they can be competitive high school and college candidates. And, this long-term investment in their education and exposure to career options sets them on a path to build careers, not just jobs. Education is a right, not a privilege, and we work with students from the summer after sixth grade through college graduation (a 10 - 12 year journey) to help them attain their degrees and thereby help their families move out of poverty in a single generation.The goal of the First Career program for middle school students is to expose them to the breadth of careerpossibilities available with a college degree, and expand their thinking about opportunities in the future. Thisis achieved through year-round advisory lessons that explore values and personal success; professionalcommunication styles; connecting interests to careers; creating first resumes; and mock interviews.Our biggest middle school career event is Career Day, involving more than 100 middle school students and abouta dozen local companies. Students have visited Gap, Inc., Dropbox, Designmap, Facebook, KQED, Wells Fargo,Google, LinkedIn, Ubisoft, IBM Watson, Salesforce, and Pinterest, among many others. Career Day provides afirst-hand look at a day in the life of local professionals, helping students picture themselves as futureprofessionals as well.With additional funding, First Graduate would like to host another Career Day during the school year, to allowstudents to visit more companies and be exposed to more industries. We would also like to host a Career Fairduring the school year, which would expose students to many career paths through a scavenger hunt,followed by "Inventing My Future," an oral presentation where students share their career explorationfindings while practicing formal presentations.	Service Delivery	
FY2022	DCYF	Future Links (Hearing and Speech Center of Northern California)	Our Future Links Program for youth who are Deaf or Hard-of-Hearing is a city-wide program that focuses on transition curriculum preparing youth for post-secondary education, employment, and independent living. Future Links will also support youth with hearing loss on identity and self-advocacy skills throughout the year.	Internship	
FY2022	DCYF	High School Explainer Program (Exploratorium)	The Explainer program is an integrated work and learning experience for San Francisco high school students. Explainers began serving as museum docents in 1969, when the Exploratorium opened its doors to the public. In that first year, a single teenage girl described a handful of exhibits to visitors. Today, Explainers work during museum hours, 6 days per week, and the museum provides flexible schedule options to work around high school schedules. Each teen receives a minimum of 144 hours per session of academic enrichment, work-based learning, and pre-professional trainings. We offer a 4-month summer session and an 8-month school term session.	Internship	
FY2022	DCYF	JJSE Educator Pathway (Peer Resources)	The Peer Resources JJSE Educator Pathway provides a brighter future for today's youth that means future teachers for the next generation. The Educator Pathway is an academic and career pathway, across the entire JJSE school community. 9th graders receive leadership training from older peers in the pathway; 10th graders develop career awareness with Peer Mentors, and 11th and 12th graders hone their skills as educator leaders through the academic pathway and work-based learning. Additionally, Peers staff is offering a Peer Resources program providing in-person youth empowerment rooted in healing, equity, anti-oppression and social and emotional learning through two community learning hub sites.	Internship	
FY2022	DCYF	Job Readiness for English Language Learners (Community Youth Center of San Francisco)	Job Readiness for English Language Learners (JRELL) assists youth with the knowledge, skills, abilities, and experiences that will prepare them for the world of work. JRELL will provide 3 cohorts, a total of 50, age 16-24, with an integration of a formal curriculum, program approach and work-based learning opportunities. Participants develop skills and competencies needed for future workforce success, including job-seeking and retention skills. Curriculum includes learning goals/objectives, activities that help meet learning goals and objectives, and identification of resources that support the activities. Program activities are sequenced, have specific skill-building goals, and utilize curriculum that trains and offers experiences to successfully prepare participants for the workforce. Participants will also be encouraged to participate in community service projects/events for added work experience. While staff is able to provide the program in a linguistic and culturally acceptable manner, we believe that whenever possible, using English as the language of instruction for programming activities will reinforce language use for the participants and put youth in real life situations that will help them acculturate and become comfortable in being a part of American society. Field trips will also be incorporated to companies of interest.	Internship	
FY2022	DCYF	Juma Ventures - YouthConnect (Juma Ventures)	for disconnection from school and work. YouthConnect is delivered in the context of its Earn, Learn, Connect suite of services: EARN: Youth work in Juma's social enterprise concession business at Oracle Park and the Chase Center for the length of a sports season (approximately six to nine months). During their employment, youth develop core competencies in customer services, sales and business operations. Overseen by an Enterprise Manager trained in youth development and growth-mindset principles, young people develop critical soft skills such as communication, teamwork, and reliability and have the opportunity to practice these skills in the real-life learning lab provided by the enterprise. LEARN: Alongside the job, youth are supported by Juma's Program Coordinators and together they identify and pursue strengths-based, short-term and long-term personal, financial and career goals tracked in an "Individual Development Plan." The plan is focused on helping a young person overcome personal barriers to successful employment, and creating a plan for continuing educational and career advancement. Because the majority of Juma youth are unaware of the opportunities available to them, YouthConnect exposes young people to careers in local high-growth industries by taking them on workplace and education tours, and hosting panels featuring individuals from diverse professions such as advanced manufacturing, healthcare, retail, hospitality, logistics and technology. In addition, youth participate in job search skills workshops such as resume writing and mock interviewing.	Internship	
FY2022	DCYF	LifeWorks Employment Program (Horizons Unlimited of San Francisco)	LifeWorks Employment Program is a youth workforce development program that provides job readiness, life skills, career exploration, academic support, educational/post-secondary planning and preparation, and work experience for youth, ages of 14-24, involved with the juvenile and adult justice system and with barriers to employment. The program consists of 2 cohorts, LifeWorks (ages 14-17) and TAY (Transitional Age Youth) (ages 18-24) and is offered year round: Summer (8 weeks, 20 hrs/wk), Fall (30 weeks, 10 hrs/wk). Youth work 10-12 hours per week during the Fall and up to 20 hours per week during the Summer cycle at certified worksites and are paid at the current minimum wage of $16.50 per hour.	Internship	
FY2022	DCYF	LLA Workforce Development Program (Life Learning Academy)	Life Learning Academy (LLA) located on Treasure Island is a SFUSD charter high school serving 70 students ages 14-18 involved or at-risk of system involvement and/or who have challenging life problems including school failure, family instability, poverty, trauma, and substance abuse. In addition to our core academic model, we offer both site-based and community workforce programming and career/college counseling support. Additionally, Life Learning operates a student dormitory for students who need safe, supportive housing as part of their school program.	Internship	
FY2022	DCYF	LYRIC Fellowship (Youth Employment/Organizing Components) (Lavender Youth Recreation and Information Center (LYRIC))	Artistic Resistance is an immersive program for TGNC, non-binary, and queer youth, ages 18-24. This program is designed to prepare a new generation of creative, social justice leaders to critically engage and wrestle with their socio-political landscape through various forms of artistic expression, while supporting their emotional and mental wellness so they can become powerful agents of change in their own lives and in their dynamic, intersecting communities. Program currently operating virtually in preparation for a major renovation of LYRIC's programming space .	Internship	
FY2022	DCYF	Mayor's Youth Employment and Education Program (Japanese Community Youth Council)	MYEEP provides San Francisco youth between the ages of 14-17 with the opportunity to prepare for and build work experience through after school and summer employment at nonprofit and public sector organizations, as well as local businesses. MYEEP also helps participants develop job search skills, explore postsecondary education and career opportunities, and learn life skills. During the school-year, MYEEP focuses on high school freshman and sophomore and includes; 40 hours of job readiness training, 10 hour per week of employment from January through April. During the summer, MYEEP is open to all high school students and includes 10 hour of job readiness training and 136 hours of employment.	Internship	
FY2022	DCYF	Middle School Career Awareness Program (Boys & Girls Clubs of San Francisco)	BGCSF's Middle School Career Awareness Program helps our middle school members succeed in school, explore careers, build leadership skills, and pursue diverse interests. Career exposure activities include career talks, resume building, field trips, and more. This program also includes Torch Club which is our middle school leadership program that helps middle schools build leadership skills and add to their resume by engaging in service opportunities.	Service Delivery	
FY2022	DCYF	New Door Ventures Youth Workforce Development (New Door Ventures)	Our mission is to prepare TAY for work and life, by providing the jobs, training, education, and support they need to discover and achieve their potential so that they can transition to independent adulthood. Youth in our Transitional Employment Program participate in skill-building workshops, 1:1 case management, and paid job internships over 14 weeks, with New Door serving as employer of record. After two weeks of pre-employment training, youth are placed in a high-quality internship for 12 weeks with one of our 100+ community employment partners. The paid internship provides meaningful work experience and supervision in a range of industries, with the placement reflecting youth interests and strengths.	Internship	

FY2022	DCYF	Next Gen Tracks (Bay Area Video Coalition)	BAVC's Next Gen program is a free, hybrid after-school media arts education program available for San Francisco Bay Area residents ages 14-17 years old. In a new, hybrid environment (with COVID 19 and its variants in mind), participants learn how to tell their own story through audio, video, animation and gaming. Participants gain free access to industry-standard equipment and software in a collaborative environment. Under the instruction of award-winning artists, Next Gen participants receive unparalleled technical training in a creative community of peers, along with opportunities for professional growth and direct access to industry professionals including an opportunity to work on a paid client-based project. Participants present their work at the end of semester culminating with a celebration that will be hosted virtually (or in person, if COVID 19 / variants have decreased and allow for such an event). BAVC is in the process of moving facilities (October) and will have options for in-person classrooms. We have tested hybrid programming this summer and believe that we can have some hybrid programming (low-contact of 2-3 days in person per semester). We will be planning with our staff and instructors to understand their concerns and plan for a slow opening to in-person programming.	Internship	
FY2022	DCYF	Occupational Therapy Training Program-San Francisco (Special Service for Groups)	OTTP provides youth programming at Buena Vista Horace Mann, Martin Luther King Middle School, Presidio Middle School, and SF Skate Club at their respective sites, with flexibility to serve through virtual platforms as needed due to COVID. OTTP's holistic, trauma informed, strength-based approach embodies the principles of youth development and is embedded into the school day. Career Awareness is conducted as a weekly group with six distinct cohorts each semester (1-2 groups of non-duplicated youth weekly at each site) of 6th, 7th, and 8th graders, for a total of 12 distinct groups over the course of the school year. We support the development of youths' knowledge and skills in the educational environment by building competencies in social and interpersonal skills, cognitive skills, emotional coping skills and critical soft skills essential for success at work. Youth are introduced to the world of work through participatory activities to build awareness of career interests and vocational skills, project-based career exploration activities, and guest speakers from a variety of fields. Through engagement in our curriculum, youth acquire soft skills including communicating assertively, teamwork, making decisions based on self-knowledge, and following through on commitments. They also manage time, organize themselves, and learn to utilize community resources. Upon completion, youth share their personal portfolio of self-discoveries related to career interests, strengths, values and personality. This portfolio presentation supports the youth in building their strengths-based personal narrative that reinforces positive, pro-social beliefs about themselves and celebrates their vocational interests and goals.	Service Delivery	
FY2022	DCYF	OMIE Beacon TAY Job Connection Program (Urban Services YMCA)	The TAY Job Connection Program at Urban Services YMCA will accomplish the goal of providing job readiness and or/employment placement for 36 TAY clients by providing individualized services. Activities include conducting intake assessments of clients' skill level, assisting with fulfillment of education/career goals, providing skill development and training, providing employment barrier mitigation, and creating individual client service plans. The program will connect clients to jobs/internships/careers of interest; referrals to vocational trainings and educational supports; access to job fairs; and referrals to support services as needed. We will collaborate with community partners, Excelsior Works!, Minnie and Lovie Ward Recreation Center, and the D11 Workforce Collaborative to strengthen local partnerships to enhance service connection for clients; maintain and create new employment partnerships with private, public, community based entities that can contribute to work placements, and compile TAY jobs/services database for information and referral.	Internship	
FY2022	DCYF	Opportunities for All Intermediary (Japanese Community Youth Council)	As the Opportunities for All Intermediary, JCYC facilitates, supports, coordinates the implementation of Mayor London Breed's Opportunities for All Initiative as it strives to provide a developmentally appropriate workforce opportunity for every interested San Francisco young person. The role includes provide payroll services, vetting and training worksites, training staff and youth, supporting initiative logistics, and servings as employer of record for your youth.	Internship	
FY2022	DCYF	Pathways (Enterprise for Youth)	using a cohort model to focus on 25 to 30 youth at a time. Our programs serve youth at high schools throughout San Francisco. Additionally, we have designated partnerships with certain high schools to train youth on their campuses (or to provide school specific virtual training cohorts). In the 21-22 fiscal year, we plan to partner with Mission, Independence, and Gateway, Hilltop, Burton, KIPP, Leadership, Wallenberg and Thurgood Marshall. Each youth receives 16 hours of comprehensive job-readiness training in either English or Spanish language cohorts, with access to work-based learning placement, mentorship, financial literacy training, and ongoing support throughout the year. Internship placements qualify youth for college credit through our partnership with City College. The internship program includes weekly professional development workshops and individual check-ins covering goal setting and future planning, held concurrently with the workplace experience. Additionally, youth have multiple opportunities to practice their presentation skills during both the job-readiness training and during their work-based placements. In 2020, we adjusted our programs in order to continue serving youth safely during the pandemic. As we move into the post-pandemic world, we anticipate maintaining a broader scope of program options and more flexibility to meet the needs of a wide range of youth, as well as to meet the needs of employers as they negotiate what work looks like as the economy reopens. Our 2021 work-based learning placements include paid internships with partners like First Republic, Gap corporate, SPUR, Southern Exposure, VendEx, SF Rec & Parks, and a number of small businesses through SFMade and SF New Deal; direct-to-hire in retail with Old Navy; Junior Caddie program in partnership with the Olympic Club; blended experiences in technology and healthcare incorporating work-based elements and direct work experience with sector-specific training in partnership with Mission Bit, Code	Internship	
FY2022	DCYF	Primed and Prepped: Culinary Arts Program (Bayview Hunters Point YMCA)	Primed & Prepped provides students with the tools to mitigate employment barriers and hone their leadership skills. Focused on hospitality management and culinary arts, the program is designed to support youth of color, ages 14-19, to develop culinary skills and be placed in internships and jobs!	Internship	
FY2022	DCYF	RAMS' NextGen Workforce Program (Richmond Area Multi-Services)	The Hire-Ability TAY Program targets up to 50 disconnected TAY in the FY. Program training takes place at RAMS vocational services program, Hire-Ability (1234 Indiana Street) and remotely via Zoom. This TAY Program, which has a rolling enrollment model (to most effectively and timely engage disengaged youth), utilizes the Individual Placement and Support (IPS) employment model, an evidenced-based approach supporting gainful employment for individuals with employment barriers. During Phase 1, each participant will undergo initial assessment to identify vocational interests, strengths and challenges, and support needs in order to achieve vocational goals; Phase 2 will comprise of career exploration vocational/career re-assessment utilizing inventories such as WOWI career assessment, group trainings (communication skills, on-the-job work etiquette, financial literacy and etc), job site visits (personally and virtually), and case management. In Phase 3, TAY participants will focus on job search activities and networking to find the desired employment (and when appropriate, internships). Ongoing services will include continued needs assessment, and case management. Phase 4 begins when the participant starts working. Weekly check-in will be provided in the first 90 days of employment, to assess each participant's individual plan, as well as continued job coaching, supported employment, and case management. Additionally, a program survey and focus group will be conducted with each participant during this phase. Phase 5, when the TAY participants reach 90 days of employment, have been satisfied with the employment and do not foresee the need for further services, the JDS/CM will assist the TAY participants to create a discharge/future plan, providing linkages to other community-based resources and services, and supportive employment as needed by participants. Possible extension in this phase can be arranged on a case by case basis. Some participants access services at different phases, not necessarily Phase I through Phase 5.	Internship	

Appendix C: Community-Based Partners by Funding Department

Service Provider	APD	DCYF	DHR	DPH	DPW	ENV	HSH	HRC	MOHCD	OCEIA	OEWD	PORT	PUC	SFHSA	SHF	COUNT
Goodwill Industries	X						X		X		X			X		5
Young Community Developers	X	X							X		X			X		5
Community Youth Center of San Francisco		X			X				X		X					4
Larkin Street Youth Services		X					X				X	X				4
San Francisco Conservation Corps (SFCC)		X				X					X		X			4
Episcopal Community Services of San Francisco									X		X			X		3
Five Keys Schools and Programs									X		X			X		3
Hunters Point Family		X			X									X		3
Japanese Community Youth Council (JCYC)		X											X	X		3
Mission Neighborhood Centers		X			X				X							3
Richmond Area Multi-Services (RAMS)		X	X											X		3
Success Center San Francisco		X			X						X					3
The Arc San Francisco		X							X		X					3
African American Art & Culture Complex									X		X					2
Arriba Juntos	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
Bayview Hunters Point YMCA		X									X					2
Boys and Girls Club		X							X							2
Centers for Equity and Success, Inc.									X		X					2
Charity Cultural Services Center									X		X					2
City College of San Francisco				X							X					2
Enterprise for Youth		X									X					2
Homeless Children's Network									X		X					2
HomeRise											X			X		2
Jewish Vocational Service		X									X					2
La Raza Centro Legal, San Francisco									X	X						2
Lavender Youth Recreation and Information Center (LYRIC)		X							X							2
Mission Economic Development Agency										X	X					2
Mujeres Unidas y Activas									X	X						2
Native American Health Center									X		X					2
New Door Ventures		X									X					2
PRC									X		X					2
Rafiki Coalition								X			X					2
San Francisco Housing Development Corporation									X		X					2
San Francisco LGBT Center											X			X		2
Self-Help for the Elderly											X			X		2
Southeast Asian Development Center (fka VYDC)									X		X					2
Sunset Youth Services		X							X							2
UCSF Citywide Employment Program				X	X											2
Urban Services YMCA		X									X					2
A Philip Randolph Institute											X					1
Academy of Truck Driving														X		1
African Advocacy Network										X						1
African American Shakespeare Company											X					1
Alive & Free of San Francisco										X						1
Anders and Anders Foundation											X					1
Asian Pacific America Community Center						X										1
Asian Pacific America Family Support Services									X							1
Asian Women's Shelter									X							1
Balance														X		1
Bay Area Legal Aid														X		1
Bayview Opera House											X					1
Behavioral Health Services				X												1
Bernal Heights Neighborhood Center									X							1
Bike Hut Foundation					X											1
Booker T. Washington Community Service Center									X							1
Bridges from School to Work, Inc.											X					1
Brightline Defense											X					1
California Academy of Sciences		X														1
California Lawyers for the Arts		X														1
California Product Stewardship Council (zero waste)						X										1

Organization	C1	C2	C3	C4	C5	C6	C7	C8	C9	Count
Catholic Charities							X			1
Central City Hospitality House								X		1
Chinatown Community Development Center						X				1
Chinese for Affirmative Action								X		1
Chinese Progressive Association						X				1
Children's Council								X		1
Civic Pitstop			X							1
Citizen Film - Green Streets (zero waste)				X						1
Code Tenderloin (Independent Arts and Media)								X		1
Collective Impact								X		1
Communities United Against Violence						X				1
Community Forward						X				1
Compass Family Services								X		1
Community Initiatives, fiscal sponsor of El/La Para TransLatinas						X				1
Community Living Campaign								X		1
Crossing Edge Consulting		X								1
CUESA- Foodwise				X						1
State of California Department of Rehabilitation									X	1
Dev Mission								X		1
Donaldina Cameron House						X				1
Dreamers In Tech						X				1
Dress for Success									X	1
Dusty's Fishing Well: City EMT								X		1
Earth Island Institute- Garden for the Environment				X						1
Exploratorium	X									1
FACES-SF								X		1
Farming Hope				X						1
Filipino-American Development Foundation						X				1
First Graduate	X									1
Friends of the Urban Forest				X						1
Good Samaritan Family Resource Center of San Francisco						X				1
Gum Moon Residence Hall						X				1
Health Initiatives for Youth	X									1
Hearing and Speech Center of Northern California	X									1
Homebridge								X		1
Homeless Prenatal Program								X		1
Homies Organizing the Mission to Empower Youth (HOMEY)						X				1
Hospitality House					X					1
Horizons Unlimited of San Francisco, Inc	X									1
Human Services Agency		X								1
Immigrants Rising						X				1
Instituto Laboral de la Raza, Inc.						X				1
Interfaith Movement for Human Integrity						X				1
Jubilee Immigration Advocates						X				1
Juma Ventures	X									1
La Casa de las Madres									X	1
Legal Services for Children						X				1
Life Learning Academy	X									1
LightHouse for the Blind and Visually Impaired						X				1
Literacy for Environmental Justice				X						1
MEDA								X		1
Mercy Housing California						X				1
Mission Bit								X		1
Mission Hiring Hall								X		1
Mission Language & Vocational School								X		1
National Coalition of 100 Black Women								X		1
Northern California Laborers								X		1
Oasis for Girls	X									1
Oasis Legal Services						X				1
Old Skool Cafe	X									1
One Treasure Island						X				1
Pangea Legal Services						X				1
Peer Resources	X									1
Potrero Hill Neighborhood House	X									1
Public Health Institute		X								1
Race to Zero Waste				X						1

Organization	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total
RDJ (subing to YCD)											X					1
Renaissance Entrepreneurship Center											X					1
Richmond District Neighborhood Center		X														1
SF Bay Area Theatre Company											X					1
San Francisco Clean City Coalition														X		1
San Francisco Community Empowerment and Support Group, Inc.									X							1
SF New Deal						X										1
SFMade											X					1
SF Market Corporation						X										1
San Francisco Unified School District		X														1
SFUSD CTE Program													X			1
Spark Career Exploration & Self-Discovery Program		X														1
Special Service for Groups		X														1
Summer Student Internship Program					X											1
Swords to Plowshares											X					1
TAJA's Coalition											X					1
Transgender, Gender Variant, Intersex Justice Project (TGIJP)									X							1
Toolworks											X					1
Upwardly Global											X					1
Urban Ed Academy											X					1
Urban Sprouts		X														1
West Bay Pilipino Multi-Services, Inc.									X							1
We Rise SF/Labor Center for Immigrant Justice										X						1
Young Men's Christian Association of San Francisco (Chinatown Branch)									X							1
Young Men's Christian Association of San Francisco (Bayview Branch)									X							1
YMCA of San Francisco						X										1
Vets Alley											X					1
Zaccho SF											X					1
Total	**3**	**39**	**0**	**6**	**7**	**15**	**3**	**1**	**42**	**15**	**65**	**2**	**3**	**18**	**0**	**219**

Appendix D: FY 2021-22 Program Outcomes

Dept.	Program	Program Participants ("Duplicated" Clients)	Unique Clients ("Unduplicated" Clients)	Enrolled in English Language Services	Completed Basic Skills Training	Completed Job Readiness Training	Completed Training, Other (Not Voc. or Occ.)	Completed Vocational & Occupational Training, TOTAL	Training Completions, TOTAL	Unsubsidized Job Placements	Subsidized Job Placements	Placements and Employment, TOTAL
APD	Goodwill CASC Employment Services	221	221					0	0	150		150
APD	Young Community Developers IPO	72	72			32		0	32	11	72	83
APD	Arriba Juntos IPO	72	72			52		0	52	10	72	82
DCYF	Bridges from School to Work (Bridges from School to Work, Inc.)	81	81			14		0	14	50	1	51
DCYF	Burton High School Pathways and Partnerships (Bayview Hunters Point YMCA)	329	329			271			271	0	0	0
DCYF	Career Pathways Undocumented (CPU) (Bay Area Community Resources)	15	15			14			14	1	14	15
DCYF	Careers in Science Internship Program (California Academy of Sciences)	49	49			32			32	0	0	0
DCYF	Code on Point - Coding Bootcamp (Formerly Code Ramp) (Success Center San Francisco)	15	15			9			9	0	0	0
DCYF	CYC Career Awareness Pathways to Success (Community Youth Center of San Francisco)	62	62			17			17	0	0	0
DCYF	CYC High School Partnerships Program at SF International HS (Community Youth Center of San Francisco)	143	143			92			92	0	0	0
DCYF	Digital Media Pathways Program (Bayview Hunters Point Center for Arts and Technology)	7	7			6			6	0	0	0
DCYF	Early College Student Internship (San Francisco Unified School District)	801	801			0			0	532	0	532
DCYF	Edible Schoolyard at Willie Mays Boys & Girls Club at Hunters Point (Boys & Girls Clubs of San Francisco)	323	323			276			276	0	0	0
DCYF	Employment & Education Reengagement Program (Young Community Developers)	26	26			16			16	0	16	16
DCYF	ENVISION (Oasis For Girls)	41	41			26			26	2	39	41
DCYF	Experiment In Diversity (EID) (Potrero Hill Neighborhood House)	37	37			19			19	0	0	0
DCYF	First Graduate - First Career (First Graduate)	56	56			29			29	0	0	0
DCYF	Future Links (Hearing and Speech Center of Northern California)					0			0	0	0	0
DCYF	High School Explainer Program (Exploratorium)	86	86			61			61	0	46	46
DCYF	JJSE Educator Pathway (Peer Resources)	62	62			28			28	0	0	0

Agency	Program											
DCYF	Job Readiness for English Language Learners (Community Youth Center of San Francisco)	140	140			7			7	0	0	0
DCYF	Juma Ventures - YouthConnect (Juma Ventures)	170	170			111			111	0	130	130
DCYF	LifeWorks Employment Program (Horizons Unlimited of San Francisco)	30	30			21			21	1	14	15
DCYF	LLA Workforce Development Program (Life Learning Academy)	42	42			39			39	0	41	41
DCYF	LYRIC Fellowship (Youth Employment/Organizing Components) (Lavender Youth Recreation and Information Center (LYRIC))	11	11			10			10	0	11	11
DCYF	Mayor's Youth Employment and Education Program (Japanese Community Youth Council)	551	551			0			0	0	547	547
DCYF	Middle School Career Awareness Program (Boys & Girls Clubs of San Francisco)	440	440			367			367	0	0	0
DCYF	New Door Ventures Youth Workforce Development (New Door Ventures)	85	85			17			17	1	32	33
DCYF	Next Gen Tracks (Bay Area Video Coalition)	76	76			15			15	11	0	11
DCYF	Occupational Therapy Training Program-San Francisco (Special Service for Groups)	53	53			13			13	0	0	0
DCYF	OMIE Beacon TAY Job Connection Program (Urban Services YMCA)	43	43			26			26	0	10	10
DCYF	Opportunities for All Intermediary (Japanese Community Youth Council)	794	794			0			0	0	794	794
DCYF	Pathways (Enterprise for Youth)	462	462			279			279	62	218	280
DCYF	Primed and Prepped: Culinary Arts Program (Bayview Hunters Point YMCA)	44	44			28			28	0	0	0
DCYF	RAMS' NextGen Workforce Program (Richmond Area Multi-Services)	61	61			0			0	13	10	23
DCYF	RDNC Beacon (Richmond District Neighborhood Center)	46	46			16			16	0	41	41
DCYF	Safe Haven (Mission Neighborhood Centers)	10	10			8			8	0	0	0
DCYF	San Francisco YouthWorks (Japanese Community Youth Council)	358	358			0			0	0	358	358
DCYF	School Partner Model - Downtown High School (Jewish Vocational Service)	85	85			49			49	8	10	18
DCYF	School Partner Model - John O'Connell High School (Jewish Vocational Service)	207	207			181			181	141	0	141

Dept	Program											
DCYF	Sequoia Leadership Institute for LGBTQQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC))	40	40			11			11	0	40	40
DCYF	SF STEM Academy (Japanese Community Youth Council)					0			0	0	0	0
DCYF	SFCC Youth Workforce Development (San Francisco Conservation Corps)	94	94			0			0	10	5	15
DCYF	Spark Career Exploration & Self-Discovery Program (Spark Promise)	59	59			0			0	0	0	0
DCYF	Spotlight on the Arts (California Lawyers for the Arts)	19	19			5			5	0	19	19
DCYF	The Arc San Francisco Youth Workforce Development Education and Career Preparatory Program (The Arc San Francisco)	103	103			0			0	4	0	4
DCYF	Transitional Age Youth Early Care and Education (TAYECE) Program (Jewish Vocational Service)	46	46			5			5	2	0	2
DCYF	Ujamaa Training and Employment (Hunters Point Family)	20	20			13			13	0	0	0
DCYF	Ujima Urban Agriculture Project (Hunters Point Family)	28	28			25			25	0	0	0
DCYF	UndocuWorkforce for LGBTQQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC))	10	10			8			8	0	10	10
DCYF	Urban Sprouts (Urban Sprouts)	40	40			33			33	0	37	37
DCYF	What is Health to You? Exploring Careers in Community Health (Health Initiatives for Youth)	98	98			82			82	0	0	0
DCYF	Work Readiness Program (WRP) (Jewish Vocational Service)	207	207			77			77	64	85	149
DCYF	Workforce Development (Sunset Youth Services)	71	71			64			64	1	3	4
DCYF	YCD - City Youth Now (Young Community Developers)					0			0	0	0	0
DCYF	Youth Advocacy Day (Japanese Community Youth Council)					0			0	0	0	0
DCYF	Youth Workforce Development (Larkin Street Youth Services)	150	150			45			45	1	49	50
DCYF	Youth Workforce Training and Employment (Old Skool Cafe)	29	29			25			25	0	0	0
DCYF	Youthline Tech (Bay Area Community Resources)	13	13			13			13	13	0	13
DHR	Fish Fellowship in Civic Leadership	1	1					1	1			0
DHR	Access to City Employment (ACE) Program	6	6					6	6			0

Dept	Program										
DHR	Diversity Recruitment Community Outreach Program	7957					7957	7957			0
DHR	Apprenticeships SF	45	45				45	45			
DHR	Leadership Training Programs	441					441	441			
DHR	SF Housing Authority Job-Matching Program and City Job Application Support	143	143				143	143			0
DHR	San Francisco Fellows	18	18				44	44	26		26
DHR	Professional Development Workshops	514					514	514			0
DHR	Growing Your Career	382					382	382			0
DHR	Dream Keeper Initiative Cohort Suppport	11	11				22	22	11		11
DOSW	Public Policy Fellowship/Internship	2	2			2	0	2			0
DPH	i-Ability	37	28				0	0			
DPH	Janitorial	29	29				0	0			
DPH	Clerical & Mailroom	33	31				0	0			
DPH	TAY	21	21				0	0			
DPH	First Impressions	9	9				4	4		9	
DPH	Café Catering	27	27				14	14		27	
DPH	GROWTH	8	8				5	5		5	
DPH	Comm MH Certificate	140	140				0	0			
DPH	Faces for the Future	50	50			50	0	50			
DPH	Grad Interns	24	24				0	0			
DPH	Psych Fellowship Prgm	3	3			3	0	3			3
DPH	SF FIRST voc prgm	13	13	1			13	14		13	13
DPH	Child & Adol Comm Psych Trng Prgm	5	5				0	0			
DPH	Comm Health Academy	65	56				0	0			
DPW	9916 Pre-Apprenticeship Program-Public Works	68	67				0	0	0	0	0
DPW	9916 Pre-Apprenticeship Program-Human Services Agency	0	28				0	0	1	0	1
DPW	Apprenticeship Program	0	2				0	0	0	0	0
DPW	2022 Summer Student Internship Program	0	73	0	0	73	0	73	0	0	0
DPW	Street Cleaning-CYCSF	0	20	20	20	20	0	60	2	20	22
DPW	Pit Stop Programs (Civic Centers, HPF, MNC, Success)	0	622				0	0	0	0	0
DPW	Tenderloin Clean & Workforce Development	0	76				0	0	0	0	0
DT	Youthworks	0					0	0			0
DT	Pull Internship	0					0	0			0
DT	IT Engineering Internship	5	5				0	0			0
ENV	Public Service Trainees (9922)	0	17		17	17	17	0	51			0
ENV	Fellows	0	4		4	4	4	0	12			0
ENV	CBO Service Providers	0	0				0	0			0
FIR	City EMT	44	44			44	44	88			0
FIR	9910	15	15			15	15	30		15	15
HRC	Opportunities For All	2,747	2,747		115			0	0			
HRC	My Brothers and Sistes Keper	11	11					0	0			
HSA	Wage Subsidy/OJT	616	592				0	0			0
HSA	Job Search/Job Club, Job Readiness Assessment & Employment Plan Development	4971	4032			1541	0	1541		299	299
HSA	Youth Employment Services	105	96			51	0	51		6	6
HSA	Employment Services to Currently At-Risk and Formerly Homeless Individuals	272	269			234	234	468		5	5

Agency	Program											
HSA	Individual Referral (IR) Vocational Training	78	77					40	40			0
HSA	Refugee Employment Services	15	15									0
HSA	Vocational Immersion ESL (VIP)	219	141		68			0	68			0
HSA	Transitional Employment	279	221			213		0	213		8	8
HSA	Educational Instruction and Academic Support Services (JN educational support, Cal-Learn educational support)	42	41			21		0	21			0
HSA	Clean City Neighborhood Beautification, Park Stop	189	188			107		0	107			0
HSA	Workfare, Light Duty Community Services	600	580			14		0	14			0
HSA	Prevocational & Behavioral Health Services. Domestic Violence Counseling, Department of Rehabilitation (DOR)	482	430			180		0	180			0
HSA	Smart Money Financial Coaching	1263	1177					0	0			0
HSA	Individualized Legal Services	178	172					0	0			0
MOHCD	Ubuntu Resource and Eban Programs	14	14					0	0			0
MOHCD	Family Economic Success	184	184	5	52	2		0	59			0
MOHCD	House of Thrive (HOT)	30	30					0	0			0
MOHCD	AWS ASSIST (Access to Services and Skills-Building for Immigrant Survivors of Trauma) Program	48	48	15	10			0	25			0
MOHCD	Addressing Educational and Employment Barriers for Young Adults	65	65		51	14		0	65			0
MOHCD	Service Connection and Skills Training	55	55					0	0			0
MOHCD	Booker T. Washington Family Sustainability Center	5	5					0	0			0
MOHCD	Access to Opportunity Career Center	1	1					0	0			0
MOHCD	WHY Digital Hub	42	42	18	13	11		0	42			0
MOHCD	Comprehensive Service Connection and Core Skills Development	129	129	25	19			0	44			0
MOHCD	A Woman's Place Drop In Center Gender Inclusive Re-Entry Program	20	20		4			0	4			0
MOHCD	Transition Opportunities and programs for Success (TOPS)	123	123		103			0	103			0
MOHCD	Community Resources and Adult Education Program	152	152		91			0	91			0
MOHCD	ECS Jobs Center	59	59		4	27		0	31			0
MOHCD	Access to Opportunity for Low-income Immigrant Communities	342	342					0	0			0
MOHCD	TULAY SF: Bridging Filipino Families to Services and Resources in San Francisco	150	150					0	0			0
MOHCD	Immigrants and Transition Aged Youth (ITAY)	50	50					0	0			0
MOHCD	Pin@y Educational Partnerships (PEP)	55	55					0	0			0
MOHCD	Self Determination Project	36	36		36			0	36			0
MOHCD	2-Gen Education Program	86	86	86				0	86			0

Agency	Program											
MOHCD	Digital Essentials PLUS	60	60			60		0	60			0
MOHCD	Employment Training for API Survivors of Domestic Violence, Sexual Assault and Human Trafficking	12	12			8		0	8			0
MOHCD	Skill-building and Service Connection for Gum Moon SRO Residents	30	30					0	0			0
MOHCD	Skill-building and Service Connection in Richmond and Sunset Neighborhoods	271	271		82			0	82			0
MOHCD	Ma'at Youth Leadership Initiative	1	1		1			0	1			0
MOHCD	HOMEY HUB	115	115					0	0			0
MOHCD	Expanded Support for the Working Poor	112	112					0	0			0
MOHCD	Employment Law Project	115	115					0	0			0
MOHCD	LGBTQQ+ TAY Youth Advocacy	14	14					0	0			0
MOHCD	Sunnydale Youth Center	48	48					0	0			0
MOHCD	MLVS Vocational Preparation	25	25		25			0	25			0
MOHCD	Educational Support- Community Based Services	93	93		93			0	93			0
MOHCD	Access to Worker Justice	46	46					0	0			0
MOHCD	Native Health Community Development	46	46		11			0	11			0
MOHCD	Advancing Economic Equity Program	75	75		2			0	2			0
MOHCD	Pre-Employment Program	20	20		9	11		0	20			0
MOHCD	Portola-Based Community Services	259	259		116			0	116			0
MOHCD	Western Addition Community-Based Services	31	31		10	21		0	31			0
MOHCD	RAD Workforce Development Services at Hayes Valley North and South	14	14					0	0			0
MOHCD	English as a Second Language (ESL) Workshops, Training and/or Classes	80	80	39	41			0	80			0
MOHCD	Southeast Asian Support Services	144	144	17	1			0	18			0
MOHCD	Access to Opportunity	24	24		19	5		0	24			0
MOHCD	The Arc's Resiliency In Action	46	46		40	6		0	46			0
MOHCD	100% College Prep - Alice Griffith Education Liaison Project	5	5					0	0			0
MOHCD	OMI Job Center	23	23					0	0			0
MOHCD	LightHouse Language Connections: Outreach and Training for Limited English Proficiency Blind and Low Vision San Franciscans	12	12		9			0	9			0
MOHCD	Discovery, Soft Skills, and Educational Attainment	67	67		62	5		0	67			0
MOHCD	RAD Workforce Development Services at Plaza-Scattered Sites	0	0					0	0			0
MOHCD	Transgender, Gender Variant, Intersex (TGI) Community and Clinical Services Program	41	41					0	0			0

Agency	Program											
MOHCD	Tutoring, Academic Support, and Community Coordination	73	73		73			0	73			0
MOHCD	SOMA - College Prep Program	0	0					0	0			0
MOHCD	SOMA - Filipino Education Center (FEC) Galing Bata Program	60	60					0	0			0
MOHCD	TransLatinas Workforce	0	0					0	0			0
OCEIA	DreamSF Fellowship	22	22			22	22	132	176			0
OCEIA	Community Ambassadors Program	65	65	0	65	65	65	130	325			0
OEWD	CAP	275	274	0	0	0	0	0	0	209	0	209
OEWD	NAP	2215	2141	0	0	2	0	0	2	1505	0	1505
OEWD	SAP	1215	1110	0	0	123	0	0	123	713	0	713
OEWD	YAJC	872	857	-	-		0	0	0	392	0	392
OEWD	YASE	78	78	-	-	0	-	0	0	32	-	32
OEWD	RAMP	72	71	-	-	0	0	0	0	61	0	61
OEWD	TechSF	312	312			0	0	136	136	190	0	190
OEWD	TechSF Onramp	308	307			290		0	290	162	0	162
OEWD	HCA	426	426					0	0			0
OEWD	HI Coordinator	517	511					0	0	408		408
OEWD	CB JRT	195	192			162		0	162			0
OEWD	CBA	90	90					71	71	63		63
OEWD	CB Specialized Trainings	39	39					29	29	25		25
OEWD	CB Southeast Sector							0	0			0
OEWD	CCSF CB PRO	26	26	2		22		10	34	16	0	16
OEWD	CAPSA/CB PRO	41	41					16	16	11		11
OEWD	CCDS	71	71					71	71			0
OEWD	ENS	787	585					0	0	497		497
OEWD	COR/CSB	55	55	0	0	30	0	0	30			0
OEWD	COVID 19 Layoff Adversion	66	66			66		0	66	0	0	0
OEWD	CB On-Ramp	197	194						0			0
OEWD	CityDrive		108					0	0	83	0	83
OEWD	First Source	1,539	1539	0	0	0	0	0	0	1,539	0	1539
OEWD	Rapid Response	215	0	0	0	0	0	0	0	0	0	0
OEWD	Non-First Source	88	88	0	0	0	0	0	0	88	0	88
OEWD	WorkforceLinkSF	4,573	4573	0	0	0	0	0	0	1627	0	1627
OEWD	COVID Right to Recover	8,113		-	-	-	-	0	0	-	-	0
OEWD	COVID Hotline	9,459		-	-	-	-	0	0			0
OEWD	Dream Keeper Business Arts	40	40	1	0	0	0	0	1	11	0	11
OEWD	Dream Keeper Community Arts	96	93	0	0	0	0	0	0	11	0	11
OEWD	Dream Keeper Educational Pathways	125	125	-	-	0	0	0	0	5	-	5
OEWD	Dream Keeper Health Services	63	63						0			0
OEWD	Dream Keeper Industries of Opportunity	113	112	0	0	0	0	66	66	66	0	66
OEWD	Dream Keeper Research Institute	55	54			0	0	0	0	0	-	0
OEWD	Dream Keeper Fatherhood	2	2	0	0	0	0		0			0
OEWD	Economic Recovery Pilot	138	138			0		136	136	109	-	109
OEWD	Equity Pilot	165	165			0		58	58	81	-	81
OEWD	Emerging Industries - Pilot OST	176	176					0	0			0
PDR	[VAP]	13	12					12	12		10	10
PDR	[Internship]	183	154					154	154			0
PDR	[Young Defenders]	192	192			192		192	384		192	192
PORT	Student Design Trainees	4	4					4	4	1		1
PORT	Opportunity for All	12	12					0	0			0
PORT	City Build Training Program	34	34					0	0			0
PORT	Rising TIDES Construction Management Intern Program	25	25					0	0			0
PORT	Health and Safety Interns	1	1					1	1	1		1
PORT	City Hall Fellows Program	0	1									
PORT	Greenagers Program	1	1									

PORT	Youth Employment Program										
PORT	Youth Works	17	17								
PUC	9920, 9922	63	63				63	63			0
PUC	538x	73	73				73	73			0
PUC	5201	24	24				24	24			0
PUC	7463, 7464	10	10				10	10			0
PUC	9910	13	13				13	13			0
PUC	9914	1	1				1	1			0
PUC	1649	1	1				1	1			0
PUC	7542	31	31				31	31			0
PUC	7339, 7352	1	1				1	1			0
PUC	7327, 7331	2	2				2	2			0
PUC	7320, 7321	2	2				2	2			0
PUC	7375, 7356	3	3				3	3			0
PUC	3410	1	1				1	1			0
PUC	SFUSD Fellows	2	2			2	0	2			0
PUC	PROJECT PULL SUMMER 2022 (HYBRID)	43	43		43		0	43		43	43
REC	Workreation	318	318				0	0			0
REC	Gardener Apprentice Program	26	26				0	0			0
REC	San Francisco State Internship Program	2	2				0	0			0
REC	Student Design Trainee Program	9	9								
REC	Able Body Worforce Program	2	2								
REC	Public Service Trainee	6	6								
REC	University of San Francisco McCarthy Fellows	3	3								
REC	University of San Francisco Urban & Public Affairs	1	1				0	0			0
SFDA	Communications & Policy	4	4				4	4			0
SFDA	Summer 2021 Paid 2Ls	3	3				3	3			0
SFDA	Fall 2021 Post Bar Fellows	10	10				10	10			0
SFDA	Victim Services	12	12				12	12			
SFDA	High School & Undergraduate Interns (unpaid)	56	56				56	56			
SFDA	Law Clerks (unpaid)	26	26				26	26			
SFDA	9914 Public Service Admin Aide	20	20				20	20			
SFDA	Volunteer/Loaner Attorney	7	7				7	7			0
SFMTA	HSA Public Service Trainee (9910)	17	17				0	0			0
SFMTA	Genesys Works	11	11								
SFMTA	DPW/SFMTA Intership (5380-5382 Program)	27	27				0	0			0
SFMTA	1402 Career Pathways Program to Connect Public Assistance Clients to Civil Service Jobs)	1	1								
SFMTA	Muni Transit Ambassador Program (MTAP)	17	17				0	0			0
SFMTA	1649 Program (Accountant Intern to 1652 Accountant I Program)	2	2				0	0			0
SFO	SFPUC	16	37	37	37	37	88	199	5		5
SFO	SFSO/SFPUC	16	16	16	16	16	60	108	2		2
SFO	ECOJOBS	56	56	56		56	0	112			0
SFO	SFO Business and Career Center	1822					0	0			0
SFO	Interns - College, High School, Opportunities for All	21			21	21	0	42			0
SFO	Trainee Programs - Student Design	23			23	23	0	46			0

SFPL	Basic Computer Skills Classes	4655	0		4655				0	4655			0
SFPL	Career Online High School	50	50				50	0	50			0
SFPL	Project Read	44	44		44				0	44			0
SFPL	ESOL Tutoring	125	125	125					0	125			
SFPL	Y.E.L.L. (Youth Engaged in Library Leadership)	20	0			20		0	20			
SFPL	Summer Youth Volunteers	180	180		180				0	180			
SFPL	Resume Workshops	562	0		562								
SFPL	Special jobs & career programs	2284	0		2284				0	2284			0
TOTAL	Total Program Participants	77134	39893	354	9144	6410	339	11653	27223	9041	3376	12417
TOTAL	Percent		100%	0.81%	21.03%	13.14%	0.78%	24.91%	60.67%	2.61%	7.76%	29.23%