

**Citywide Workforce Development Plan  
FY 2024-2029**

## Ohlone 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.

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## Commitment to Equity

On behalf of the Committee on City Workforce Alignment, OEWD collected data and prepared this document.

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.

## Letter from the Committee on City Workforce Alignment

We are pleased to announce the release of the Citywide Workforce Development Plan, a unified strategy from City departments, organized labor, community-based service providers, and residents of San Francisco to develop coherent strategies to address the needs of unemployed and underemployed workers, as well as individuals and communities who have been historically and systemically excluded from the labor force.

The San Francisco Workforce Development System hosts nearly 300 programs offered by 24 City departments reaching over 80,000 participants. Over the past year, the Committee on City Workforce Alignment has worked to establish a comprehensive workforce development strategy that better coordinates the goals and desired outcomes of these services focusing on the equity, inclusion and the empowerment of the community's most vulnerable members. This report presents the critical themes that arose from the planning process and presents a unified definition of workforce development adopted by the Committee.

This plan builds upon the work of the Economic Recovery Task Force, the Citywide Racial Equity Framework, Committee members' respective workforce development and strategic plans, and the Committee on City Workforce Alignment's strategic planning. It is further informed by the annual Workforce Services Inventory which 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.

While there is still much work to be done in continuing to align the various programs and enhance the quality of services to meet the City's workforce needs, this plan is an important step forward in laying the foundation for system improvement and coordination.

Lastly, the Office of Economic and Workforce Development Workforce Director convenes and staffs the Committee on City Workforce Alignment. The Committee would like to thank Joshua Arce, Janan Howell, Ken Nim, Chad Houston, Jen Hand, Glenn Eagleson, Tai Seals-Jackson, Armina Brown, Mark Hogains, and Miriam Palma-Trujillo for their support over the last year.



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  - Taras Madison, Deputy Director
- Department of Children, Youth and Their Families (DCYF):
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  - Anni Chung, President & CEO
- Young Community Developers (YCD):
  - Dion-Jay Brookter, Executive Director & CEO
- Northern California District Council of Laborers (NCDCL):
  - Vince Courtney Jr., Recording Secretary
- Bay Area Community Resources (BACR):
  - Ruth Barajas, Director of Workforce and Education Programs
- Hospitality House (HH):
  - Tiffany Jackson, Employment Program Manager
- San Francisco Building and Construction Trades Council (SFBCTC):
  - Bart Pantoja, Business Manager Secretary-Treasurer

## Common Abbreviations and Acronyms

- Mayor or MYR: The Office of Mayor London N. Breed
- BOS: Board of Supervisors
- CCWA: Committee on City Workforce Alignment
- Five-Year Plan: FY 2024-29 Citywide Workforce Development Plan
- Annual Workforce Inventory: FY 2021-22 Citywide Workforce Services Inventory Report
- APD: Adult Probation Department
- BACR: Bay Area Community Resources
- OEWD: Office of Economic and Workforce Development
- HRC: Human Rights Commission
- DCYF: Department of Children, Youth and Their Families
- DHR: Department of Human Resources
- DPH: Department of Public Health
- ERTF: October 2020 COVID-19 Economic Recovery Task Force Report
- HH: Hospitality House
- HSA: Human Services Agency of San Francisco
- HSH: Department of Homelessness and Supportive Housing
- Local Plan: Local Workforce Innovation and Opportunity Act (WIOA) Plan
- NCDCL: Northern California District Council of Laborers
- ORE: Office of Racial Equity
- PUBLIC WORKS: Department of Public Works
- Racial Equity Strategy: San Francisco Racial Equity Framework
- Regional Plan: Regional Workforce Innovation and Opportunity Act (WIOA) Plan
- SFBCTC: San Francisco Building and Construction Trades Council
- SFPUC: San Francisco Public Utilities Commission
- SHE: Self-Help for the Elderly
- WIOA: Workforce Innovation and Opportunity Act (WIOA)
- YCD: Young Community Developers

## Executive Summary

Established in 2022, the Committee on City Workforce Alignment (“CCWA”) is a 17-member public body comprised of City employees, community members, and labor representatives. The Office of Economic and Workforce Development (OEWD) convenes and staffs the CCWA.

Starting in 2024, the CCWA must create a Five-Year Citywide Workforce Development Plan (“Five-Year Plan”) which describes the City’s existing workforce development services, the City’s anticipated workforce development needs, benchmarks for system efficacy, documentation of partnerships and mission alignment across the entire workforce development system, measurable progress towards identified benchmarks, and goals and strategies for all workforce development services in San Francisco. The Five-Year Plan must include a projection of the funding needed to achieve the goals, and it must be consistent with existing strategic plans. Starting in 2025, the CCWA must provide biennial updates to the Five-Year Plan.

This FY 2024-2029 Citywide Workforce Development Plan reflects formal partnership among the 17-members and commitment towards enhancing apprenticeship & pre-apprenticeship programs that lead to careers; enabling data-sharing for better coordination between workforce and other systems; investing in equitable workforce programs for our most vulnerable, investing in workforce development across the life course; and coordinating on partners’ plans and priorities.



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## History of the Citywide Workforce Alignment Strategy

In June 2014, in recognition of the breadth and depth of workforce development programming and fragmented funding across the local public workforce development system, the City and County of San Francisco—led by then-Supervisor David Chiu—passed Ordinance 84-14 to amended San Francisco Administrative Code Chapter 30 (“Chapter 30”) and establish the Committee on Citywide Workforce Alignment (“Alignment Committee”). The Ordinance intended to bring together key City stakeholders to coordinate workforce development services across City departments and increase their effectiveness.

Until May 2017, the Alignment Committee was chaired by the Mayor’s Deputy Chief of Staff, and included the Board of Supervisors’ President and the department heads of the City’s five largest workforce-investing departments at the time of its inception: the Human Services Agency of San Francisco (HSA); the Office of Economic and Workforce Development (OEWD); the Department of Children, Youth, and Their Families (DCYF); the San Francisco Public Utilities Commission (SFPUC); and the Department of Public Works (“Public Works”). Chapter 30 requires OEWD to staff and convene the Alignment Committee. Thereafter, the Alignment Committee invited the Human Rights Commission and the Department of Human Resources to become members.

The Alignment Committee worked closely with the Workforce Community Advisory Committee (WCAC). The WCAC was authorized by Chapter 30 to advise the federally-mandated Workforce Investment San Francisco board (WISF) and the Alignment Committee. The WCAC included the leadership from community-based organizations which were multiply-funded by Alignment Committee member departments, including: Self-Help for the Elderly, San Francisco Conservation Corps, Success Center San Francisco, Japanese Community Youth Council, Young Community Developers, Episcopal Community Services of San Francisco, and Bayview Hunters Point Center for Arts & Technology (BAYCAT).

In Fall 2017, as required by Chapter 30, the Alignment Committee—advised by the WCAC—completed the FY 2017-22 Citywide Workforce Development Plan (“Five-Year Plan”) which assessed the City’s anticipated workforce development needs and opportunities over five years, and outlined the recommended goals, strategies, and funding needed to advance the work. The Five-Year Plan 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 workforce development 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 lockstep 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. Though the legislation authorizing the Alignment Committee and the Workforce Community Advisory Committee sunset in 2019, City Departments continued to meet to further the work and implement the Five-Year Plan.

In 2022, San Francisco Board of Supervisors President Shamann Walton introduced legislation reestablishing the Alignment Committee. The reauthorization intended 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 Plan, collecting system-level data on an annual basis, and deduplicating workforce client data to establish program efficacy. The legislation amended Chapter 30 and reauthorized the body of work known as the City Workforce Alignment strategy; it became effective November 6, 2022.

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## The Committee on City Workforce Alignment (CCWA)

When the Ordinance reauthorized the Citywide Workforce Alignment strategy, it also established a new, 17-member policy body called the Committee on City Workforce Alignment (“CCWA”) with membership including the Board of Supervisors, the 10 largest workforce-investing City departments, four nonprofit representatives with two appointments from the Mayor and BOS (“split appointments”), and two labor representatives with split appointments.

The San Francisco Office of Economic and Workforce Development Director of Workforce Development convenes and chairs the committee. All members sit on CCWA at equal privilege with equal voting power.

Appointments are indefinite for City leadership and three-year terms for Mayor and BOS appointments. Current membership of the CCWA is as follows:

Seat	Member	Title	Member
Chair	OEWD	Director of Workforce Development	Ken Nim
1	BOS	Supervisor	Shamann Walton
2	OEWD	Executive Director	Sarah Dennis Phillips
3	HRC	Executive Director	Sheryl Davis
4	SFHSA	Executive Director	Trent Rhorer
5	DCYF	Executive Director	Maria Su
6	SFPUC	General Manager	Dennis Herrera
7	DHR	Human Resources Director	Carol Isen
8	DPH	Director of Health	Grant Colfax
9	PUBLIC WORKS	Interim Director	Carla Short
10	HSB	Director	Shireen McSpadden
11	APD	Chief Adult Probation Officer	Cristel Tullock
12	MYR NONPROFIT	President and CEO at Self-Help for the Elderly	Anni Chung
13	MYR NONPROFIT	Executive Director at Young Community Developers (YCD)	Dion-Jay Brookter
14	MYR LABOR	Recording Secretary for Northern California District Council of Laborers	Vince Courtney

15	<b>BOS NONPROFIT</b>	Director of Workforce at Bay Area Community Resources	Ruth Barajas
16	<b>BOS NONPROFIT</b>	Workforce Program Manager at Hospitality House	Tiffany Jackson
17	<b>BOS LABOR</b>	Secretary-Treasurer at Building and Construction Trades	Bart Pantoja

## Member Agencies

### **Chair, OEWD Director of Workforce Development**

The Office of Economic and Workforce Development Workforce Division trains and connects San Franciscans to sustainable jobs with career growth opportunities and promote prosperity for all residents, including the unemployed, underemployed, and hard-to-employ residents.

### **San Francisco Office of Economic and Workforce Development (OEWD)**

OEWD strives to create a thriving and resilient economy, where barriers to economic and workforce opportunities are removed, and prosperity is shared equitably by all.

### **San Francisco Human Rights Commission (HRC)**

The San Francisco Human Rights Commission works in service of the City's anti-discrimination laws to further racial solidarity, equity, and healing.

### **Human Services Agency of San Francisco (SFHSA)**

San Francisco Human Services Agency supports individuals, families, and communities with food, health care, financial, employment, child care, and protective services.

### **San Francisco Department of Children, Youth and Their Families (DCYF)**

The Department of Children, Youth and Their Families has administered San Francisco's powerful investments in children, youth, transitional age youth, and their families through the Children and Youth Fund since 1991. With a deep commitment to advancing equity and healing trauma, we bring together government agencies, schools, and community-based organizations to strengthen our communities to lead full lives of opportunity, fulfillment, and happiness. Together, we make San Francisco a great place to grow up.

### **San Francisco Public Utilities Commission (SFPUC)**

SFPUC provides quality drinking water and wastewater services to the city of San Francisco, wholesale water to three Bay Area counties, and green hydroelectric and solar power to our municipal departments. We strive to work in harmony with environmental and community interests, and we are dedicated to protecting and sustaining the resources entrusted to our



care. We are widely recognized as a national leader for excellent service, stewardship, and innovation.

### **City and County of San Francisco Department of Human Resources (DHR)**

DHR manages the City's workforce, recruits diverse talent, and ensures the well-being of its employees.

### **San Francisco Department of Public Health (DPH)**

DPH protects and promotes the health of all San Franciscans.

### **San Francisco Department of Public Works (Public Works)**

Every day Public Works fulfills its mission of keeping our neighborhoods clean, green, safe and beautiful, while providing City residents who face barriers to employment or who are exploring career paths a chance to work and earn a living.

### **San Francisco Department of Homelessness and Supportive Housing (HSH)**

The Department of Homelessness and Supportive Housing strives to make homelessness in San Francisco rare, brief, and one-time, through the provision of coordinated, compassionate, and high-quality services.

### **San Francisco Adult Probation Department (APD)**

APD protects and serves the community, furthers justice, inspires change, and prioritizes racial equity so that all people may thrive.

### **Self-Help for the Elderly (SHE)**

SHE provides trustworthy and devoted care for seniors to promote their independence, dignity and self-worth. SHE's non-profit services and companionship help guide seniors to wellness and happiness. We want to contribute to longer, healthier, more purposeful lives for seniors.

### **Young Community Developers (YCD)**

YCD believes that every individual should have the right to sustainable and generational economic mobility. YCD positively impacts lives, empowers people to break cycles of poverty for themselves, their families, and their communities.

### **Northern California District Council of Laborers (NCDCL)**

NCDCL is a labor organization affiliated with the Laborers' International Union of North America. The NCDCL was chartered in 1937 in San Francisco, California and today represents over 30,000 men and women, who are collectively employed as laborers by its network of 1700 signatory employers.

### **Bay Area Community Resources (BACR)**

For more than four decades, BACR has been delivering a wide range of services to schools and other community settings throughout the greater San Francisco Bay Area. Services are clustered in program areas that include expanded learning, behavioral and mental health, fiscal sponsorship, healthy communities, national service, and youth workforce and re-entry.

### **Hospitality House (HH)**

HH is a progressive, community-based organization located in San Francisco’s Tenderloin Neighborhood, Sixth Street Corridor, and Mid-Market Area that provides opportunities and resources for personal growth and self-determination to homeless people and neighborhood residents. Our mission is to build community strength by advocating policies and rendering services which foster self-sufficiency and cultural enrichment.

### **San Francisco Building and Construction Trades (SFBCTC)**

SFBCTC was established in 1896. Today, the AFL-CIO-affiliated council represents 32 Bay Area building and construction trades unions. For 122 years, Organized Labor has been the official publication of the council.

## **Citywide Workforce Development Plan Process & Requirements**

When the Committee on City Workforce Alignment (CCWA) was reauthorized by San Francisco Ordinance No. 209-22, the legislation clearly outlined the required content for the five-year Citywide Workforce Development Plan (“Five-Year Plan”).

### **Required Content**

The Five-Year Plan must include the following components: an assessment of existing workforce services, the City’s anticipated workforce development needs, benchmarks for system efficacy, documentation of partnerships and mission alignment across the entire workforce development system, measurable progress towards identified benchmarks, goals and strategies for all Workforce Development Services in San Francisco, projection of funding needed to achieve goals, and alignment with the October 2020 COVID-19 Economic Recovery Task Force Report (“ERTF”), the San Francisco Racial Equity Framework (“Racial Equity Strategy”) developed by the Office of Racial Equity (ORE), the OEWD Strategic Plan, and the current Local Workforce Innovation and Opportunity Act (WIOA) Plan (“Local Plan”) and Bay-Peninsula Regional WIOA Plan (“Regional Plan”) both approved by WISF.

The required plan content and accompanying sources are below.

<b>Required Plan Component</b>	<b>Source</b>
City's anticipated workforce development needs	U.S. Census Bureau, American Community Survey, California Employment Development Division, Lightcast-Burning Glass San Francisco

	Economy Report, San Francisco Department of Human Resources
Documentation of partnerships and mission alignment across the entire workforce development system	Annual Workforce Inventory
Assessment of existing workforce services	Annual Workforce Inventory
Benchmarks for system efficacy	Annual Workforce Inventory
Measurable progress towards identified benchmarks	Annual Workforce Inventory
Goals and strategies for all Workforce Development Services in San Francisco	Committee on City Workforce Alignment, Community Input
Alignment with strategic plans, such as the Economic Recovery Task Force Report, San Francisco Racial Equity Framework, and the Local Plan.	Economic Recovery Task Force Report, San Francisco Racial Equity Framework, and the Local Plan, Department Plans
Projection of funding needed to achieve the goals	Committee on City Workforce Alignment

**Goals & Strategies**

Goals and strategies for workforce development services in San Francisco were generated through public discussions with the CCWA and with community members over the period of April 2023 through April 2024.



**Alignment with Strategic Plans**

In keeping with the spirit and intent of Citywide alignment, the Five-Year Plan pulls from several existing strategic plans to inform the content. In addition to the abovementioned documents required by the Ordinance, this Five-Year Plan incorporates the following, most updated

strategic plans or summary documents. Where the most updated strategic plan is in progress, OEWD consulted with member subject matter experts to solicit current priorities.

<b>Member</b>	<b>Strategic Plan or Summary Document</b>
MYR/BOS	<a href="#">COVID-19 Economic Recovery Task Force Report</a>
HRC	<a href="#">San Francisco Racial Equity Framework</a>
OEWD	<a href="#">OEWD Strategic Plan</a>
OEWD	<a href="#">Local Workforce Innovation and Opportunity Act (WIOA) Plan</a>
OEWD	<a href="#">Regional Workforce Innovation and Opportunity Act (WIOA) Plan</a>
OEWD	<a href="#">California Jobs First (f.k.a. Community Economic Resilience Fund) Regional Economic Plan</a>
OEWD	<a href="#">Community Development Block Grant Consolidated Plan</a>
HRC	<a href="#">Opportunities for All</a>
HRC	<a href="#">Investment of Funds to Support the Black Community in San Francisco</a>
APD	<a href="#">San Francisco Adult Probation Strategic Plan</a>
DHR	<a href="#">San Francisco Department of Human Resources Workforce Report (2023)</a>
DPH	<a href="#">San Francisco Department of Public Health Annual Report (2022-2023)</a>
PUBLIC WORKS	<a href="#">San Francisco Public Works 2018-2022 Strategic Plan in Brief</a>
DCYF	<a href="#">San Francisco Department of Children, Youth and Their Families Services Allocation Plan</a> and <a href="#">FY 2024-2029 Request for Procurement</a>
SFHSA	<a href="#">San Francisco Human Services Agency Strategic Plan: Fiscal Years 22-23 through 26-27</a>
HSB	<a href="#">Home by the Bay: 2023 - 2028 Citywide Strategic Plan Overview</a>
SFPUC	<a href="#">San Francisco Public Utilities Commission Strategic Plan (2020)</a>
SHE	<a href="#">Self-Help for the Elderly Annual Report (2023)</a>
YCD	<a href="#">Young Community Developers Annual Report (2020-2021)</a>
NCDCL	<a href="#">Northern California District Council of Laborers</a>
HH	<a href="#">In the Midst of Hardship: Hospitality House Annual Report (2022-23)</a>
BACR	<a href="#">Bay Area Community Resources Workforce &amp; Reentry Strategies</a>

### Labor Market Information

In preparation for the City’s anticipated workforce development needs, this report integrates labor market information from the California Employment Development Department, Lightcast-Burning Glass economic modeling software, the Bay Area Jobs First Collaborative’s Regional Plan Part I, the State of California Community & Place-Based Data Tool, and the San Francisco Department of Human Resources.

### Annual Workforce Inventory

The Committee on City Workforce Alignment solicits an annual survey of workforce development programs funded or staffed by City departments (“Annual Workforce Inventory”). Annually, the Committee produces a report summarizing investments and outcomes from 24 City departments in support of approximately 300 workforce development programs and approximately 150 City-funded workforce providers. The FY 21-22 Annual Workforce Inventory report informed many of the required sections of the Five-Year Plan, including documentation of partnerships and mission alignment, assessment of existing workforce services, benchmarks for system efficacy, and measurable progress towards identified benchmarks.

### Subsequent Review

Per Ordinance 209-22, starting in March 2025, the Committee on City Workforce Alignment is required to conduct a biennial review of the Five-Year Plan and produce an update including: a summary of the City’s implementation of the Plan, a summary of the changes to federal and state funding, a summary of current fiscal year programs and expenditures for Workforce Development Services, recommended funding levels for new and existing collaborative programs and initiatives in furtherance of workforce system alignment for the following fiscal year, a statement of priorities to guide the allocation of unanticipated funding during the fiscal year, and progress towards benchmarks.

As part of the planning process, the CCWA committed to reviewing its unified definition of workforce development in tandem with the biennial update process.

## The San Francisco Economy & Labor Market

CCWA members may interface with the labor market as a service provider and/or as an employer. For example, the Department of Public Health is responsible for employing and developing nearly 7,500 workers in 2022, while it was also responsible for administering funding and operating programs which are responsible for training the next generation of community and public healthcare and peer providers.

### An Overview of San Francisco's Workforce<sup>1</sup>

**Most San Franciscans are working.** From the [U.S. Census Bureau](#), the San Francisco population, 16 years and over, totals 710,491, and 69% are in the labor force. The labor force includes all people 16 and older who are classified as employed and unemployed<sup>2</sup>. Of the labor force, 66.4% are employed. Comparatively, 60% of Californians 16 years and older are employed.



Source: U.S. Census Bureau (2024). San Francisco County Data Profile.

**Many San Franciscans have not benefited from the City's economic prosperity.** While the City unemployment rate is described as 5.0% in federal data, the estimates by race and ethnicity within the same data set demonstrate severe disparities. The unemployment rate for Black or African American San Franciscans is more than twice the Citywide average, and the unemployment rate for American Indian and Alaska Native San Franciscans is even higher.

<sup>1</sup> Unless otherwise indicated, all data in this section come from the U.S. Census Bureau Decennial Census or American Community Survey.

<sup>2</sup> Source: U.S. Bureau of Labor Statistics (2024). Labor Force Statistics from the Current Population Survey, Concepts and Definitions. <https://www.bls.gov/cps/definitions.htm#lfconcepts>

Race <sup>3</sup>	2021
Black or African American	10.7%
American Indian and Alaska Native	11.8%
Asian	5.1%
Native Hawaiian and Pacific Islander	4.9%
Some other race	7.3%
Two or more races	5.9%
Hispanic or Latino	6.2%
White alone, not Hispanic or Latino	4.4%
Population 20-64, TOTAL	5.0%

Additional analysis from [ReWork the Bay's The State of Bay Area Workers Data Tool](#)<sup>4</sup> shows stark racial inequities for workers, including that white adults are 26 percent more likely than their Black peers to be employed.

**Wages have not risen proportionately.** Since 1990, there has been significant disparity in job growth across different wage brackets. Middle-wage and high-wage jobs have seen an increase in employment by 24% and 34%, while low-wage jobs have decreased by 5% in the labor market.

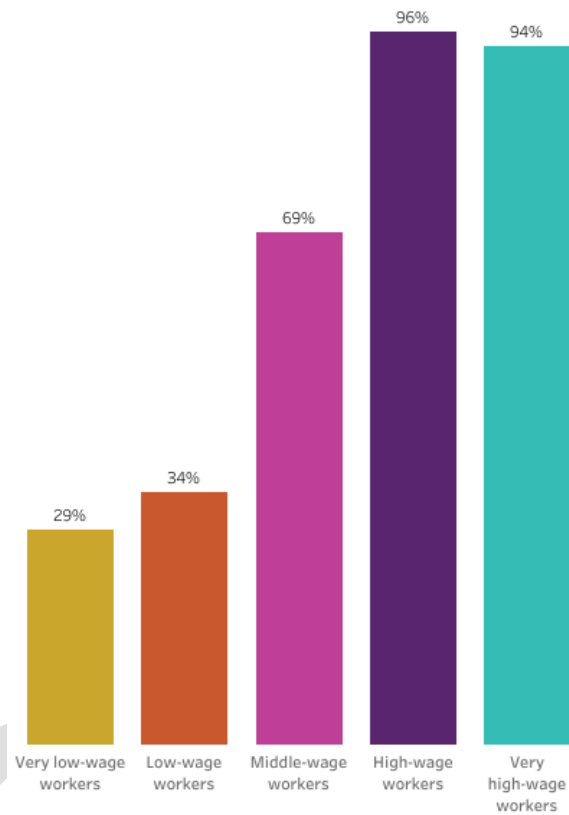
While wages have generally risen for all categories of workers during this period, the rate of wage growth has been significantly higher for high-wage and very high-wage workers. They have experienced gains of almost 100%, compared to a 29% increase for very low-wage workers and 34% for low-wage workers over the past thirty years.

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<sup>3</sup> Source: American Community Survey (2022), ACS Survey Estimates 5-Year Unemployment Rate by Race, 2017-2021.

<sup>4</sup> Source: ReWork the Bay (2024). The State of the Bay Area Workers Data Tool, San Francisco County

Earned income growth for full-time workers in San Francisco, CA, 1990-2020



**Over 80% of workers are not protected by a union.** Unions can be an effective intervention for stabilizing wages, improving job quality, and protecting workers' rights. Per ReWork the Bay's analysis, Native American and Black workers in the Bay Area are most likely to belong to unions. Most workers are not registered with a union and are, therefore, at-will with limited worker protections.

**The San Franciscan median income is high, but many San Franciscans do not make a living wage.** According to ACS, the median income for San Francisco is \$136,692, while the median income for California is \$91,551. The median income for families is \$167,861 and the median income for nonfamily households is \$102,409. Despite these high median incomes, 10.4% of all people in San Francisco County live in poverty. Poverty is higher than the City average in Bayview Hunters Point, Chinatown, Japantown, Lakeshore, McLaren Park, Mission, South of Market, Tenderloin, Treasure Island, Visitacion Valley, and Western Addition neighborhoods.



While the Census data cover the period of calendar year 2022, the [2024 Department of Health and Human Services guidelines](#) calculate the poverty threshold for a single adult to be \$15,060 and \$31,200 for a family of four<sup>5</sup>.

2024 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA	
Persons in family/household	Poverty guideline
1	\$15,060
2	\$20,440
3	\$25,820
4	\$31,200
5	\$36,580
6	\$41,960
7	\$47,340
8	\$52,720
For families/households with more than 8 persons, add \$5,380 for each additional person.	

Due to the high cost of living in San Francisco, many City agencies use self-sufficiency indexes to assess need, such as the [Massachusetts Institute of Technology \(MIT\) Living Wage Calculator](#) or the [Insight Center’s Family Needs Calculators](#). Both assess the hourly wage an individual would need to support themselves or their families and incorporate the average cost of food, child care, medical services, housing, transportation, internet and mobile, and other costs.

	1 ADULT				2 ADULTS (1 WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$28.74	\$57.88	\$77.04	\$97.94	\$40.40	\$48.37	\$53.48	\$58.71
Poverty Wage	\$7.24	\$9.83	\$12.41	\$15.00	\$9.83	\$12.41	\$15.00	\$17.59
Minimum Wage	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00

<sup>5</sup> Source: U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation. HHS Poverty Guidelines for 2024.

The MIT living wage calculation (2024) for a single adult San Franciscan is \$28.74/hour (\$57,480/year) and for a family of four is \$53.48 (\$106,960/year). While the median income described in the Census is above these thresholds, both living wage calculations are more than 300 percent of poverty level. Per the ACS<sup>6</sup>, **37.5% of San Franciscans fall below the 400 percent of poverty level calculation and therefore may not make a living wage.**

**There are more men in the labor force, but women have a lower unemployment rate.**

**San Franciscans are multilingual and multicultural.** Over a third of San Franciscans are born outside of the United States. Over 43% of residents speak a language other than English at home, with 25% speaking Asian and Pacific Islander languages and 10.4% speaking Spanish. Administrative data from the San Francisco Human Services Agency indicate that nearly 84,000 low-income clients have limited-English proficiency; major languages for this special client population include Cantonese, Spanish, other Asian Pacific Islander, Vietnamese, Russian, and Tagalog. More information about the SFHSA vulnerable populations analysis is available in **Appendix A.**

**Many San Franciscans are highly educated, so the San Francisco workforce has a “paper ceiling” which is a barrier to advancement due to workers without a bachelor’s degree.** The San Francisco population is more highly educated than most municipalities, with 61.4% of San Franciscans holding a bachelor’s degree or higher<sup>7</sup>. This leads to a bifurcated labor market of very low wage and high wage workers, with high exclusion based on educational attainment. While the poverty rate for all San Franciscans is 10.4%, the poverty rate for San Franciscans with less than a High School degree is 20.4%, with High School graduates or equivalency is 13.9%, and with some college or Associate’s degree is 10.2%. Comparatively, Bachelor and Professional Degree holders have a 5.1% poverty rate.

**About one in eight San Franciscans lack high-speed internet access at home, and one in seven lack basic digital literacy skills.** According to SF’s [Digital Equity Strategic Plan](#)<sup>8</sup>, throughout San Francisco — a city with a thriving tech sector — significant gaps remain in basic digital infrastructure. These gaps widen along racial and ethnic lines, with 81% to 83% of Black and Latino residents using the internet compared to 96% of White residents.

**San Francisco has an older labor force.** The San Francisco resident median age is 40.4 years old and the 18.3% of the population is 65 years and older, both of which are higher than the California average.

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<sup>6</sup> American Community Survey (2022). 1-Year Estimates Subject Tables, S1701: Poverty Status in the Past 12 Months Table

<sup>7</sup> American Community Survey. ACS 1-Year Estimates Subject Tables, S1501 Educational Attainment, San Francisco County.

<sup>8</sup> City and County of San Francisco (2019). Digital Equity Strategic Plan, 2019-2024.

[https://www.sf.gov/sites/default/files/2022-10/SF\\_Digital\\_Equity\\_Strategic\\_Plan\\_2019.pdf](https://www.sf.gov/sites/default/files/2022-10/SF_Digital_Equity_Strategic_Plan_2019.pdf)

**Over 16,000 veterans live in San Francisco.** Veterans are predominantly male (88.4%), and veterans ages 18 - 65 account for 46.4% of the total population.

**Nearly 12% (94,202) of San Franciscans manage a disability.** Women have a slightly higher rate of disability than men, and Black or African American, Asian, and Native Hawaiian and Pacific Islander San Franciscans have higher rates of disability than the Citywide total. Moreover, administrative data from the San Francisco Human Services Agency report that nearly 34,000 low-income clients manage a disability.

**Over a third of San Francisco's workers are out-of-county commuters and the average commute time for San Francisco workers is 29.5 minutes.** The San Francisco economy benefits from regionalism, with workers commuting in and out of the county for economic opportunities.

**Child care is expensive.** According to the Children's Council of San Francisco<sup>9</sup>, estimated rates of child care centers per year range from \$29,508 for ages 0-2 years old to \$20,400 for ages 2-5 years old.

**Residents work in a variety of businesses.** Of San Francisco's workforce, approximately 67% work in private companies, more than 10% work for private not-for-profit organizations, 13% are local, state or federal government workers, and more than 10% are self-employed in their own or a family business.

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<sup>9</sup> Children's Council of San Francisco (2024). *Child Care Costs*.  
<https://www.childrenscouncil.org/families/understanding-child-care/child-care-costs/>

## Labor Market Information

The most reliable and updated San Francisco County labor market data come from the US Bureau of Labor Statistics (BLS) and [California Employment Development Department Labor Market Information Division](#) (CA EDD). OEWD reviews CA EDD data monthly and uses them to make informed decisions about strategic planning and program development. CCWA disseminates these data at-least annually through the annual Workforce Inventory request, and the group incorporated these data into this section.

Per CA EDD's preliminary estimates for February 2024, the unemployment rate for San Francisco County is 3.8%. San Francisco County consistently has the second lowest unemployment rate in the State of California. The San Francisco labor force covers 558,100 workers; there are 536,700 employed and 21,400 unemployed individuals in San Francisco County. For comparison: Los Angeles County has a labor force of 5,014,600 and an unemployment rate of 5.0%, and San Diego County has a labor force of 1,602,200 and an unemployment rate of 4.7%.

The unemployment rate for our San Francisco-Redwood City-South San Francisco MD<sup>10</sup> is 3.8%, which is below the State's unemployment rate of 5.6%. CA EDD labor market data comparing December 2019—the last month before the COVID-19 pandemic began to impact the economy—to December 2023 indicate that our MD gained over 20,000 jobs, including in information (22,100), private education and health services (20,800), professional and business services (14,900), and financial activities (1,300).

In order to make informed decisions about economic growth and track inputs/outputs, many economic and workforce development agencies use economic modeling tools like Lightcast-Burning Glass Technologies. Lightcast-Burning Glass San Francisco County analysis informs this next section<sup>11</sup>.

## San Francisco Industry Analysis

**San Francisco's largest industries are Professional, Scientific, and Technical Services; Government; Health Care and Social Assistance; Accommodations and Food Services; Information; Other Services; Finance and Insurance; and Administrative, Support, and Waste Management.** Analysis of growing industries identify increases over the next five years in

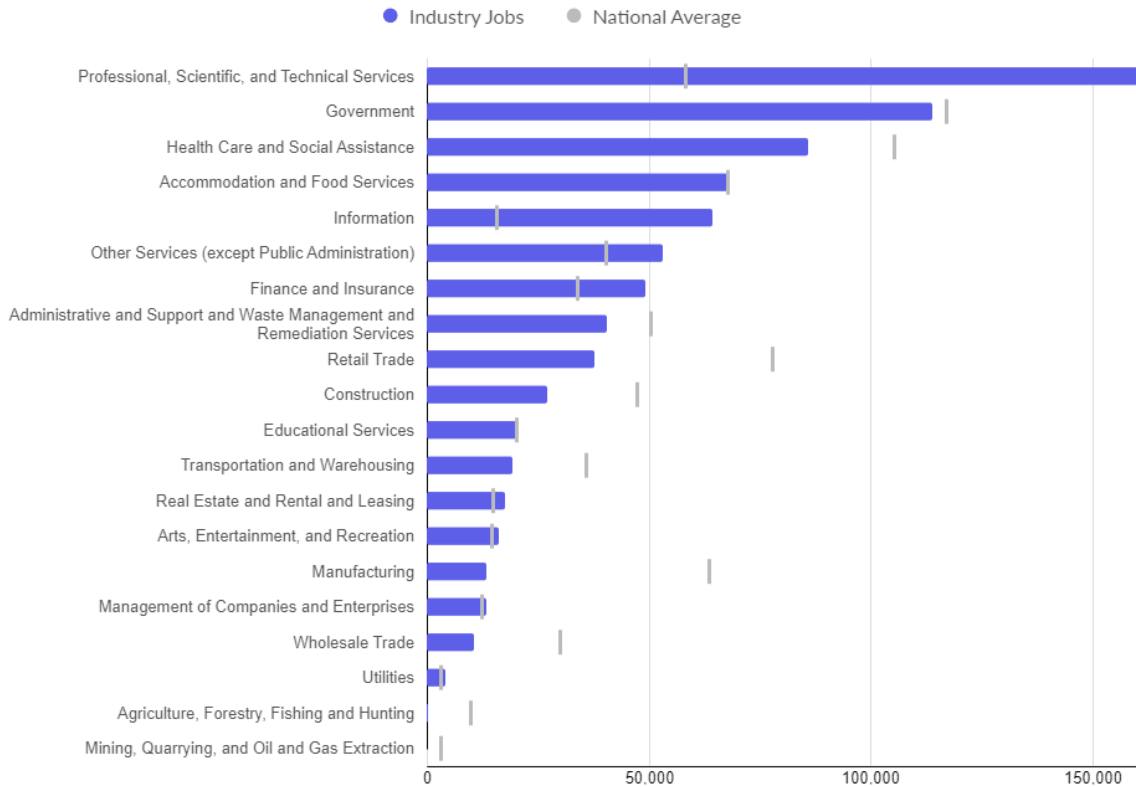
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<sup>10</sup> Many economic and workforce development analysts prefer to use labor market information at the [Metropolitan Statistical Area \(MSA\) or Metropolitan Division \(MD\)](#) level because it is more reliable than county level data and also integrates areas where there may be cross-region commute patterns for workers. The San Francisco-Oakland-Berkeley MSA is further subdivided into the San Francisco-Redwood City-South San Francisco MD which includes San Francisco and San Mateo Counties and covers all City Departments including San Francisco International Airport, a major regional employer.

<sup>11</sup> Source: Lightcast, San Francisco County Economy Overview. Accessed [2024 04 06].

Professional, Scientific, and Technical Services; Information; Health Care and Social Assistance; Government; Finance and Insurance; Administrative and Support and Waste Management and Remediation Services; and Manufacturing<sup>12</sup>. Many of the City’s workforce development programs train workers for careers in these fields, and **the City may want to prioritize continued investment in trainings for the tech, public administration, hospitality, professional services, and administrative and waste sectors.**

### Largest Industries



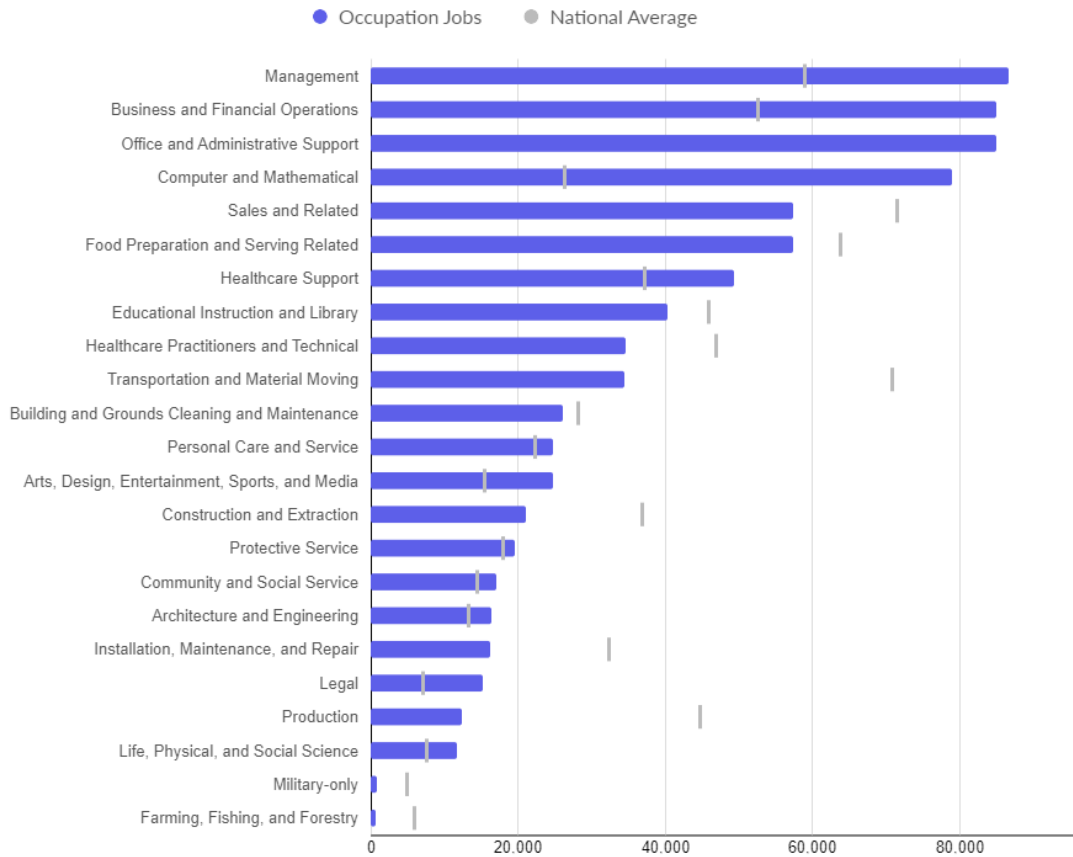
<sup>12</sup> Source: Lightcast, Highest Ranked Occupations, San Francisco County. Accessed [2024 04 06].

NAICS	Description	2019 Jobs	2028 Jobs	2019 - 2028 Change	2019 - 2028 % Change	Avg. Earnings Per Job
54	Professional, Scientific, and Technical Services	152,543	182,507	29,965	20%	\$238,137
51	Information	52,271	78,189	25,918	50%	\$306,055
62	Health Care and Social Assistance	79,080	98,191	19,111	24%	\$85,359
90	Government	114,504	123,892	9,388	8%	\$160,439
52	Finance and Insurance	48,928	52,038	3,109	6%	\$443,980
56	Administrative and Support and Waste Management and Remediation Services	41,566	43,501	1,936	5%	\$187,414
31	Manufacturing	14,265	15,097	832	6%	\$209,475
21	Mining, Quarrying, and Oil and Gas Extraction	15	45	30	197%	\$168,636
11	Agriculture, Forestry, Fishing and Hunting	257	280	23	9%	\$107,119
23	Construction	28,679	28,206	(473)	(2%)	\$126,603
71	Arts, Entertainment, and Recreation	17,794	17,289	(505)	(3%)	\$96,674
22	Utilities	4,275	3,648	(627)	(15%)	\$294,066
53	Real Estate and Rental and Leasing	19,271	18,321	(950)	(5%)	\$151,066
48	Transportation and Warehousing	22,605	21,050	(1,555)	(7%)	\$240,793
42	Wholesale Trade	14,644	9,859	(4,785)	(33%)	\$186,488
61	Educational Services	25,370	19,126	(6,244)	(25%)	\$81,173
55	Management of Companies and Enterprises	20,067	11,122	(8,945)	(45%)	\$229,338
81	Other Services (except Public Administration)	64,960	54,665	(10,295)	(16%)	\$57,859
44	Retail Trade	46,904	34,721	(12,183)	(26%)	\$83,389
72	Accommodation and Food Services	88,660	72,850	(15,810)	(18%)	\$52,018

### San Francisco Occupational Analysis

**San Francisco's largest occupations are in Management; Business and Financial Operations, Office and Administrative Support; Computer and Mathematical; Sales and Related; Food Preparation and Serving Related; Healthcare Support; Educational Instruction and Library; Healthcare Practitioners and Technical; and Transportation and Material Moving.** From 2018-2023, the top growing occupations were Management, Computer and Mathematical, Business and Financial Operations, Healthcare Practitioners and Technical, and Healthcare Support. While the City's workforce development system does have some trainings in computer and mathematical and healthcare, **only the Department of Human Resources as the City's largest employer offers trainings in management or business and financial operations.**

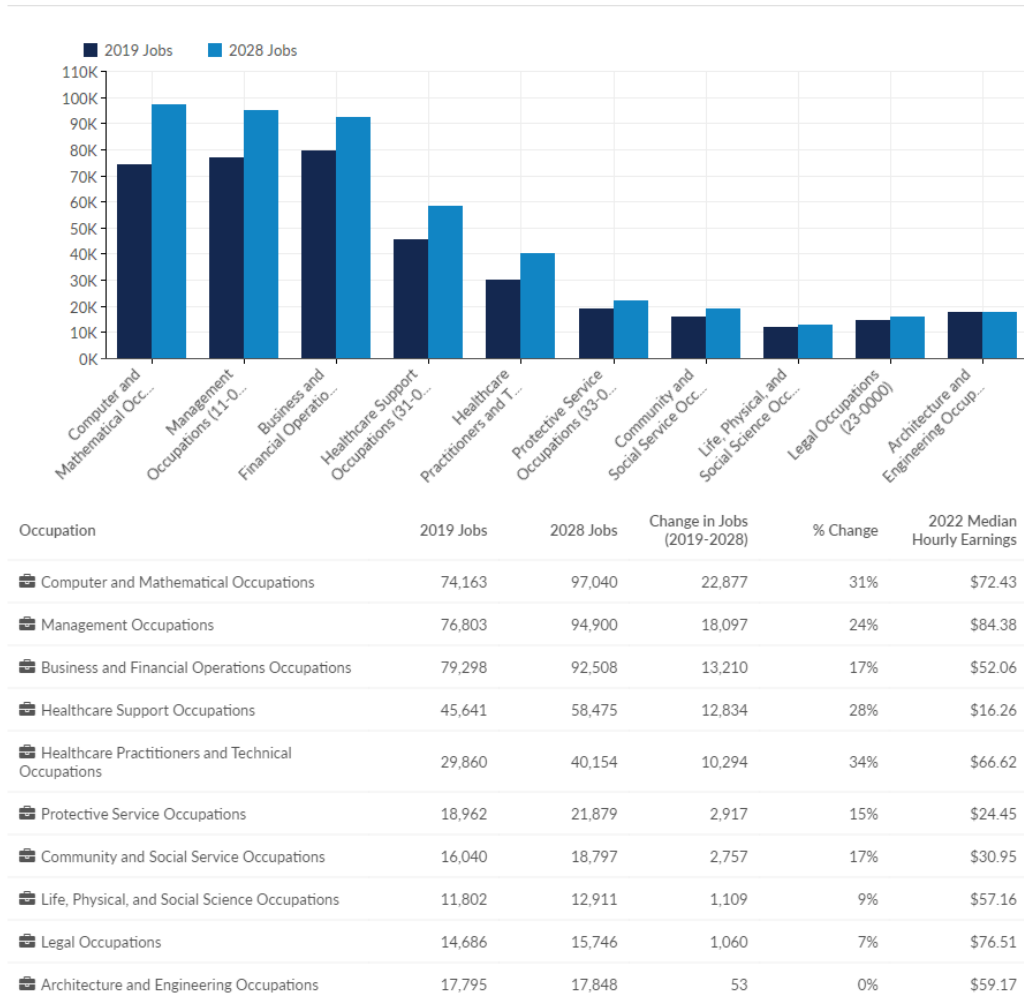
## Largest Occupations



**Because many top occupations are within professional classes, many top specialized skills are computer-based, professional services skills.** From jobs posting data, the most in-demand specialized skills include marketing, project management, finance, accounting, computer science, python, auditing, workflow management, data analysis, and software engineering. OEWD’s TechSF Academy and the Department of Human Resources provide some of these training opportunities, but the City may want to consider investing more in these areas.



### Fastest Growing Occupations

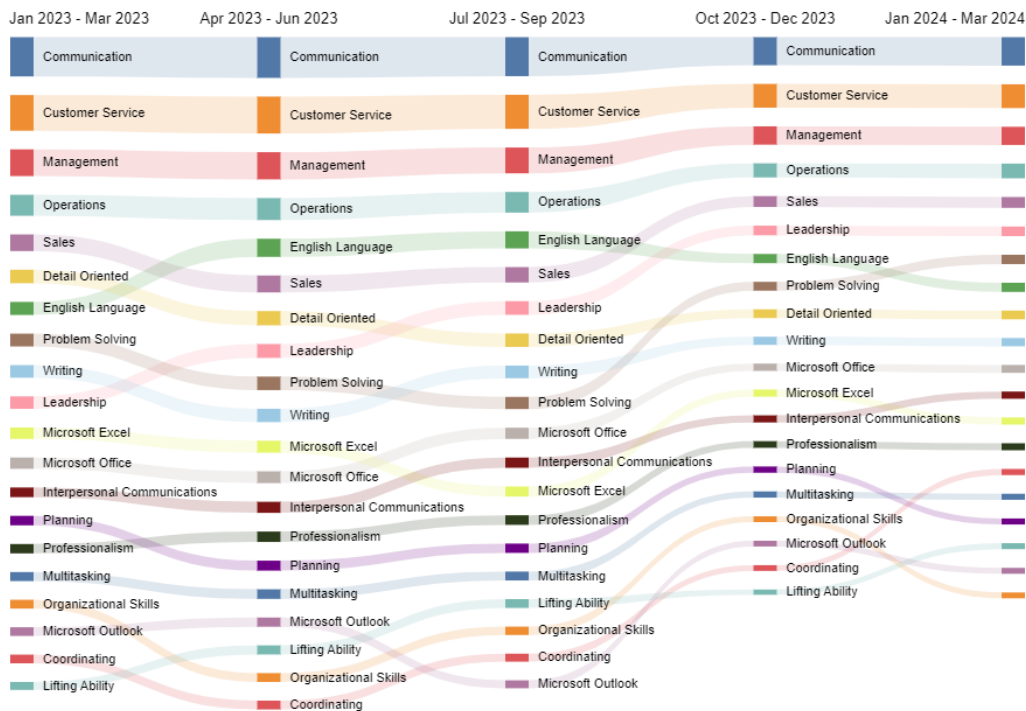


The publicly-funded workforce development system intends to intervene on workers who are **economically vulnerable—such as those who are unemployed, underemployed, or who have been historically excluded from the labor market**—so narrowing labor market analysis to occupations and skills for workers with less than a bachelor’s degree yields valuable insights. These occupations are expected to grow significantly, offer living wages, and do not require higher education: computer and mathematical (\$72), management (\$84), business and financial operations (\$52), healthcare practitioners and technical (\$67); community and social service (\$31); life, physical, and social science (\$57); and legal (\$77). **The City may want to consider investing in trainings in these occupations as they are accessible to individuals without higher education.**



## San Francisco Skills Analysis

**Common in-demand skills for job postings requiring only a High School, GED, or Associate's include** communication, customer service, management, operations, sales, leadership, problem solving, detail oriented, writing, English language, Microsoft Office, professionalism, interpersonal communications, Microsoft Excel, organizational skills, lifting ability, Microsoft Outlook, multitasking, planning, and coordination, and more. While the City does invest in some soft skills, computer skills, and English language classes, the City may want to consider investing more heavily in these areas. Workforce providers and community members have consistently identified the need for diversified training opportunities in non-English languages.



## San Francisco Employers

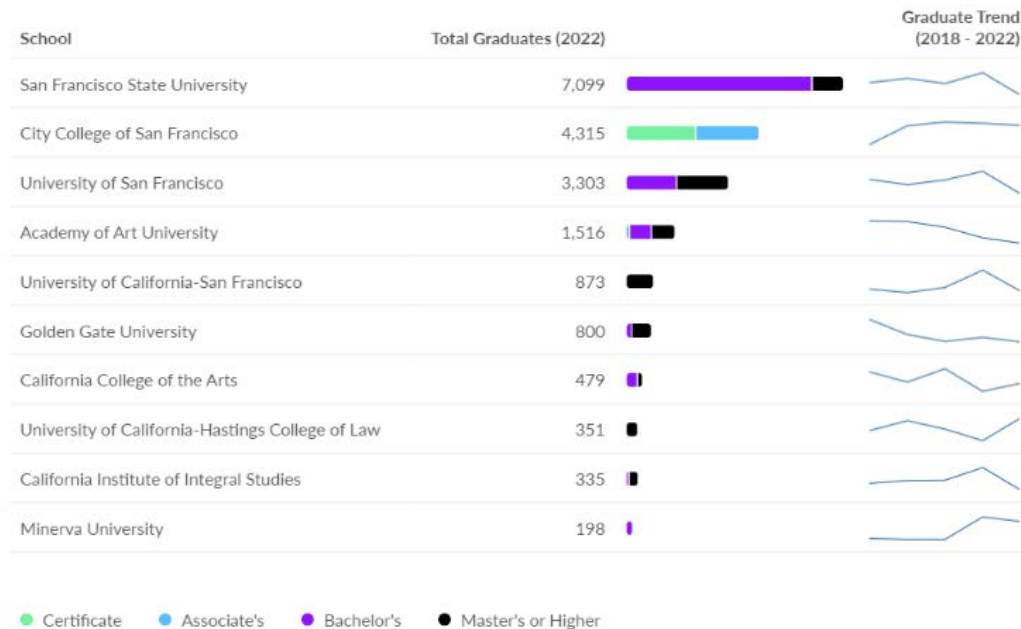
**There are over 200,000 employers in San Francisco.** Top employers include large firms in Tech (LinkedIn, Google, Apple, Meta, Amazon, Salesforce), Healthcare (UCSF, Kaiser Permanente), Government (University of California), and Finance (Wells Fargo). Firms hiring at a high volume currently (March 2024) include University of California (often UCSF Medical Center), San Francisco Unified School District, Capital One, Robert Half, Salesforce, City & County of San Francisco, Sutter Health, Old Navy, United Health Group, and Gap. The City may

Top Companies	Profiles	Top Companies Posting	Unique Postings
LinkedIn	33,217	University of California	5,255
Google	24,762	San Francisco Unified School Distric	2,398
Apple	17,653	Capital One	2,051
Meta	13,300	Robert Half	1,617
Amazon	11,200	Salesforce	1,541
Ucsf	11,135	City & County of San Francisco	1,473
Kaiser Permanente	11,006	Sutter Health	1,461
Salesforce	7,684	Old Navy	1,383
University of California	7,595	UnitedHealth Group	1,353
Wells Fargo	7,506	Gap	1,288

## San Francisco Educational Pipelines

**San Francisco has many colleges and universities, though graduations from traditional higher education centers have been trending down (2018-2022).** The majority of bachelor's graduates come from San Francisco State University, University of San Francisco, and Academy of Art University. City College of San Francisco leads in certifications and associate degrees, though these data do not reflect certificates and training completions accomplished through the broader San Francisco Workforce Development System.

In 2022, there were 19,911 graduates in San Francisco County, CA. This pipeline has shrunk by 3% over the last 5 years. The highest share of these graduates come from "Business Administration and Management, General" (Bachelor's), "Law" (Master's or Higher), and "Psychology, General" (Bachelor's).



## An Overview of the Workforce for the City as Employer

Per Ordinance 188-19, DHR produced a City Workforce Analysis in 2023. More information about the City's workforce is available here: <https://www.sf.gov/sites/default/files/2023-09/DHR-Workforce-Report-2023.pdf>.

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## An Overview of the San Francisco Workforce Development System

The San Francisco Workforce Development System is 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.

Because public funds are limited, the publicly-funded workforce development system generally supports economically vulnerable populations, such as those who are **unemployed**, **underemployed**, or have been **historically excluded from the workforce**, including justice-involved workers, immigrants, individuals with limited English proficiency, people with disabilities, unhoused individuals and families, youth and young adults, older adults, women and gender minorities, and Black, Indigenous, and workers of color communities (BIPOC).

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 program participants touch points within the San Francisco Workforce Development System. Touch points span across nearly 300 programs, 24 City departments, over 300 contracts, and over 150 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. The full catalogue of workforce development programs is in **Appendix B**.

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, childcare, 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. And some support older adults who seek part-time employment or who are considering returning to the workforce after a partial retirement.

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.

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 City 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.

### What is Workforce Development?

Some departments have had their own definitions of workforce development, while others integrate disparate federal or state requirements into their policies and programs. Ordinance No. 209-22 required the creation of a unified definition of workforce development and universal adoption by San Francisco's workforce development investing agencies.

The purpose of establishing a unified definition is multi-fold across planning, evaluation, compliance, and communication. The definition is the first step in the strategic planning process, as it allows CCWA to establish a Citywide standard by which to categorize programming and to develop an equitable and unified approach to workforce development, along with associated goals, outcomes, and benchmarks. Through agreement on the components of a workforce development system, the City also is able to integrate uniform standards into procurements, grants, and contracts. The process also helps CCWA create shared language around programming, thusly allowing the City to communicate the availability and impact of programming.

### Policy Analysis

From April – October 2023, CCWA conducted stakeholder engagement and research of policy, authorizing legislation, programs, procurements, and websites of member agencies, State and Federal authorities, and service providers in the San Francisco Workforce Development System in order to understand each stakeholder's requirements and intent in administering workforce services.

Policy analysis included review of the major policy and legislation impacting workforce development programs: US Workforce Innovation and Opportunity Act, Temporary Assistance of Needy Families, Department of Labor, and Department of Housing and Urban Development; CA Welfare and Institutions Code, Penal Code, Unemployment Insurance Code, Education Code,

Mental Health Services Act, and AB 109; and San Francisco Chapter 30, Children & Youth Fund, Ordinance 188-19 Office of Racial Equity Authorization, Proposition C Our City Our Home, and the Department of Human Resources Employee Handbook.

REVIEW PROCESS	STAKEHOLDER CONTENT
<b>CCWA Meeting Workforce Development Definitions &amp; Critical Themes</b>	BOS, HRC, OEWD, SFHSA, DCYF, DHR, SFPUC, DPH, HSH, APD, PUBLIC WORKS, Young Community Developers, Self-Help for the Elderly, Northern California District Council of Laborers, Hospitality House
<b>Workforce Inventory Definitions &amp; Services</b>	APD, DCYF, DHR, DOSW, DPH, PUBLIC WORKS, ENV, FIRE, HRC, SFHSA, HSH, MOHCD, OCEIA, OEWD, PRT, SFPUC, RPD, SFDAT, SFPDR, SFMTA, SFO, SFPL, SHF, TIS
<b>Legislation &amp; policies governing provision of workforce services</b>	<p><b>US</b> - Workforce Innovation and Opportunity Act, Temporary Assistance for Needy Families, Department of Labor, Housing and Urban Development</p> <p><b>CA</b> - Welfare and Institutions Code, Penal Code, Unemployment Insurance Code, Education Code, Mental Health Services Act, AB 109</p> <p><b>SF</b> – Admin Code Workforce Alignment, Admin Code Children &amp; Youth Fund, Ord 188-19 Office of Racial Equity, Prop C OCOH, DHR Employee Handbook</p>
<b>Websites and procurements of Alignment member agencies</b>	BOS, HRC, OEWD, SFHSA, DCYF, DHR, SFPUC, DPH, HSH, APD, PUBLIC WORKS, Young Community Developers, Self-Help for the Elderly, Northern California District Council of Laborers, Hospitality House, Bay Area Community Resources, Building and Construction Trades

### A Unified Definition of Workforce Development

CCWA landed on a four-factor test for workforce development systems, where programs must meet all criteria in order to be considered a workforce development program.

“Workforce development” shall mean publicly-funded services, including:

1. workforce navigation, employment, training, supportive, educational support, and youth development services;
  - a. **workforce navigation:** Outreach, Referral, Orientation, Information Sharing, Referral, Skill & Career Assessment, Provision of Labor Market Information, Individual Career Planning, Career Coaching, Individual Case Management, Intensive Case Management, Career Exposure, Networking & Social Capital Development, Mentorship

- b. **employment:** Job Search, Job Development, Resume Writing, Interview Preparation, Job Club/Job Seeker Support Services, Job Fairs, Job Placement, Subsidized Employment, Retention Services, Layoff Aversion, Employer Engagement/Concierge, Tax Credit Advising, Employment Bonding, Skills-Based Hiring
  - c. **training:** Basic Skills, English, Digital Literacy, Financial Literacy, Job/Workplace Readiness, Sector-Specific Job Readiness, Vocational, Occupational, On-the-Job, Project-Based Learning, Internship, Fellowship, Entrepreneurial, Pre-Apprenticeship, Apprenticeship, Training Scholarships (ITAs), Incumbent Worker
  - d. **supportive:** Childcare, Transportation, Social Service Navigation, Driver's License Acquisition or Record Remediation, Drug Testing, Legal Aid Services, Assistance with Work-Related Expenses, Clothing and Supplies, Referrals to Mental and Behavioral Health
  - e. **educational support:** HS Diploma/GED Attainment, Educational Testing Fees, Assistance with Education-Related Expense, College Degree Barrier Remediation
  - f. **youth development services:** Young Adult Workforce Services, Mentoring, Youth Internship, College Prep, & Placement in Post-Secondary Education
2. in preparation for employment or placement in post-secondary education;
  3. which lead to family-sustaining wages, career pathways with an emphasis in high-growth sectors or in-demand occupations, quality jobs, and/or union membership; and
  4. prioritize participants who experience economic vulnerability.

Caveats and conditions:

- Publicly-funded services must commit to data collection and collect enrollment, completion, and placement data at a minimum.
- Services which do not meet these criteria must be connected to a workforce program to be considered eligible for categorization and funding.
- The definition will be revisited biennially with the submission of updates to the Citywide Workforce Development Plan.
- The Committee's adoption of the definition does not intend to supersede provisions in existing collective bargaining agreements between the City and labor organizations representing City employees related to entry-level employment.

This standard was disseminated to the 24 City Departments funding workforce development through the Annual Workforce Services Inventory in October 2023. Departments received the request, which clearly outlined the new definition, and partners were invited to attend a technical assistance webinar where the new definition was reviewed.

## Partnerships & Mission Alignment Across the Entire Workforce System

By nature of their mandated partnership, CCWA members work closely together to develop and fund programming which meets the needs of San Francisco workers. Several examples of successful partnership projects are below:

### Citywide Racial Equity Action Plans

Per Ordinance No 188-19, each City department needed to develop a Racial Equity Action Plan in alignment with the ORE Citywide Racial Equity Framework by December 2020. The Phase 1 Framework outlined the Office of Racial Equity's vision to transform systems to support the collective liberation of Black, Indigenous, and People of Color (BIPOC) in San Francisco, especially with regards to racial equity within the San Francisco City government on behalf of all workers and communities. The development of Departmental Racial Equity Actions Plans will direct City Departments to assess current conditions in seven key focus areas for all employees, especially for BIPOC; to identify necessary staffing and resources; to hold themselves accountable by setting timely, measurable goals and commitments; to intentionally address interpersonal and institutional racism within Departments. In furtherance of the Citywide Racial Equity Action Plans, the Dream Keeper Initiative made substantial investments into workforce and economic development programs to increase opportunities for the Black community.

This initiative is led by HRC, ORE, in partnership with DHR and all City departments.

### Opportunities for All

Opportunities for All (OFA) provides access to career exploration and workforce development for San Francisco's youth and young adults. The initiative includes paid internships, mentorship, and pathways to employment, including job readiness, career training, and apprenticeship for participants ages 13 to 24. OFA focuses on equitable access to these opportunities through workforce connection, support and job resources for both jobseekers and employers alike.

OFA is led by HRC with implementation support from DCYF, OEWD, and other City agencies. Many interns are housed at City Departments in order to get valuable public sector experience in high school and college.

### Community Assessment and Services Center (CASC) at the County Jail

The Community Assessment and Services Center (CASC) is a one-stop reentry center, offering a full range of support services for justice-involved adults. Services include: case management, medication management and distribution, peer mentoring, 1:1 therapy, education and employment services, barrier removal, and benefits acquisition.

CASC is led by APD and UCSF with services and/or funding support from OEWD, SFHSA, and DPH.

### Interrupt, Predict, Organize

In July 2012 Mayor Edwin M. Lee announced a new violence prevention and intervention public safety initiative called "Interrupt, Predict, and Organize for a Safer San Francisco" (IPO). The



vision of the IPO is to create a safer city by outlining public safety goals and objectives that interrupt gun violence, predict where crime is most likely to occur, and organize services and community awareness efforts to effect long term reductions in violence.

IPO is led by the Street Violence Response Team with funding and/or service support from MYR, BOS, APD, DPH, and OEWD.

### CityBuild Academy

CityBuild offers a 12-week pre-apprenticeship and construction skills training programs at the City College of San Francisco, Evans Campus. Trainees learn college-level math while learning foundational skills, obtaining industry-recognized certifications, and gaining knowledge to enter the construction trades as successful new apprentices. It is administered by the San Francisco Office of Economic and Workforce Development.

CityBuild is led by OEWD with employer and/or funding support from SFPUC, PRT, SFO, RPD, and SFMTA.

### ApprenticeshipSF

The City's ApprenticeshipSF programs are designed to move an apprentice from a low or no skill entry-level position to full journey level occupational proficiency. Apprentices are City employees who earn a full-time salary, while learning the skills and competencies of a new occupation through educational coursework and on-the-job training. An ApprenticeshipSF program is led by the Department of Human Resources in partnership with a labor organization, educational partner, individual City departments hosting apprentices, and other partners contributing to the success of the apprenticeship program. All ApprenticeshipSF programs meet parameters established under both the SF City and County Civil Service System, the California Division on Apprenticeship Standards, and the National Apprenticeship Act, and comply with the appropriate memorandum of understanding with labor partners. Upon finishing the training program, an apprentice earns a "Completion of Registered Apprenticeship" certificate, an industry issued, nationally recognized credential that validates proficiency in an apprenticeable occupation.

ApprenticeshipSF is led by DHR with funding and/or employer support from OEWD, Public Works, Recreation and Parks Department, the SFMTA, Airport, Port of San Francisco, Public Utilities Commission, Office of City Administrator, and other participating City agencies.

### Behavioral Health Clinician Fellowship Program

DPH created a cohort of 20 fellows from diverse backgrounds to join Behavioral Health Services team at DPH for a 1-year program which includes clinical trainings and shadowing and coaching from HR to assist with career growth within DPH so they can transition from Fellow to a PCS Behavioral Health Clinician, thus reducing BHC vacancies and bringing to the community well-trained, culturally and racially humble clinicians with institutional know-how and networks established during their fellowship.

This fellowship is a partnership between the DPH Human Resources (DPH Internal HR) and DPH Behavioral Health Services (DPH Service Provider) divisions. DPH invites current interns and eligible students graduating from SFSU, Cal State East Bay, UC Berkeley, and other programs to apply for the fellowship.

### City Departments Offering Workforce Development

In addition to the CCWA City members, the following City departments also offer workforce development services, are essential partners in the San Francisco Workforce Development System, and need to be engaged in Plan implementation:

- Department on the Status of Women (DOSW)
- Department of the Environment (ENV)
- Fire Department (FIRE)
- Mayor's Office of Housing and Community Development (MOHCD)
- Office of Civic Engagement and Immigrant Affairs (OCEIA)
- Port of San Francisco (PORT)
- Recreation and Parks Department (RPD)
- San Francisco District Attorney (SFDA)
- San Francisco Municipal Transportation Agency (SFMTA)
- San Francisco Public Defender (PDR)
- San Francisco Public Library (LIB)
- San Francisco International Airport (SFO)
- San Francisco Department of Technology (TIS)
- Sheriff's Department (SHF)

### City-Funded Community-Based Organizations

The number of employment and training organizations funded by the City and County of San Francisco varies slightly every year. As of FY 21-22, the City funded over 150 organizations to provide workforce development services.

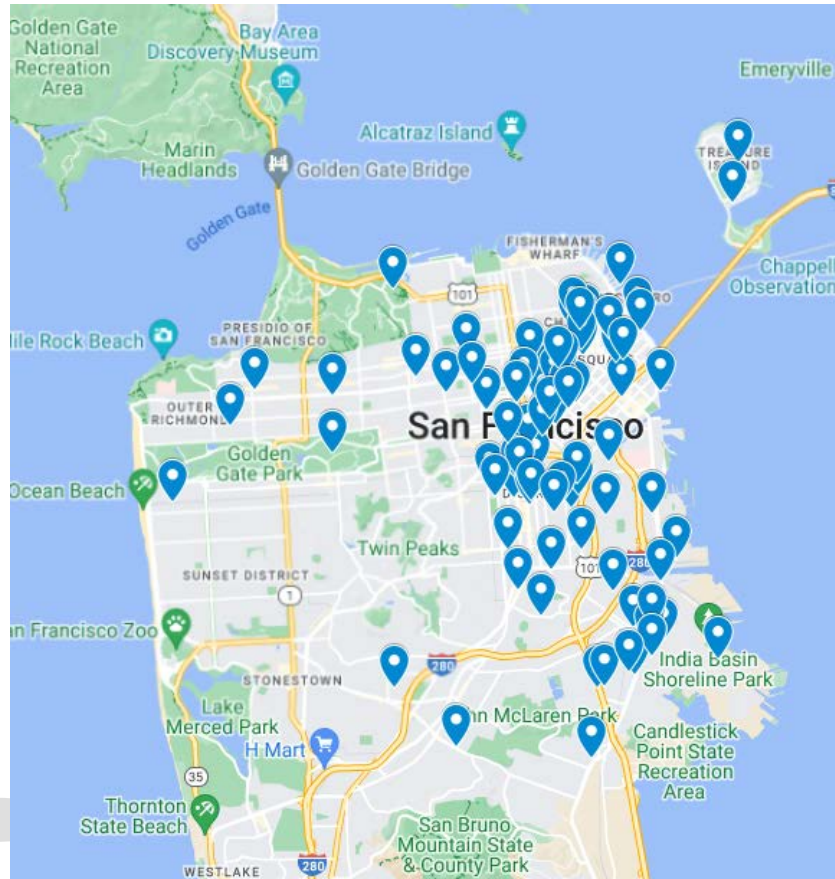
- A Philip Randolph Institute
- Academy of Truck Driving
- African Advocacy Network
- African American Art & Culture Complex
- African American Shakespeare Company
- Alive & Free of San Francisco
- Anders and Anders Foundation
- Arriba Juntos
- Asian Pacific America Community Center
- Asian Pacific America Family Support Services
- Asian Women's Shelter
- Balance
- Bay Area Community Resources
- Bay Area Legal Aid
- Bay Area Video Coalition
- Bayview Hunters Point Center for Arts and Technology (BAYCAT)
- Bayview Hunters Point YMCA
- Bayview Opera House
- Behavioral Health Services
- Bernal Heights Neighborhood Center
- Bike Hut Foundation
- Booker T. Washington Community Service Center
- Boys and Girls Club
- Bridges from School to Work, Inc.

- Brightline Defense
- California Academy of Sciences
- California Lawyers for the Arts
- California Product Stewardship Council (zero waste)
- Catholic Charities
- Centers for Equity and Success, Inc. (Success Center)
- Central City Hospitality House
- Charity Cultural Services Center
- Children's Council
- Chinatown Community Development Center
- Chinese for Affirmative Action
- Chinese Progressive Association
- Citizen Film - Green Streets (zero waste)
- City College of San Francisco
- Civic Pitstop
- Code Tenderloin (Independent Arts and Media)
- Collective Impact
- Communities United Against Violence
- Community Forward
- Community Initiatives, fiscal sponsor of El/La Para TransLatinas
- Community Living Campaign
- Community Youth Center of San Francisco
- Compass Family Services
- Crossing Edge Consulting
- CUESA- Foodwise
- Dev Mission
- Donaldina Cameron House
- Dreamers In Tech
- Dress for Success
- Dusty's Fishing Well: City EMT
- Earth Island Institute- Garden for the Environment
- Enterprise for Youth
- Episcopal Community Services of San Francisco
- Exploratorium
- FACES-SF
- Farming Hope
- Filipino-American Development Foundation
- First Graduate
- Five Keys Schools and Programs
- Friends of the Urban Forest
- Good Samaritan Family Resource Center of San Francisco
- Goodwill Industries
- Gum Moon Residence Hall
- Health Initiatives for Youth
- Hearing and Speech Center of Northern California
- Homebridge
- Homeless Children's Network
- Homeless Prenatal Program
- HomeRise
- Homies Organizing the Mission to Empower Youth (HOMEY)
- Horizons Unlimited of San Francisco, Inc
- Hunters Point Family
- Immigrants Rising
- Instituto Laboral de la Raza, Inc.
- Interfaith Movement for Human Integrity
- Japanese Community Youth Council
- Jewish Vocational Service
- Jubilee Immigration Advocates
- Juma Ventures
- La Casa de las Madres
- La Raza Centro Legal, San Francisco
- Larkin Street Youth Services
- Lavender Youth Recreation and Information Center (LYRIC)
- Legal Services for Children
- Life Learning Academy
- LightHouse for the Blind and Visually Impaired
- Literacy for Environmental Justice
- Mercy Housing California
- Mission Bit
- Mission Economic Development Agency
- Mission Hiring Hall
- Mission Language & Vocational School
- Mission Neighborhood Centers
- Mujeres Unidas y Activas

- National Coalition of 100 Black Women
- Native American Health Center
- New Door Ventures
- Northern California Laborers
- Oasis for Girls
- Oasis Legal Services
- Old Skool Cafe
- One Treasure Island
- Pangea Legal Services
- Peer Resources
- Potrero Hill Neighborhood House
- PRC
- Public Health Institute
- Race to Zero Waste
- Rafiki Coalition
- Renaissance Entrepreneurship Center
- Richmond Area Multi-Services
- Richmond District Neighborhood Center
- San Francisco Clean City Coalition
- San Francisco Community Empowerment and Support Group, Inc.
- San Francisco Conservation Corps
- San Francisco Housing Development Corporation
- San Francisco LGBT Center
- San Francisco Unified School District
- Self-Help for the Elderly
- SF Bay Area Theatre Company
- SF Market Corporation
- SF New Deal
- SFMade
- SFUSD CTE Program
- Southeast Asian Development Center (fka VYDC)
- Spark Career Exploration & Self-Discovery Program
- Special Service for Groups
- State of California Department of Rehabilitation
- Summer Student Internship Program
- Sunset Youth Services
- Swords to Plowshares
- TAJA's Coalition
- The Arc San Francisco
- Toolworks
- Transgender, Gender Variant, Intersex Justice Project (TGIJP)
- UCSF Citywide Employment Program
- Upwardly Global
- Urban Ed Academy
- Urban Services YMCA
- Urban Sprouts
- Vets Alley
- We Rise SF/Labor Center for Immigrant Justice
- West Bay Pilipino Multi-Services, Inc.
- YMCA of San Francisco
- Young Community Developers
- Young Men's Christian Association of San Francisco (Bayview Branch)
- Young Men's Christian Association of San Francisco (Chinatown Branch)
- Zaccho SF

## Workforce Provider Asset Map

It is important to note that the primary location for these providers was used to generate an asset map of workforce services in San Francisco. Many providers may operate out of multiple locations or satellite offices embedded in schools, libraries, or other locations, and these are not captured on this map. The source data is in **Appendix C**.



## Sample Providers for Funding Alignment

Many organizations receive funding from multiple City agencies that are woven together to broaden clients to be serviced or provide comprehensive services. A table of community-based organization contracts by City departments is in **Appendix D**.

In FY 21-22, the following organizations have four or more workforce development contracts:

1. Goodwill Industries (APD, SFHSA, HSH, OEWD, MOHCD)
2. Young Community Developers (APD, DCYF, MOHCD, OEWD, SFHSA)
3. Community Youth Center of San Francisco (DCYF, PUBLIC WORKS, MOHCD, OEWD)
4. Larkin Street Youth Services (DCYF, HSH, OEWD, PORT)
5. San Francisco Conservation Corps (SFCC) (DCYF, OEWD, SFHSA, SHF)
6. Episcopal Community Services of San Francisco (HSH, MOHCD, OEWD, SFHSA)

In order to reduce duplication of services, workforce development departments encourage organizations to leverage funds for different parts of programs or to fund programs targeted to different priority

populations. Additionally, some partner organizations have disparate Federal and State requirements which allow them to fund certain types of services. An example of such use cases for multiple contracts is below:

#### Goodwill Industries

*Goodwill equips low-income individuals and those with barriers with the skills required to success in the 21<sup>st</sup> century job market. We also hire our trainees to gain transferrable skills and valuable on-the-job experience in our stores and warehouses. And for those motivated job seekers who want to pursue a sustainable career track, we help place them in jobs at top Bay Area Companies.*

As of FY 2021-22, Goodwill received workforce funding from APD, SFHSA, HSH, OEWD, and MOHCD for the following programs:

#### **Comprehensive Job Center (OEWD)**

- The Comprehensive Job Center delivers the entire array of workforce development services, including job search assistance and preparation; career planning and exploration; access to education and training services; and access to computers, internet, copy machines and more.

#### **Community Assessment and Services Center (APD)**

- 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.

#### **Specialized Job Center (OEWD)**

- Specialized Job Centers offer workforce services for immigrants, homeless, veterans, persons with disabilities, and customers with limited English proficiency. They offer one-on-one support with job search and skill development; referrals to training for high-demand industries; job readiness services to prepare individuals for the workforce; and provide direct job placement assistance. Goodwill runs the Reentry Specialized Job Center at the Community Assessment and Services Center.

#### **Adult Rapid Rehousing Workforce Development Program (HSH)**

- This program is a key supportive service for participants in the Adult Rapid Rehousing (RRH) program (for unhoused individuals) to help them successfully take over 100% of their rent, gain confidence in life skills, and pursue employment that can lead to jobs that pay livable wages.

#### **Employment Services to Currently At-Risk and Formerly Homeless Individuals (SFHSA)**

- These contracts provide job readiness training, employment services, and vocational training programs for formerly homeless and currently at-risk individuals.

#### **TechSF On-Ramp (OEWD)**

- Sector On-Ramps, formerly known as Bridge programs, deliver sector-contextualized foundational learning and career exploration within the Technology Sector Workforce Programs.

### **Digital Essentials Plus (MOHCD)**

- Digital literacy skill building, primarily for Black residents citywide.

### [Sample Program for Funding Alignment](#)

An example of how a training program leverages funding for different parts of its program is Dusty's Fishing Well's City EMT training program.

#### City EMT

*City EMT is a sub-division of Dusty's Fishing Well (DFW), a non-profit organization committed to uplifting youth from disadvantaged neighborhoods in the San Francisco Bay Area with educational enrichment programs. The DFW family recognized the needs of the community were far reaching beyond the teenagers, they saw the Transitional Aged Youth (TAY) were suffering from exposure, guidance, and entry level education to career pathway opportunities. We took our thoughts to the drawing board, expanded our scope, and created City EMT.*

*Founded in 2018, City EMT is a career training and life skills program offered in San Francisco to young adults 18-24 years old. It follows the vision of the founder and her mother Dusty Harris (RIP), whom the organization is affectionately named after.*

The City EMT program is designed as a 32-hour per week paid training program. Participants receive occupational skills training in EMT skills, knowledge, and field experience. Participants additionally receive soft skills and sector-specific job readiness training with tutoring, mentoring, and professional development workshops, in addition to trauma-informed, culturally humble wraparound supportive services. City EMT enrollees receive a 4-month stipend for participants in its EMT training program. There are two cohorts a year.

The program is partnership with HRC, OEWD, FIRE Department of Emergency Management, and Office of the Treasurer and Tax Collector. Additionally, the program partners with the Marin Food Bank, EMS Corps, and Bay EMT. By braiding resources, City EMT is able to provide a 4-month stipend for participants, supportive services, occupational skills training in an in-demand sector, and sector-specific job readiness training ("soft skills training").

## Creation of the Citywide Workforce Development Plan

From April 2023 – April 2024, CCWA worked to create the Citywide Workforce Development Plan. Outside of the legislative mandate to create a plan, the CCWA identified the following overarching goals:

### Goals for the Development of the Citywide Workforce Development Plan

1. Strengthen coordination across the San Francisco workforce development initiatives
2. Identify and address gaps in the San Francisco workforce development system
3. Improve equitable outcomes across workforce development initiatives in San Francisco

### Co-Development by CCWA & Community Stakeholders

CCWA reviewed data from current workforce programs, as well as research and planning from member departments. A common definition of Workforce Development was developed and approved to help frame the work and surface strategic priorities. And finally, through CCWA meetings and participatory community meetings, priorities and themes emerged which informed the plan's goals, strategies and desired outcomes. Lastly, the final strategic goals and outcomes were reviewed with community stakeholders, and all actions were generated by community members. This activity is available in **Appendix E**.

The CCWA identified the following themes:

- Family sustaining wages and pathways out of poverty
- Intentionality and impact
- Equity, inclusion, and empowerment through economic opportunity
- Future of work, succession planning, and economic recovery
- Skill development, career pathways, advancement
- Partnership, collaboration with government agencies and communities
- Data, evaluation, and data-driven management
- Adaptability, innovation, and seamless systems

Many of these themes were validated by community members during public comment at CCWA meetings and at two community meetings to create the workforce development definition and the outcomes and activities for the Five-Year Plan:

- Support for Vulnerable Populations
- Targeting Programs & Pathways for Specific Populations
- Worker Retention & Learning
- Social Rehabilitation & Career Laddering
- Leveraging Lived Experience
- Addressing Workforce Readiness/Literacy
- Supply-Side Priorities & Employer Services
- Language Accessibility & Support for Foreign Born Workers
- Inclusivity & Specificity
- Community-Based Outreach & Staffing
- Stabilization & Wraparound Services
- System & Case Management Improvements
- Data Analysis to Address Vulnerable Populations Needs
- Youth Workforce Development
- Workforce Development for Older Adults
- Quality over Quantity



## GOAL ONE: Coordination of Partners' Plans and Priorities

### Committee & Community Priorities

*Intentionality and Impact, Collaborative Partnerships, Family Sustaining Wages and Pathways Out of Poverty, Addressing Community Needs, Improving Metrics and Evaluation, Employer Engagement, Skills Development*

#### What does success look like?

- More San Franciscans are employed.
- Workforce clients get a job, a better job, and a career.
- Workforce clients earn a living wage two years post-program.
- Members establish positive, mutually beneficial, informal and formal partnerships.
- Workforce providers are aware of the full scope of workforce development system and build partnerships with complementary programs.
- Workforce providers—especially employees at the City and County of San Francisco—are diversified across direct service and leadership job classes.
- Workforce providers—especially employees at the City and County of San Francisco—offer client-centered and community-embedded services.
- No displacement of current City workforce due to workforce development strategies.

#### Outcome 1: Cohesion with and support for partners' existing plans and priorities.

- Encourage cooperation and collaboration among community-based organizations (CBOs) providing workforce services, rather than competition for limited resources.
- Establish industry-specific committees to better align workforce development initiatives with the needs of key sectors across member agencies.
- Prioritize access to affordable housing, healthcare, food security, and childcare before or alongside workforce services.
- Partner with CBOs, labor organizations, and local educational institutions to develop career pipeline programs for San Francisco residents and displaced populations interested in entering the City's essential jobs.
- Partners adhere to San Francisco hiring policies and agreements—such as Local Hire, First Source, and Collective Bargaining Agreements—in the development of new programs.

#### Outcome 2: Shared understanding of existing services, terminology, and best practices.

- Identify and replicate best practices that have demonstrated success in workforce development efforts.
- Establish and annually update best practice guide to workforce development.
- Use annual workforce inventory to summarize programming and leverage the process to disseminate service delivery information.
- Identify other cities/models demonstrating measurable improvements to learn from.
- Research workforce best practices, including incentives for employers, businesses, and participants to engage in workforce development initiatives.

- Integrate skills-based hiring best practices, such as experience for education substitutions, in City employment and in coaching for private sector employers.

#### Outcome 3: Prioritized lived experience and connection with community.

- Ensure workforce development programs and services adequately address the specific needs of economically vulnerable populations, such as unemployed, underemployed, and historically excluded workers.
- Prioritize the lived experiences and community connections of target populations to better understand and meet their workforce development needs.
- City as Employer is able to prioritize lived experience in workforce development services so City providers may be able to be client-centered and community-embedded.
- Providers with lived experience are developed into higher wage and leadership positions within the social service and public administration sector.
- Create a simplified, standardized resume/application format that allows individuals to express their needs and be connected to relevant services and job opportunities.

#### Outcomes 4: Strong partnerships with CBOs, labor partners, and local educational institutions for career pipeline programs.

- Hold quarterly consortiums that bring together workforce providers, community organizations, and other stakeholders to facilitate collaboration, share insights, and coordinate efforts.
- Host joint resource fairs with various workforce-focused community-based organizations and libraries to promote awareness and access to available services.
- Expand partnerships to educational institutions such as SFUSD and CCSF.
- Develop toolkits and resources to support smaller organizations in offering workforce development programs such as apprenticeships.
- Establish partnerships with the San Francisco Unified School District (SFUSD) to ensure local students gain the necessary skills and experience for in-demand industries.

#### Who is leading this work?

HRC, APD, BACR, DCYF, DHR, DPH, DPW, HH, SFHSA, HSH, OEWD, PUC, SHE, YCD, SFBCTC, NCDCL

#### When will CCWA complete this work?

July 2025

## GOAL TWO: Equitably Invest in Workforce Programs for our Most Vulnerable (Unemployed, Underemployed, and Historically Excluded from the Labor Market Workers)

### Committee & Community Priorities

*Equity, Inclusion, Empowerment, Targeted Programs and Pathways for Specific Populations, Support for Foreign Born Workers, Culturally Humble Services, Community-Based Outreach and Staffing, Prioritizing Stabilization and Wraparound Services, System and Case Management Improvements, Data Analysis to Address Needs of Vulnerable Populations, Accessibility, Support for Vulnerable Populations*

### What does success look like?

- Clients are eligible and competitive for employment after completion of services with the goal to attain employment.
- Clients achieve economic self-sufficiency without supplemental public benefits.
- Clients can access supportive services for stabilization before, during, and after program enrollment.
- Clients can access any service in their preferred language.
- City and County of San Francisco workforce increases racial, gender, and linguistic diversity.

### Outcome 2.1: Better workforce and economic outcomes for vulnerable populations.

- Prioritize defining and understanding the diverse vulnerable populations.
- Conduct segmentation analyses to understand size, needs of different vulnerable groups.
- Involve community voice in identifying gaps and refining services.
- Collect robust pre/post program data as well as qualitative participant stories.
- Track and report on the number of individuals from vulnerable populations (e.g., people with disabilities, unhoused, returning citizens) served through workforce initiatives.
- Adopt trauma-informed care models tailored for vulnerable communities.
- Implement training for workforce providers and employers on cultural humility.
- Allow flexible service delivery timelines for participant success.
- Encourage employers to hire individuals with limited English proficiency and provide them with time and resources to improve their language skills during work.

### Outcome 2.2: More culturally humble outreach and recruitment to connect vulnerable populations to workforce programs.

- Co-locate or integrate workforce services with other essential wraparound supports.
- Implement pre-program interventions and additional support to increase the ability of individuals with significant barriers to enter and successfully complete career pathway programs.
- Partner with deeply embedded community organizations to conduct outreach and recruitment, such as funding and deploying outreach workers from the communities being served, providing incentives for respected community members to promote services, and prioritizing hiring staff from the impacted communities.
- Provide incentives for effective intake, assessment, and service linkage.

- Ensure cultural representation and humility in outreach/marketing materials.
- Explore starting recruitment and skill-building initiatives during incarceration periods.

Outcome 2.3: More culturally humble services that can meet people's needs within their career journey and support them to be successful in workforce programs.

- Develop vocational training, language learning, and educational programs specifically tailored for unemployed, underemployed, and historically excluded workers, such as formerly incarcerated, limited English populations, immigrants, people with disabilities, women, BIPOC, and older adults.
- Explore the development of special programs to provide income opportunities for migrants seeking green cards and employment opportunities, such as entrepreneurship, worker co-operatives, and independent contracting.
- Build pathways for skilled immigrants/migrants to find commensurate employment.
- Increase cultural/linguistic competency of workforce providers.
- Integrate English language learning to support career growth.
- Provide specialized and peer-to-peer support services for individuals with disabilities, older adults, and returning citizens to address their unique needs.
- Increase employment opportunities for older adults and seniors.
- Adopt individualized case management plans instead of one-size-fits-all.
- Connect entry-level job hires from vulnerable populations to affordable housing options, including rental assistance.
- Establish wellness services including cultural wellness and gender-affirming care.
- Advocate for barrier removal, such as providing childcare to facilitate access to training.
- Target redevelopment projects in historically Black communities to provide on-site job training and apprenticeship opportunities for youth.

Who will lead this work?

HRC, APD, BACR, DCYF, DPH, HH, SFHSA, HSH, OEWD, SHE, YCD

When will CCWA complete this work?

July 2027

## GOAL THREE: Invest in Workforce Development Across the Life Course

### Committee & Community Priorities

*Skills Development, Collaborative Partnerships, Youth Workforce Development, Workforce Development for Older Adults, Future of Work, Succession Planning, Employer Interventions*

#### What does success look like?

- Participants access the workforce development system at any stage of their careers and across their life course.
- Workforce development services are client-centered and community-embedded.
- More youth, young adults, and older adults access workforce services.
- More employers partner closely with City and workforce providers.
- The City makes age standard policy changes, especially for youth and young adults.

#### Outcome 3.1: Ensure workforce system meet the needs of individuals across their life course from pre-employment through full retirement.

- Map life course stages for world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner).
- Conduct audience segmentation and needs assessments to tailor skill development initiatives to the unique needs of different target populations.
- Ensure training and development programs address the evolving needs of individuals from the start of their careers to retirement by designing programs that help individuals transition between different stages of their careers and lives, including retirement planning and part-time or return to the workforce from retirement.
- Implement work-life experience opportunities and credit-for-prior-learning programs to address the paper ceiling.
- Ensure inclusive practices to minimize participant disengagement.

#### Outcome 3.2: Awareness of programs and career options and how to access them.

- Ensure apprenticeship and vocational programs are accessible for speakers of the top 5-10 languages in San Francisco, beyond just English and Spanish.
- Conduct door-to-door outreach and engage in social media campaigns to raise awareness of programs.
- Table at community events and highlight success stories through social media platforms.
- Collaborate with libraries and local schools to provide in-person support and guidance to potential participants.
- Expand community outreach efforts to social and community settings to reach a wider audience.
- Strengthen partnerships between educational institutions, community organizations, and employers to expand apprenticeship opportunities.
- Establish career counseling and mentorship programs to guide participants.

### Outcome 3.3: Develop additional workforce programs and services to meet community-identified needs.

- Develop coordination process for proposed programs and services, such as:
  - Bridge programs to help individuals with foundational skills before they enter career pathway program.
  - Skill-building programs for digital literacy, communication, and occupation-specific skills.
  - Financial literacy education integrated with workforce development.
  - Flexible courses and training opportunities for homemakers and others with family caregiving responsibilities.
  - Mentorship programs to provide guidance and support throughout an individual's career journey.
  - Wellness programs to teach "wellness in the workplace" behaviors before a participant is placed in employment.
  - Paid training options for skill development and career advancement.
  - Opportunities for volunteering and developing soft skills in work settings.
  - Occupational skills training tailored to the needs of diverse participants.
  - Support for participants to improve language fluency and upgrade their skills.
- Establish resourcing mechanism for proposed programs and services.

### Outcome 3.4: Provide young people with access to work experience and career opportunities.

- Improve coordination among youth workforce programs to identify and address gaps, while reducing duplication of efforts.
- Incorporate financial literacy education into workforce development initiatives, with a particular focus on serving youth.
- Establish mentorship programs that connect young people with experienced professionals, such as C-suite executives and managers.
- Explore opportunities for youth to rotate through different roles and departments within companies to support career exploration.

### Outcome 3.5: Improve employer engagement in the workforce development system.

- Dedicate staff roles to collaborate with employers, market apprenticeship programs, and assist with program administration.
- Provide longer wage subsidies for businesses that train and hire San Francisco residents.
- Offer education and resources on independent contracting and business ownership.
- Support entrepreneurship pathways that lead to LLC development and budgeting skills.
- Create specialized training programs and on-call staffing pools for small business owners.
- Implement interventions that support employers, such as short-term employment trials to assess job fit.
- Bring in more partner companies to expand opportunities for high-road jobs and workforce development.

- Invest in higher wages and career ladders within nonprofit organizations to support workforce development.
- Identify job opportunities within government organizations that do not require college degrees.
- Facilitate access to job-ready individuals for industries facing worker shortage.
- Provide succession planning training and resources for organizations to support knowledge transfer.

Who will lead this work?

OEWD, SFHSA, DCYF, DHR, PUC, HRC

When will CCWA complete this goal?

July 2026

DRAFT

## GOAL 4: Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

### Committee & Community Priorities

*Quality over Quantity, Employer Engagement, Civil Service & Government Employment, Nonprofit & Community Capacity Building, Language Access, Enhancing Partnerships and Collaboration, Career Services, Skill Building, Employer Incentives, Small Business & Entrepreneurship Pathways*

### What does success look like?

- Economically vulnerable populations access City-funded apprenticeships.
- Pre-apprentices and apprentices achieve wage progression and measurable skills gains.
- Pre-apprentices and apprentices are prepared for journey-level work and eligible to be dispatched at the prevailing rate of pay.
- City apprenticeships incorporate wage progression.
- More employers enter the City-funded ecosystem for apprenticeship.

### Outcome 4.1: Long-term jobs, skill development, and livable wages for apprentices.

- Prioritize apprenticeship programs based on labor market trends and industry demands.
- Identify in-demand industries and develop apprenticeship opportunities to address workforce shortages.
- Encourage employers to expand apprenticeship opportunities and secure commitments for job placements and continuing education scholarships.
- Assess program success with post-program retention wage analysis.
- Provide multilingual support and paid opportunities to make apprenticeship programs accessible.
- Equip participants with necessary technology and equipment to be successful in apprenticeship programs.

### Outcome 4.2: Enhance existing City apprenticeship opportunities.

- Prioritize City-funded apprenticeships for economically vulnerable populations.
- Conduct fund development analysis of existing and future Federal and State resources for apprenticeship expansion and enhancement.
- Establish centralized coordination for apprenticeship programs to streamline collaboration efforts.
- Increase awareness of civil service job opportunities through targeted outreach and recruitment efforts.

### Outcome 4.3: Clear career pathways, starting with traineeships and fellowships.

- Develop career pathways and classifications within the City workforce development departments to support apprenticeship programs.
- Develop peer-to-peer support networks for alumni of pre-apprenticeship programs.
- Establish career counseling and mentorship programs to guide participants.



#### Outcome 4.4: Increased employer engagement in apprenticeship.

- Dedicate staff roles to collaborate with employers, market apprenticeship programs, and assist with program administration.
- Develop examples of cost-saving budgets to encourage businesses to accept apprentices.
- Introduce tax savings (tax breaks) for businesses offering apprenticeship opportunities.
- Offer financial rewards for successful apprentice placements and recognition for businesses offering career-building apprenticeships.
- Establish pre-apprenticeship training programs tailored to the needs of small business owners.
- Create specialized training programs and on-call staffing pools for small business owners.
- Create pipelines and industry standards for community ambassador programs.
- Develop industry standards and provide resources for community-based organizations to offer apprenticeship programs.

#### Who will lead this work?

SFBCTC, NCBLIC, OEWD, DHR, PUC, DPW, DPH

#### When will CCWA complete this goal?

July 2025

DRAFT

## GOAL FIVE: Enable Data-Sharing for Better Coordination Between Workforce & Other Systems

### Committee & Community Priorities

*Data Sharing Infrastructure, User Experience Enhancement, Participant Feedback, Resource Allocation and Support, Data & Metrics Development, Improve System Processes, Improving Metrics and Evaluation*

### What does success look like?

- Shared language defining workforce development and goals.
- Strategic alignment or summary of how strategic plans, policies, and services work together.
- Shared data system to uncover workforce development services provided across life course and impact to clients and vulnerable communities.
- Interagency referral systems are operational.
- All workforce programs collect and report enrollment, completion, and placement data at a minimum.

### Outcome 5.1: Identify and reduce duplication and gaps in services.

- Share best practices in workforce development with partners.
- Assess existing programs against best practices.
- Identify gaps in services.
- Create service delivery feedback loops.

### Outcome 5.2: Increased collaboration and efficiency across agencies and organizations.

- Identify use cases for shared clients and vulnerable populations.
- Address privacy concerns first and develop memorandums of understanding.
- Develop a research plan to study use cases.
- Solve operational inefficiencies.
- Create a centralized database of workforce services and resources, and provide access to educators, teachers, and community-based organizations to better coordinate programs and connect participants to opportunities.
- Create an external-facing database of workforce services and resources for participant self-service.

### Outcome 5.3: Streamlined data, data-informed decisions, and validation of service models.

- Create a unified data system integration plan.
- Establish pre- and post-measures to evaluate income levels and track participant progress.
- Collect data on apprentice placement numbers and financial literacy success to assess program impact.
- Implement LMI data-driven objectives to inform program development and improve outcomes.
- Collaborate with labor market research organizations to gather data and inform program development.
- Conduct research on technology trends and anticipate future workforce requirements.

- Develop a comprehensive set of metrics to measure the outcomes and impact of workforce development initiatives, with a metric for each desired outcome and a prioritization of the outcomes.
- Conduct targeted business analysis to gain a deeper understanding of local employment needs and trends.
- Regularly review and update the data used to measure real poverty in San Francisco to inform more effective interventions.
- Produce comprehensive analysis reports to support data-informed decision-making and continuous improvement of workforce development programs.

Who will lead this work?

- HRC, SFHSA, OEWD, DCYF, DHR

When will CCWA complete this goal?

- June 2029

DRAFT

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## Appendix A: San Francisco Vulnerable Populations Data

In order to best operationalize the full breadth of economically vulnerable populations in San Francisco, SFHSA, OEWD, and other alignment partners (HSH, APD, DPH, PUC) developed a data resource for strategic planning, policy analysis, and program development which is reviewed and updated annually.

The SFHSA Vulnerable Populations Data Book<sup>13</sup> provides comprehensive data on low-income adults (ages 18+) in San Francisco, by specific vulnerable population, zip code, and census tract. Low-income individuals are defined as those who participate in at least one of SF-HSA's Economic Support & Self-Sufficiency (ESSS) programs: Medi-Cal, CalFresh, County Adult Assistance Programs (CAAP), and CalWORKs.

The approximate income thresholds for these programs are as follows:

- Medi-Cal: 200% of the Federal Poverty Level (FPL)
- CalFresh: 138% of the FPL
- CAAP: 50% of the FPL
- CalWORKs: 100% of the FPL

Research indicates that the Medi-Cal penetration rate is quite high in San Francisco; specifically, most individuals who are eligible for Medi-Cal are enrolled in the program. Approximately 212,000 individuals were enrolled in the Medi-Cal program in September 2019. This high enrollment rate allows us to use the population of people who are publicly aided individuals as a proxy for all low-income individuals at 200% of the FPL and below in San Francisco.

The specific vulnerable populations included in the data resource include: individuals with limited English proficiency, individuals with disabilities, public benefit recipients, public and subsidized housing recipients, individuals experiencing homelessness, foster youth, transitional aged youth, and older adults<sup>1415</sup>.

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<sup>13</sup> The San Francisco Vulnerable Populations Data Book is available here: <https://www.sfhisa.org/reports-publications/demographic-analysis-strategic-plans>

<sup>14</sup> The primary source of data for the vulnerable populations included in the data book is SFHSA's CalWIN system administrative data. The CalWIN system provides for the automated determination of eligibility for public assistance programs and the delivery of program benefits, and its database contains the enrollment and case maintenance data for all individuals receiving public benefits in San Francisco. These public benefits include Medi-Cal, CalFresh (California's version of the federal Supplemental Nutrition Assistance Program), County Adult Assistance Programs (CAAP), and CalWORKs (California's version of the federal Temporary Assistance for Needy Families program). Data were obtained from the CalWIN database for the following vulnerable populations: individuals with limited English proficiency, individuals with disabilities, public benefit recipients, foster youth, transitional aged youth, and older adults.

<sup>15</sup> When accurate and detailed data for populations of interest were not available in the CalWIN database, other data sources were used. Data on public housing residents were obtained from the Housing Authority administrative data, and data on homeless individuals were obtained from the Point-in-Time Homeless Count report developed by the Department of Housing and Supportive Services (HSH).

# Appendix B: FY 21-22 City-Funded Workforce Development Programs

Dept.	Name of FY 2021-22 Workforce	One or Two Sentence Description of Program	Type of Workforce Program
APD	Young Community Developers	Interrupt, Predict, Organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management.	Service Delivery
APD	Arriba Juntos	Interrupt, Predict, Organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management.	Service Delivery
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
DCVF	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 job retention services. Bridges is a real employment agency focused on unsubsidized employment, helping participants find real jobs that match their talents and interests.	Internship
DCVF	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
DCVF	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
DCVF	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
DCVF	Code on Point - Coding Bootcamp (Formerly Code Ramp) (Success Center San Francisco)	Code On Point is a hybrid 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 eligible, 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 prepared 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 continued lifelong learning upon completion of a culminating project.	Internship
DCVF	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 and career plans with their peers, parents and family.	Service Delivery
DCVF	CYC High School Partnerships Program at SF International HS (Community Youth Cent)	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
DCVF	Digital Media Pathways Program (Bayview Hunters Point Center for Arts and Technolo)	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
DCVF	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
DCVF	Edible Schoolyard at Willie Mays Boys & Girls Club at Hunters Point (Boys & Girls Clubs)	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
DCVF	Employment & Education Reengagement Program (Young Community Developers)	The Employment and Education reEngagement (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

DCYF	ENVISION (Oasis For Girls)	Oasis For Girls ENVISION Program is a 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 Needs Lead with girls needs and voices by looking at different data to get a pulse on what was needed. Noticed 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 opposed to number of applicants dropped in-person was 9-12 per cycle. Number of black and Bayview youth increased virtually. Challenges 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 Needs Also 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 then 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
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
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 career possibilities available with a college degree, and expand their thinking about opportunities in the future. This is achieved through year-round advisory lessons that explore values and personal success, professional communication 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 about 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 a first-hand look at a day in the life of local professionals, helping students picture themselves as future professionals as well. With additional funding, First Graduate would like to host another Career Day during the school year, to allow students to visit more companies and be exposed to more industries. We would also like to host a Career Fair during 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 exploration findings while practicing formal presentations.	Service Delivery
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
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
DCYF	JISE Educator Pathway (Peer Resources)	The Peer Resources JISE 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 JISE 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
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

DCYF	Juma Ventures - YouthConnect (Juma Ventures)	<p>Juma's San Francisco YouthConnect Program is designed to serve Opportunity Youth, defined as youth aged 16-24 who are at risk for disconnection from school and work. YouthConnect is delivered in the context of its Earn, Learn, Connect suite of services:</p> <p><b>EARN:</b> 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-minded 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.</p> <p><b>LEARN:</b> 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.</p> <p>Leveraging the teachable moment of a first paycheck, Juma's financial capability services provide youth the opportunity to develop lifelong money management skills. Under the guidance of Juma's Program Coordinators, youth open bank accounts and participate in financial education workshops on topics such as money management, budgeting, saving, financial products, credit and debt, and fraud.</p> <p><b>CONNECT:</b> To connect youth to their next job and long term sustained employment, Juma partners with corporations primarily in the retail, hospitality, and logistics industries. Juma currently has 13 national anchor partners such as Gap Inc., CVS Health, Starbucks and UPS who demonstrate a commitment to impact hiring and to developing young employees beyond the entry level. Once a young adult is hired, Juma's Program Coordinators offer 90 days retention support that takes the form of continued soft skills coaching, help understanding the corporation's career mobility pathways and strengthen communication with supervisors. By ensuring that youth understand the job expectations, manage any budding conflicts, and receive proper training, Juma is able to increase the chances that</p>	Internship
DCYF	LifeWorks Employment Program (Horizons Unlimited of San Francisco)	<p>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 (20 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.</p>	Internship
DCYF	LLA Workforce Development Program (Life Learning Academy)	<p>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.</p>	Internship
DCYF	LYRIC Fellowship (Youth Employment/Organizing Components) (Lavender Youth Recre)	<p>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.</p>	Internship
DCYF	Mayor's Youth Employment and Education Program (Japanese Community Youth Cou	<p>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.</p>	Internship
DCYF	Middle School Career Awareness Program (Boys & Girls Clubs of San Francisco)	<p>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.</p>	Service Delivery



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
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
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
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, Mimie and Lowe 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
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 workites, training staff and youth, supporting initiative logistics, and serving as employer of record for youth.	Internship
DCYF	Pathways (Enterprise for Youth)	The Enterprise job-readiness training and internship program operates program cycles on-site annually, school year and summer, 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 SF Made 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 Nation, City College of SF, Kaiser Permanente, UCSF and more; and broader career exposure in partnership with SFUSD, including career panels in financial services, healthcare, technology, art/architecture/design, and more. We also hire former interns as Program Assistants, supporting youth leadership development and providing peer mentorship. Our program model emphasizes building networks and communication skills through LinkedIn, career networking sessions with working professionals, and alumni events organized by the Enterprise Young Professionals Group.  Each youth receives individualized support from their dedicated job coach, their workplace supervisor, and a network of trained volunteer mentors who support their professional development. Enterprise staff provide follow-up support to participants, fostering a	Internship
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
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 WOIW 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
DCYF	RDNC Beacon (Richmond District Neighborhood Center)	The Youth Workforce Development program of The Richmond Neighborhood Center is based on the campus of George Washington High School. Youth Employment programming includes job placement at The Richmond Neighborhood Center after school program sites, ongoing case management, and professional development opportunities.	Internship
DCYF	Safe Haven (Mission Neighborhood Centers)	Safe Haven is a vocational and academic support program built to serve Middle School aged youth while providing a supportive and supervised environment to build relationships with peers and staff. It functions as an OST internship program which provides job training in groups and vocational referrals to individuals upon completion of the internship as well as providing 1 on 1 tutoring as needed by referral or self report from a youth or family. Safe Haven will offer virtual services on as needed basis for youth who cannot attend in person groups. Safe Haven's summer 2021 program served as a continuation of our school year programming from 20-21 serving as a CHI site.	Service Delivery
DCYF	San Francisco YouthWorks (Japanese Community Youth Council)	San Francisco YouthWorks is a citywide high school internship program that teaches 11th and 12th grade youth with barriers to employment crucial job skills while sparking their interest in public service careers. Youth intern during the summer or school-year session, working up to 10 hours per week during the school year or 20 hours per week in the summer. In addition to the skills and work experience youth develop at workites, participants are given the opportunity to plan and prepare for their future through bi-weekly workshops and exploration activities. Workshop topics include job readiness, job search, post-secondary education, financial capacity building, and community.	Internship
DCYF	School Partner Model - Downtown High School (Jewish Vocational Service)	School Partner Model Downtown High provides career exposure, work-based learning, support for transition to postsecondary education and competitive job placement services.	Internship
DCYF	School Partner Model - John O'Connell High School (Jewish Vocational Service)	School Partner Model O'Connell provides academic linked work-based learning, support for transition to postsecondary education and other career readiness activities linked to O'Connell's integrated labs.	Internship

DCYF	Sequoia Leadership Institute for LGBTQQ and Ally Youth (Lavender Youth Recreation a	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 today 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	Internship
DCYF	SF STEM Academy (Japanese Community Youth Council)	The STEM Academy prepares youth for careers in Science, Technology, Engineering, and Mathematics. The program engages participants throughout their high school experience, providing academic support as well as STEM related work experiences. The STEM Academy partners Balboa HS to identify youth as well as with the University of California SF (UCSF) and other STEM based private and public entities to prepare youth to explore and identify pathways to access STEM careers. The STEM Academy's multi-year Cohort Model allows the program to provide intensive support over several academic years to maximize the opportunity for success. The STEM Academy core services include Academic Support, Job Readiness Training, Work-Based Learning, Post-Secondary Planning, and Transitional Support. During the school year, youth will receive supplemental math and science instruction that's coordinated with their current coursework and teachers. Remedial instruction will be provided for youth who've fallen behind in specific subject matter. Youth will also partake in academic planning, college preparation advising, and financial aid/scholarship information. In addition, all youth will complete transition plans which will include a resume, personal statement, and job search resources. During the summer months, youth will be placed in a 7-week paid STEM-related internship. Internships will provide exposure to STEM fields and offer opportunities to explore career options.	Internship
DCYF	SFCC Youth Workforce Development (San Francisco Conservation Corps)	Our Education and Job-Readiness program will provide disconnected, out-of-school San Francisco youth (over the age of 18) with comprehensive program services including educational advancement, work-based learning opportunities, job readiness training, career exploration, and transition support services. SFCC will help prepare participants for the world of work by providing basic education and job readiness skills and the assistance needed to matriculate into post-secondary education, advanced training, and/or to obtain and retain unsubsidized employment in their selected career pathway. SFCC continues to adjust programming to support remote and distance learning (due to COVID-19) including weekly classes utilizing Zoom and Google Classroom. SFCC also provides career development/life skills, job coaching and client referrals to supportive services, including behavioral health, CAAP Benefits, MediCal, CalFresh, etc.	Internship
DCYF	Spark Career Exploration & Self-Discovery Program (Spark Promise)	Spark is a Career Exploration and Self-Discovery Program that gives middle school students opportunities to understand, experience, and pursue what's possible for their future. By partnering with schools and local companies, educators and working professionals, families and supporters, we inspire young people to explore who they can become at the most critical point in their journey of self-discovery. The diverse communities coming together to show middle school students what's possible. Spark Labs, Spark Winter Sessions, Spark Mentorships, and Spark High School Pathways use workplace experiences from volunteers and the CASEL framework to build students' social and emotional learnings.	Service Delivery
DCYF	Spotlight on the Arts (California Lawyers for the Arts)	Spotlight on the Arts is a multidisciplinary arts workforce development program that includes workshops, college advising, and summer and school year internships for youth ages 14-17. In Summer 2021. During the transition phased from remote to in-person programming we are operating in a hybrid fashion. Some workshops are in person. Some are remote. Among our internship sites some are 100% remote, others are both in-person and remote, and some are 100% in person. We plan to return to 100% in person in summer 2022.	Internship
DCYF	The Arc San Francisco Youth Workforce Development Education and Career Preparato	The Arc San Francisco supports TAY with IDD in their transition out of high school and into the workforce and community college system.	Internship
DCYF	Transitional Age Youth Early Care and Education (TAYECE) Program (Jewish Vocational	TAY program includes career exploration, training and support in the skilled Trades industry sector (TAYST). TAYST is working in partnership with local unions (example Local 22, Carpenter's union), City Build, and other skilled trade partners. Participants develop specific transition to career plans and receive group and individual support for successful access to career opportunities. Program support for the Early Care and Education pathway ended in FY2021.	Internship
DCYF	Ujamaa Training and Employment (Hunters Point Family)	The Ujamaa Employment & Entrepreneurship program is a structured component of the Hunters Point Family agency that focuses on developing and preparing youth who are involved in the juvenile justice or adult probation department or CARC between the age of 14-24 for employment. Program services include case management, job readiness training, life-skills and work-based learning opportunities. Youth will develop skills and competencies needed for future employment.	Internship
DCYF	Ujima Urban Agriculture Project (Hunters Point Family)	The Ujima Agriculture Program is a Hunters Point Family agency-wide program that provides environmental literacy and nutritional support to all agency participants, their families and members of the Bayview Hunters Point community. Participants between the ages of 13-24 have the opportunity to gain hands on experience in one of two of HPP's gardens - (Adam Rodgers Garden and Alice Griffith Community Garden). Programming is focused on environmental literacy, environmental stewardship, and environmental justice.	Service Delivery
DCYF	UndocuWorkforce for LGBTQQ and Ally Youth (Lavender Youth Recreation and Inform	LYRIC's UndocuWorkforce (UWF) program is the Bay Area's first paid leadership program for undocumented LGBTQQ and ally youth (ages 14-24). UWF builds community through learning about topics such as gender and sexuality, diversity, and the intersectionality of immigration, race/ethnicity, and power dynamics. In the current political climate, undocumented youth struggle to find opportunities for immigration relief and economic self-sufficiency. UWF offers culturally relevant and identity-affirming curriculum, work based learning, and wraparound support tailored for LGBTQQ and ally undocumented youth. Program currently operating virtually in preparation of a major renovation of the LYRIC programming space	Internship
DCYF	Urban Sprouts (Urban Sprouts)	The June Jordan School for Equity Community Farm & Kitchen (JJSE) is utilized year-round through after-school internships (Sprout Out!), intensive summer programming (Sprouting Leaders & Summer Sprouts), and hourly employment (Program Assistants) to recruit, train, and support the next generation of Environmental Leaders ready for a 21st Century economy. This unique learning environment allows for multi-dimensional programming focused on building youth's entrepreneurial, financial literacy, leadership, agricultural and job-readiness skills.	Internship
DCYF	What is Health to You? Exploring Careers in Community Health (Health Initiatives for Y	The program will be organized at two middle schools where HIFY has strong relationships and is build around HIFY's hallmark question: "What is Health to You?" - using the concepts of individual health and community health as a basis for identifying and exploring a range of health careers. Reaching 15 youth in each cohort, the semester-long, twice weekly after school program includes: 1. Career awareness programming that introduces a breath of health careers through curriculum and guest speakers. 2. Participatory activities designed to help youth assess their own interests and strengths and learn more about how these relate to the skills and educational requirements of behavioral, community, and public health careers of interest. 3. Job readiness skill building, using a dynamic and interactive curriculum that develops leadership, organization, public speaking, team building and other "soft skills." Youth will have the opportunity to keep practicing these skills throughout the semester. In each cohort, a youth leader will design and facilitate health education workshops to explore the field	Service Delivery
DCYF	Work Readiness Program (WRP) (Jewish Vocational Service)	Work Resource Program provides youth with disabilities comprehensive job search skills, job readiness, and career exploration training at SFUSD high schools, year-round job placement and retention services, along with access to post-secondary education counseling and referrals to appropriate transition and support services.	Internship
DCYF	Workforce Development (Sunset Youth Services)	Our Workforce Development Program helps high-risk youth and young adults rebuild hope and break free from destructive patterns by providing supportive trauma-informed services, incentivized job training, and employment opportunities needed to build stable lives. Our program provides soft skill development, barrier removal, paid work experience, and one-to-one employment coaching.	Internship
DCYF	YCD - City Youth Now (Young Community Developers)	Educational support, resources, and vocational training services to create a continuum of activities and resources that prepare youth for gainful employment and a successful transition to adulthood. Youth directed case planning, including: Comprehensive academic/vocational needs assessment and guidance. Guidance and resources for college applications, vocational training, scholarship funding, pre-vocational training programs. Professional development workshops on hard and soft educational, vocational, and life skills. Paid internships. Alumni services	Internship
DCYF	Youth Advocacy Day (Japanese Community Youth Council)	Youth Advocacy/Appreciation Day is a project led by 10 San Francisco young people to uplift the voices and vision that youth have for the future of San Francisco. The project will provide the 10 Interns with training, tools and support to develop and implement a city-wide event focused on amplifying the ideas of young people about The City's future that involves a variety of stakeholders.	Internship
DCYF	Youth Workforce Development (Larkin Street Youth Services)	Larkin Street's Youth Workforce Development Program is part of our continuum of education and employment services in Larkin Street Academy, co-located at our main service hub in the Tenderloin, targeting a general population of homeless TAY. This program provides a structured continuum of employment-based opportunities with tiered exposure to both on-site and virtual job skills training, work-based learning, career-track employment, and transition planning within a positive youth development framework. Virtual trainings have increased during the pandemic, with some meetings being held online and with some parts of the curriculum transferred to online job training platforms to support our clients. Entry-level opportunities include (1) YouthForce, a 3-month program featuring day-labor opportunities on supervised cohorts conducting litter removal/neighborhood/Facility Maintenance projects/beautification, as well as an engagement-level job readiness curriculum; (2) 1:1 and group employment readiness training that combines job searching/interviewing and resume-writing as well as job retention tips with financial literacy training; and (3) Individual Employment Service counseling that includes job placement support, regular check-ins, and on-going employment support through 90 days of job placement. Advanced opportunities include subsidized and unsubsidized Internship opportunities.	Internship
DCYF	Youth Workforce Training and Employment (Old Skool Cafe)	Old Skool Cafe is a faith-based violence prevention program, providing marketable and transferable employment skills to high-risk youth. Our social enterprise restaurant is a hub for youth employment and positive change in the lives of resilient youth in the Bayview community and San Francisco.	Internship
DCYF	Youthline Tech (Bay Area Community Resources)	The Youthline Tech Program is a job training and work experience program for in-risk youth who are interested in careers in technology. Participants are trained in various forms of technology and software. Program offers job readiness and life skills training, case management, career coaching, academic support, work based learning and permanent employment placement. Programming is primarily offered as in person with the option for remote work based on the needs of the participants. We have increased wellness checks, supportive services and office availability to support the complicated barriers youth are currently facing post-COVID.	Internship
DHR	Fish Fellowship in Civic Leadership	1 year fellowship to bring a Teach For America alumna to explore civil service in San Francisco	Service Delivery

DHR	Access to City Employment (ACE) Program	Program targeting job seekers with certified disabilities into City Employment	Service Delivery
DHR	Diversity Recruitment Community Outreach and Career Fairs	The Diversity Recruitment Team provides job seekers in the community with presentations on how to apply for City jobs and career fairs to learn about City employment.	Service Delivery
DHR	Apprenticeships SF	Apprenticeship program for individuals to learn and earn within a trade profession, including classroom learning and on-the-job training.	Apprenticeship
DHR	Leadership Training Programs	Leadership development training for supervisors, managers and directors in the City and County of San Francisco	Service Delivery
DHR	SF Housing Authority Job-Matching Program and City Job Application Support	City employment informational sessions, career counseling, and job matching support for SF Housing Authority employees impacted by no-fault lay-offs for skilled crafts and trades workers	Service Delivery
DHR	San Francisco Fellows	1 year fellowship to provide administrative analyst training and career exposure to local government work for recent college graduates	Internship
DHR	Professional Development Workshops	Training courses for City and County of San Francisco employees to develop professional skills that support current job performance and support career advancement (eg. project management, public speaking, customer service skills)	Service Delivery
DHR	Growing Your Career Workshops	Workshops that support current City and County of San Francisco employees to apply for other City jobs for career advancement (topics cover City job application process, resume writing, interview tips, supplemental questionnaires, exams)	Service Delivery
DHR	Dream Keeper Initiative Cohort Support	Onboarding and career development support and mentoring for employees hired by City and County of San Francisco departments to lead or support Dreamkeeper Initiative projects	Service Delivery
DOSW	Public Policy Fellowship/Internship	The program offers valuable government and policy experience and mentorship to develop the next generation of leaders for gender equity.	Internship
DPH	i-Ability Information Technology Program	Employment Consultants work with clients in Resume Writing, Job Search Strategies and Interviewing Techniques while identifying competitive employers to link and place them in jobs that match their skills.	Service Delivery
DPH	Janitorial Services	6-9 month paid work experience positions in janitorial field.	Subsidized Employment
DPH	Clerical and Mailroom Services	This is a 9-month training program which provides intensive and supportive on-the-job training in the fields of clerical and mailroom delivery service.	Service Delivery
DPH	Transitional Age Youth (TAY) Vocational Program	Career Connections serves youth ages 15-25 in gaining insight to vocational potential through a variety of assessments and interest inventories and then placing the youth into a paid internship opportunity to allow hands-on work experience.	Service Delivery
DPH	First Impressions Construction and Remodeling Program	This program offers training in basic construction and remodeling skills, such as painting and patching walls, ceilings, and doors; changing/applying window dressings; in-stalling and disposing of furniture and accessories; building furniture; cleaning and repairing flooring; hanging décor; and minor landscaping.	Service Delivery
DPH	Café and Catering Services	The Café and Catering Services program provides café, barista, catering and customer service vocational training to behavioral health consumers.	Service Delivery
DPH	GROWTH Landscaping and Horticulture Program	GROWTH is a landscaping and horticultural vocational program that assists mental health consumers in learning marketable skills through on-the-job training and mentoring to secure competitive employment in the community.	Service Delivery
DPH	Community Mental Health Worker Certificate Program	The program is a 16-unit educational program based on the mental health wellness and recovery model, which focuses on the process of recovery through consumer-directed goal setting and collaboration between mental health service consumers and mental health providers. The program educates and trains culturally and linguistically diverse consumers of mental health, family members of consumers and mental health community allies to enter the workforce as front-line behavioral health workers.	Service Delivery
DPH	Faces for the Future	Faces is nationally recognized for healthcare career preparation work with high school students. The FACES program introduces John O'Connell High School students to career pathways in healthcare, public health and mental and behavioral health while supporting them with academic interventions, coordination of wellness services, referrals to outside agencies when needed and youth leadership development opportunities.	Service Delivery
DPH	BHS Graduate Level Internship Program	The program provides training opportunities for approximately 40-80 psychology interns, masters-level trainees, peer interns, nursing and nurse practitioner students each year. BHS Civil Service Clinics accepts trainees who are actively enrolled in a graduate program (MSW, MFT, LPCC, Ph.D./Psy.D. etc.)	Apprenticeship
DPH	BHS Psychiatry Fellowship Programs	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.	Apprenticeship
DPH	SF FIRST Vocational Project	This Vocational Training Program offers training and feedback regarding both practical work skills and psychosocial coping skills for job retention. Practical work skills include learning the skills needed to work as a clerk, janitor, café worker, packaging and assembly line worker, peer group activity facilitator, as well as other positions. Supportive counseling for job retention support is offered.	Service Delivery
DPH	UCSF Child and Adolescent Community Psychiatry Training Program (CACPTP)	The Child and Adolescent Community Psychiatry Training Program works to train the next generation of public mental health care leaders who will provide children and adolescent-centered care to vulnerable populations with severe mental illness. This program provides fellowships throughout BHS' Child, Youth and Families System of Care.	Apprenticeship
DPH	Community Mental Health Academy	The Community Mental Health Academy is a 16-week program for frontline staff of community based organizations that do not provide mental health services, but they could benefit from foundational knowledge about community mental health and basic counseling skills to help someone who may be in mental health distress and link them with mental health supports. Moreover, each Community Mental Health Academy cohort can have an additional community mental health related learning modules to boost their direct service work.	Service Delivery
DPW	9916 Pre-Apprenticeship Program	Pre-apprentices will sweep sidewalks, remove graffiti; identify, report, and help troubleshoot problems; and landscape public spaces and tree basins. The program teaches participants about City codes and provides outreach and education to diverse communities.	Apprenticeship
DPW	Apprenticeship Programs	Programs train individuals as laborers, gardeners, arborists, stationary engineers, and cement masons. These programs offer the skills needed to be hired for journeyman level jobs in these fields, especially within the department or other City departments.	Apprenticeship
DPW	2022 Summer Student Intern Program	This is an entry-level classification in the Internship program and is intended to expose and develop knowledge of college level students to office and engineering tasks. It is characterized by its focus on routine office work and basic engineering/architectural/planning issues.	Service Delivery
DPW	Pitstop-Hunters Point Family	Monitor restrooms designated by Public Works for the community, homeless and tourists to have a safe place to use the restroom. Monitors clean the surroundings area which is 2 -3 blocks from the location. Collect data (male/female, needles, trash bags, doggie bags etc)	Service Delivery
DPW	Pitstop-Civic Centers	Monitor restrooms designated by Public Works for the community, homeless and tourists to have a safe place to use the restroom. Monitors clean the surroundings area which is 2 -3 blocks from the location. Collect data (male/female, needles, trash bags, doggie bags etc).	Service Delivery
DPW	Pitstop- Mission Neighborhood Center (MNC)	Monitor restrooms designated by Public Works for the community, homeless and tourists to have a safe place to use the restroom. Monitors clean the surroundings area which is 2 -3 blocks from the location. Collect data (male/female, needles, trash bags, doggie bags etc).	Service Delivery
DPW	Pitstop- Success Center	Monitor restrooms designated by Public Works for the community, homeless and tourists to have a safe place to use the restroom. Monitors clean the surroundings area which is 2 -3 blocks from the location. Collect data (male/female, needles, trash bags, doggie bags etc).	Service Delivery
DPW	Citywide Refuse Receptacle Litter Reduction, Pressure Washing Cleaning and Workforce Development	Job training, employment, and workforce development opportunities, that focus on pressure washing operations for formally incarcerated and/or at-risk local residents who are eligible to work but facing barriers to employment, especially those in economically disadvantaged neighborhoods.	Service Delivery
DPW	Tenderloin Clean & Workforce Development	Litter Reduction Services ("Services") in the Tenderloin and adjacent Neighborhoods (Service Area) of San Francisco to ensure safe, clean, and accessible sidewalks and rights-of-way.	Service Delivery
ENV	Public Service Trainees	The Environment Department employs and trains 9922 classifications to support its programs. The PSTs are hired to receive a solid experience and training in working for the government in areas of environment/sustainability while carrying out tasks necessary to meet department and city sustainability goals.	Service Delivery
ENV	Fellows	The Department of the Environment employs Civic Spark and Climate Corps Fellows, that are funded through the Federal Americorps program. The Fellows receive a solid experience and training in working in fields of Climate, Energy, and Zero Waste for the government, while carrying out tasks necessary to meet city sustainability goals. The Department applies to participate in the programs and agrees to pay a match for each fellow, with federal program funding the bulk of Fellows salaries and benefits.	Service Delivery
ENV	Zero Waste and Carbon Fund Grantees	Zero Waste and San Francisco Carbon Fund Grant Programs. NOTE: Neither of these grantmaking programs are specifically workforce development programs. Zero Waste funds must reduce waste sent to landfill and increase recycling and composting efforts in the City. SF Carbon Fund must be invested in local projects that mitigate and sequester greenhouse gas emissions. While grants are required to go for specific environmental work, the Department has ensured that grants provide co-benefits such as youth and workforce development opportunities. The noted grants provide workforce development for TAYs and other adults. The number of clients served through these grants is not tracked, since the funds are legislated to serve other purposes. This year, the department did not award Carbon Fund grants.	Service Delivery
FIRE	City EMT	EMT training for TAY between 18 - 24. Each Cohort is between 15 - 20 participants. There are two-three cohorts per year that run an average of 17 weeks per session. Program also includes supportive services. The SFFD provides one EMS lieutenant to be the lead instructor.	Service Delivery
FIRE	9910 - EMT Internship	EMT Internships on SFFD Ambulances for City EMT graduates. Allows City EMT graduates to meet the MQs for the H3 Level 1 EMT position. 9910s are paid for 3 weeks of training. Training is provided by (1) H33, (3) H23. 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. The SFFD covers the cost of uniforms and participant wages.	Internship
HRC	Opportunities for All	Mayoral initiative to provide paid work-based learning opportunities for youth and people ages 13-24.	Internship
HRC	My Brother and Sister's Keeper Initiative	A community call to action to the systemic challenges faced by our most underserved youth in San Francisco. The community recognized that there had been plenty of talk about youth "failures," but little commitment to interrupting the long-term systems of inequity across the Life Course. The Alliance actively confronts racialized trauma, supports healing, builds trust and works to transform systems with the goal of improving the life outcomes for our most vulnerable. The Youth Council holds the vital role of ensuring youth influence and youth voice is incorporated in the implementation and execution of the MBSK.	Internship
HSJ	Adult RRH Workforce Development Program	This program is a key supportive service for participants in the Adult Rapid Rehousing (RRH) program to help them successfully take over 100% of their rent, gain confidence in life skills, and pursue employment that can lead to jobs that pay livable wages.	Work-Order to another department
MOHCD	Expanded Support for the Working Poor	Employment legal services, primarily for Latinx immigrants	Service Delivery
MOHCD	Employment Law Project	Employment legal services, primarily for Latinx immigrants	Service Delivery

MOHCD	Access to Worker Justice	Employment legal services, primarily for female Latinx domestic workers	Service Delivery
MOHCD	Family Economic Success	Job readiness services and ESL training, primarily for API immigrant residents of Chinatown	Service Delivery
MOHCD	House of Thrive (HOT)	Skill building, short-term case management and service connection, primarily for transgender residents of the Tenderloin	Service Delivery
MOHCD	A Woman's Place Drop In Center Gender Inclusive Re-Entry Program	Short-term case management, skill building and service connection, primarily for transgender women and genderqueer residents of District	Service Delivery
MOHCD	Transition Opportunities and Programs for Success (TOPS)	Life skills, educational skills and case management services for Transitional Aged Youth	Service Delivery
MOHCD	Community Resources and Adult Education Program	Skill building and service connection, primarily for API senior residents citywide	Service Delivery
MOHCD	ECS Job Center	Skill building, primarily for homeless residents of District 6	Service Delivery
MOHCD	Educational Support- Community Based Services	Academic skill building and CED preparation, primarily for Latinx residents citywide	Service Delivery
MOHCD	MYLS Vocational Preparation	Academic skill building and job readiness services	Service Delivery
MOHCD	Discovery, Soft Skills, and Educational Attainment	Vocational skill development, life skills and job readiness services for adults with developmental disabilities.	Service Delivery
MOHCD	Pre-Employment Program	Workplace and academic skill building, primarily for persons with HIV/AIDS or mental health disabilities	Service Delivery
MOHCD	Portola-Based Community Services	Skill building and ESL training, primarily for API immigrants and seniors of the Portola	Service Delivery
MOHCD	Southeast Asian Support Services	ESL training and academic skill building, primarily for Southeast Asian residents citywide	Service Delivery
MOHCD	Access to Opportunity	Skill building and short-term case management, primarily for TAY at risk or involved with the juvenile justice system	Service Delivery
MOHCD	The Arc's Resiliency In Action	Skill building, primarily for adults with disabilities	Service Delivery
MOHCD	English as a Second Language (ESL) Workshops, Training and/or Classes	ESL training and service connection, primarily for Southeast Asian residents of the Tenderloin	Service Delivery
MOHCD	Transgender, Gender Variant, Intersex (TGI) Community and Clinical Services Program	Skill building, short-term case management and case coordination, primarily for transgender and gender nonconforming residents of the Te	Service Delivery
MOHCD	Comprehensive Service Connection and Core Skills Development	Skill building, ESL training and service connection, primarily for API residents of Chinatown	Service Delivery
MOHCD	RAD Workforce Development Services at Plaza-Scattered Sites	Workforce development services at Plaza East and Scattered Sites	Service Delivery
MOHCD	Self-Determination Project	Job readiness services and skill building at RAD and HOPE SF sites	Service Delivery
MOHCD	Sunnydale Youth Center	Skill building, service connection and short-term case management, primarily for youth of Sunnydale-Velasco and greater Visitacion Valley	Service Delivery
MOHCD	Advancing Economic Equity Program	Skill building and enhanced information and referral services for residents of Treasure Island	Service Delivery
MOHCD	RAD Workforce Development Services at Hayes Valley North and South	Workforce development services at Hayes Valley North and South	Service Delivery
MOHCD	Western Addition Community-Based Services	Digital literacy and life skills building for residents of the Western Addition	Service Delivery
MOHCD	SOMA - College Prep Program	Provide college preparatory services to increase access to higher education for underserved youth, particularly recent immigrant and first g	Service Delivery
MOHCD	AWSS ASSIST (Access to Services and Skills-Building for Immigrant Survivors of Trauma)	Skill building and service connection, primarily for API immigrant survivors of domestic violence	Service Delivery
MOHCD	Immigrants and Transition Aged Youth (ITAY)	Life skills building and short-term case management, primarily for Filipino TAY citywide	Service Delivery
MOHCD	TULAY SF: Bridging Filipino Families to Services and Resources in San Francisco	Service connection, job readiness services and short-term case management, primarily for Filipino families citywide	Service Delivery
MOHCD	Pin@y Educational Partnerships (PEP)	Community engagement and academic skill building, primarily for Filipino youth of the Excelsior	Service Delivery
MOHCD	Employment Training for API Survivors of Domestic Violence, Sexual Assault and Human	Employment training for primarily API survivors of domestic violence, sexual assault and human trafficking	Service Delivery
MOHCD	Skill-building and Service Connection for Gum Moon SRO Residents	Skill-building and service connection, primarily for Gum Moon SRO residents	Service Delivery
MOHCD	Skill-building and Service Connection in Richmond and Sunset Neighborhoods	Skill-building and service connection, primarily for residents of the Richmond and Sunset neighborhoods	Service Delivery
MOHCD	Booker T. Washington Family Sustainability Center	Life, academic and digital literacy skill building, primarily for black youth of the Western Addition	Service Delivery
MOHCD	Access to Opportunity Career Center	Job readiness services, primarily for residents of the Western Addition	Service Delivery
MOHCD	Ma'at Youth Leadership Initiative	Skill building and leadership development for Black youth citywide	Service Delivery
MOHCD	Ubuntu Resource and Eban Programs	Skill building and service connection, primarily for Black artists and creatives	Service Delivery
MOHCD	100% College Prep - Alice Griffith Education Liaison Project	Academic skill building and short-term case management, primarily for Alice Griffith youth	Service Delivery
MOHCD	OMI Job Center	Job readiness services, primarily for residents of Oceanview/Merced/Inglewood (OMI)	Service Delivery
MOHCD	Addressing Educational and Employment Barriers for Young Adults	Workplace and academic skill building, primarily for TAY citywide	Service Delivery
MOHCD	Service Connection and Skills Training	Skill building and service connection, primarily for residents of the Excelsior	Service Delivery
MOHCD	Access to Opportunity for Low-income Immigrant Communities	Job readiness services, skill building, short-term case management and service connection, primarily for immigrant residents of the Excelsior	Service Delivery
MOHCD	2-Gen Education Program	ESL training, primarily for Latinx immigrant residents of the Mission	Service Delivery
MOHCD	HOMEY HUB	Life and academic skills building, primarily for Latinx and African American youth and residents re-entering from the correctional system	Service Delivery
MOHCD	LightHouse Language Connections: Outreach and Training for Limited English Proficient	Life skills training and service connection for Limited English Proficiency Blind and Low Vision San Franciscans	Service Delivery
MOHCD	Native Health Community Development	Skill building, short-term case management and service connection, primarily for American Indians citywide	Service Delivery
MOHCD	TransLatinas Workforce	Transgender Workforce Development for Monolingual Latinx Immigrants	Service Delivery
MOHCD	Tutoring, Academic Support, and Community Coordination	Tutoring, academic support, and community coordination	Service Delivery
MOHCD	Expanding Computer Access and Computer Literacy	Provide low-income residents with a laptop computer, mobile hotspot and computer literacy training, including use of Microsoft Office prog	Service Delivery
MOHCD	WHY Digital Hub	Digital literacy skill building, primarily for limited English proficient API adults in Chinatown	Service Delivery
MOHCD	Digital Essentials PLUS	Digital literacy skill building, primarily for black residents citywide	Service Delivery
MOHCD	SOMA - Filipino Education Center (FEC) Galing Bata Program	Linguistically sensitive and culturally responsive programming for BSBT Carmichael/Filipino Education Center students, including in-scho	Service Delivery
MOHCD	LGBTQQ+ TAY Youth Advocacy	Youth advocacy and short-term case management, primarily for LGBTQQ TAY citywide	Service Delivery
MTA	SFMTA Employment Training Program	Most SFMTA Contracts over \$500,000 that contain the program. On the job training for nonconstruction entry level positions.	Internship
MTA	SFMTA Central Subway Job Readiness Allowance	Barrier removal, job readiness services, and workforce training for participants. One-time, up to one year contract between SFMTA and various entities for services.	Service Delivery
MTA	HSA Public Service Trainee (9910)	As a destination site, SFMTA supports on site work experience for PSTs. PSTs are exposed to the inner workings of a municipal transit agency, are provided experience of various work deliverables in support of a particular department, and are provided opportunities of mentorship by practitioners and professionals within SFMTA.	Service Delivery
MTA	Project Pull	Summer internship program for High School and recent college students	Internship
MTA	Genesys Works	SFMTA's program with GenesysWorks gives underserved students the opportunity to succeed in a professional work environment while still in high school. SFMTA provides work skills and technical exposure in various work teams.	Internship
MTA	DPW/SFMTA Internship (5380-5382 Program)	DPW and Internship program for Engineer, Planning Roles	Internship
MTA	Automotive Pathway Program (Washington HS) - On-site career pathway program	A very important and SFUSD and SFMTA partnership to provide local students exposure to the career opportunities that exist at SFMTA. Through the summer automotive program, SFMTA endeavors to outreach to diverse youth in typically underserved neighborhoods to expose them to the automotive trades at SFMTA and cultivate a relationship by extension to the community we serve.	Internship
MTA	ABU / OEWD Collaboration (9916s)	Job experience	Internship
MTA	ABU / OEWD Collaboration (9910s)	Job experience	Internship
MTA	SF Machinist Apprenticeship Program	This exciting program is geared to create opportunities for journey level training and employment for historically excluded racially and gender diverse people in trade classifications. The Machinist apprenticeship program for the automotive and maintenance machinist job classes serves as an important pathway career opportunities and mentorship.	Apprenticeship
MTA	1649 Program (Accountant Intern to 1652 Accountant I Program)	SFMTA's Accountant Intern program	Internship
MTA	1402 Career Pathways Program to Connect Public Assistance Clients to Civil Service Jo	The Career Pathways Program provides a way for clients who successfully graduate from the PST program to continue gaining work experience for up to an additional three years as well as receiving additional classroom training. At SFMTA, 1402 serve on a number of different teams providing exposure for the clerk to gain insight into the work of a transit organization and how their work contributes to the greater mission of SFMTA.	Internship
MTA	Muni Transit Ambassador Program (MTAP)	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 an engagement. Those hired into the program work in and around transit stations and systems, interface with local CEOs and schools, and are prepared and trained not only for internal opportunities including 9164, 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.	Internship
OCEIA	DreamSF Fellowship	The DreamSF Fellowship is a leadership and civic engagement program for immigrant youth sponsored by the Office of Civic Engagement & Immigrant Affairs. It is an eleven-month-round fellowship comprised of two programs. The first is a 23-week cycle from July to December. The second is a 23-week cycle from January to May. Both programs support participants' leadership and community involvement. Accepted applicants are paired with a local immigrant-serving community-based organization where they receive mentorship on professional development. Fellows also receive weekly leadership seminars to strengthen their leadership skills.	Internship
OCEIA	Community Ambassador Program	The Community Ambassadors Program (CAP) is a community safety and neighborhood engagement job training program. CAP hires and trains city residents to provide a visible, street-smart safety and outreach presence in targeted neighborhoods. These ambassadors act as a helpful presence on the streets, provide information and referrals, offer general assistance, and report hazards and emergencies to city agencies. In addition to having ambassador job positions directly, OCEIA partners with HSA and JobsNow to increase the number of ambassadors on the team.	Service Delivery
OEWD	Comprehensive Access Point (CAP)	The Comprehensive Access Point delivers the entire array of workforce development services, including job search assistance and preparation; career planning and exploration; access to education and training services; and access to computers, internet, copy machines and more.	Service Delivery
OEWD	Neighborhood Access Points (NAPs)	Neighborhood Access Points offer workforce services in specific neighborhoods. Services offered include job search assistance and preparation; career planning and exploration; access to education and training services; and access to computers, internet, fax machines, copy machines, and more.	Service Delivery
OEWD	Specialized Access Points (SAPs)	Specialized Access Points offer workforce services for immigrants, homeless, veterans, persons with disabilities, and customers with limited English proficiency. They offer one-on-one support with job search and skill development; referrals to training for high-demand industries; job readiness services to prepare individuals for the workforce; and provide direct job placement assistance.	Service Delivery
OEWD	Young Adult Job Centers (YAJC)	Young Adult Access Points offer workforce services for transition age youth with an emphasis on career exploration. YAAPs connect participants to education and/or employment as appropriate, and services include: job search assistance and job preparation workshops; coaching and support; paid and unpaid internship opportunities; financial literacy training; and college and financial aid application assistance.	Service Delivery
OEWD	Young Adult Subsidized Employment Program (YASE)	The Young Adult Subsidized Employment Program provides young adults with transitional job experience; customized work plans; personal development and case management support to become successfully employed; work experience in high-demand sectors; and job placement assistance and follow-up services support.	Service Delivery
OEWD	Reconnecting All through Multiple Pathways (RAMP)	Reconnecting All through Multiple Pathways provides youth with classroom-based and hands-on workforce services, including: job readiness training and placement assistance; occupational skills training and paid work experience; access to educational services to attain a HS diploma or GED; and career coaching and case management.	Service Delivery
OEWD	TechSF	TechSF offers internships, apprenticeships, and job placement opportunities, as well as courses and introduction into skills such as HTML/CSS, Adobe Suite, JavaScript, Digital Marketing, Cybersecurity, and more. TechSF provides industry-recognized credentials.	Service Delivery
OEWD	TechSF On-Ramp	Sector Onramps, formerly known as Bridge programs, deliver sector-contextualized foundational learning and career exploration within the Technology Sector Workforce Programs.	Service Delivery
OEWD	San Francisco HealthCare Academy (HCA)	The HealthCare Academy offers clinical and non-clinical training courses for Home Care Provider, Certified Home Health Aide, Certified Nursing Assistant, Community Health Worker, Medical Administrative Assistant, Certified Medical Assistant, Dental Assistant, and Phlebotomy Technician. HealthCare Academy provides industry-recognized credentials and certifications.	Service Delivery

OEWD	Hospitality Initiative (HI)	The Hospitality Initiative offers industry job readiness preparation and job placement assistance for a variety of hospitality industry career tracks, such as food services, guest services, facility maintenance, and others.	Service Delivery
OEWD	CityBuild Job Readiness Training (CB JRT)	The CityBuild Job Readiness Training provides effective workplace and classroom survival skills, attitudes, and behaviors focused for the construction industry. Training includes employers' expectations, communication skills at a jobsite, self-assessment tools, job search skills, interview skills, introduction to union membership and apprenticeship programs, and general life skills. Successful trainees are referred to the CityBuild Academy and Specialty Training for vocational training.	Service Delivery
OEWD	CityBuild Academy (CBA)	CityBuild Academy is a 12- to 18-week pre-apprenticeship training in partnership with City College of San Francisco including hands-on training and instruction in the 26 Building Trades, classroom instruction, case management and retention services, supportive services, industry certifications, job referrals and placement assistance, math tutoring and preparation, and vocational English as a second language.	Service Delivery
OEWD	CityBuild Specialized Trainings (CB Specialized Trainings)	When needed, CityBuild conducts special construction pre-apprenticeship training cohorts that occur outside of the regular CityBuild Academy Training. These cohorts typically target a specific project, trade, and/or population of jobseekers. FY21-22 included the following specialized training cohorts: Mission Rock, UCSF Cohort 2, and UCSF Ironworkers.	Service Delivery
OEWD	CityBuild Construction Southeast Coordinator	CityBuild Construction Southeast Coordinator provides job readiness trainings, access to resources to attain a HS diploma or GED, and other occupational skills trainings for union construction employment. Partnerships include Anders and Anders Foundation, ABU and JBR Partners. Primary targeted clients are those who reside in District 10.	Service Delivery
OEWD	Occupational Skills Training - CityBuild Pro (CCSF CB Pro)	CB Pro is an 18-week training and career development program providing classroom instruction, case management, retention services, access to employer networks, job referrals and placement assistance, job readiness training, and internships with a partner construction company.	Service Delivery
OEWD	CityBuild Construction Career Development Services - Retention (CCDS)	Construction Career Development Services offers each CityBuild Academy graduate a CBO case manager to provide ongoing assistance with barrier remediation, supportive services for emergency circumstances, and information about upcoming trade tests and training opportunities. CCDS includes professional development training and workshops.	Service Delivery
OEWD	CityBuild Employment Network Services (ENS)	CityBuild ENS provides services for those who aspire to become construction union members and those who are in the union and are seeking union construction employment opportunities.	Service Delivery
OEWD	CityBuild Construction On-Ramp-High School Program	CityBuild Construction On-Ramp is six-week career advice and hands-on training. It introduces youth between 17 and 21 years-old to the construction industry. The training targets both in and out of school youth and operates after school and on weekends.	Service Delivery
OEWD	Covid-19 Layoff Aversion Support	Supporting workers impacted by the COVID-19 shutdown of Moscone Convention Center and other trade shows through additional construction safety certifications and placement support.	Service Delivery
OEWD	CityDrive Class B and MUNI Drive Preparation Pilot	CityDrive includes Class B permit preparation training, SFMTA application assistance, training to understanding jobs associated to Class B and Class A, and supplies case management and supportive services.	Service Delivery
OEWD	CityBuild On-Ramps - Violence Prevention	The CityBuild On-Ramps - Violence Prevention program provides wrap around services to individuals who are at-risk or in-risk for street violence. OEWD provides supportive services to stabilize employment, post-secondary education and advanced training.	Service Delivery
OEWD	First Source Hiring Program	The First Source Hiring Program requires that developers, contractors, and employers utilize good faith efforts toward employing economically disadvantaged San Franciscan residents for entry level positions on applicable projects. The Program provides a ready supply of qualified workers to employers with hiring needs, and it gives economically disadvantaged individuals the first opportunity to apply for entry level jobs in San Francisco. It was enacted into law in 1998 under Chapter 83 of the City's Administrative Code, which is administered by the Office of Economic and Workforce Development (OEWD). Entry level positions are defined as those requiring less than two years of training at specific preparation.	Service Delivery
OEWD	Rapid Response and Layoff Aversion	The Rapid Response and Layoff Aversion program assists employers with the transition during a downsizing event when such an event cannot be averted. OEWD and partners conduct on-site orientations to inform those individuals who have or will be laid-off due to business closure, downsizing, or business bankruptcy about unemployment insurance benefits, COBRA, and health care options. The program includes: free outplacement assistance; referrals to access points to learn about a wide array of training opportunities in different industries; career counseling and resume assistance; and free access to computers, printers, copiers, and internet connectivity.	Service Delivery
OEWD	Employer Concierge Services	The Employer Concierge Services program connects employers with community based organizations to provide access to a talented pool of qualified applicants. The Concierge provides assistance with promoting jobs, hiring events, job readiness programs that integrate soft and hard skills development, supportive services, career counseling, and resume assistance.	Service Delivery
OEWD	WorkforceLink	The WorkforceLinkSF is a one-stop-shipping matching mobile-centric tool for both employer and job seekers who's aim is to find the right talent for the right job. WorkforceLinkSF provides job seekers access to the latest jobs local jobs to built their career. WorkforceLinkSF equally engages employers by posting their jobs and see the possible number of matched candidates for the job. Employer tracks all applications and resume, and hires through their account. Its mobile-centric design is developed to assist mobile users to conduct their job search at their finger tips.	Service Delivery
OEWD	COVID-19 Worker Hotline	The San Francisco Workforce Hotline is a resource to assist community members in accessing essential workforce services. The Hotline is a partnership between OEWD and HSA who offer access to programs such as health and food services and additional job programs.	Service Delivery
OEWD	COVID-19 Right to Recover	The Right to Recover program provides financial assistance to individuals that test positive for COVID-19 and do not have access to paid sick leave, federal relief programs, or other income sources.	Service Delivery
OEWD	Dream Keeper Business Arts	Educates artists about best business practices that will help them generate and sustain income. Services include assisting artists with portfolio development, how to search for grants/internships, networking, establish residency, as well as securing employment.	Service Delivery
OEWD	Dream Keeper Community Arts	Provides artists with skills and experiences to succeed in the art industry to display/improve their respective skill(s) in chosen artistic disciplines.	Service Delivery
OEWD	Dream Keeper Educational Pathways	Educational Pathways as part of the Dream Keeper initiative aims to create higher completion rates for African American postsecondary students within San Francisco by offering workshops, training, counseling, financial aid education, and paid stipends during enrollment.	Service Delivery
OEWD	Dream Keeper Health Services	Health Services as part of the Dream Keeper initiative provides various occupational skills training to meet labor market demand for employment in the 1st Responder, Allied Health, Mental and Behavioral Health opportunities through barrier removal, training, and job placement.	Service Delivery
OEWD	Dream Keeper Industries of Opportunity	Industries of Opportunity as part of the Dream Keeper initiative provides various occupational skills training to meet labor market demand for employment in other non-OEWD sector employment opportunities through barrier removal, training, and job placement.	Service Delivery
OEWD	Dream Keeper Research Institute	Research Institute as part of the Dream Keeper initiative promotes high quality Afrocentric education and training for students through community participatory action and research offered in a semester coursework widely available to community members with interest in pursuing education on systemic racism.	Service Delivery
OEWD	Dream Keeper Fatherhood	The Fatherhood Program is a partnership with the Department of Child Support, The Drake Hotel, and San Francisco Adult Probation. The program offers financial literacy workshops, therapy sessions, both in a group setting and one-on-one, and job readiness training to community fathers. This program aims to serve dads that are black and brown.	Service Delivery
OEWD	Economic Recovery Pilot	Economic Recovery Pilot programs address the City's needs created by the COVID-19 pandemic to implement new strategies to assist with economic recovery through accessibility to public benefits, employer engagement and dislocated worker assistance, tailored vocational training and employment placement.	Service Delivery
OEWD	Emerging Industries/Industries of Opportunity	Emerging Industries/IOOP programs provides various occupational skills training to meet labor market demand for employment in other non-OEWD sector employment opportunities through barrier removal, training, and job placement.	Service Delivery
OEWD	Equity Pilot	Equity Pilot programs address existing employment inequities and assist job seekers to achieve employment or economic success through diverse programming including innovative training and employment models, employer engagement, community outreach, tailored job readiness, and technical skills assessment and attainment.	Service Delivery
PDR	Volunteer Attorney Program	Internship program for attorneys with limited criminal court experience.	Apprenticeship
PDR	Internship Program	Internship program from college and law students	Internship
PDR	Youth Defender	Paid-Internship program in partnership with HRC/OFA for youth 14-24.	Internship
PRT	Health and Safety Interns (1)	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.	Internship
PRT	Opportunity for All (12)	Opportunities for All (OFA) provides access to career exploration and workforce development for San Francisco's youth and young adults. The initiative includes paid internships, mentorship, and pathways to employment, including job readiness, career training, and apprenticeship for participants ages 13 to 24. OFA focuses on equitable access to these opportunities through workforce connection, support and job resources for both jobseekers and employers alike.	Internship
PRT	Student Design Trainees (4)	Port recruits 3-4 interns annually in the fields of landscape architecture, planning, urban design or geography. Student Design trainees work full time over the summer break and between 10-20 hours during the academic year. Students get experience in City Planning, Landscape Architecture and Urban Design. Students are mentored by Senior staff and get experience working for multiple Port divisions and exposure to intercity agency work as well.	Internship
PRT	City Build Training Program (34)	Recognizing the need to enhance the training and job opportunities in San Francisco, the budget includes a worker to the Office of Economic and Workforce Development ("OEWD") to work with CityBuild program to train low-income residents to work on Port projects.	Work-Order to another department
PRT	City Hall Fellows Program	The mission of the San Francisco Fellows program is to foster community stewardship by preparing recent college graduates and young professionals for roles in public service and administration. The Fellows program is a unique opportunity to learn about public administration in local government while working full time as a City employee.	Work-Order to another department
PRT	Greenagers Program (1)	The "Greenagers" program, for teenagers interested in the environment and volunteer service, to work at Herons Head Park. Funds are required for incidental costs to support the Greenagers program such as promotional materials, tools, educational materials, and transportation.	Work-Order to another department
PRT	Rising TIDES Construction Management Intern Program (25)	The Port of San Francisco is partnering with City College and OEWD to fund a 2-semester construction management accredited certificate program. This program will prepare students for entry level positions in the construction management industry and equip them to start careers such as Project Administrator, Junior Estimator, Construction Manager Lead, and a host of other opportunities.	Work-Order to another department
PRT	Youth Employment Program	The Port is seeking to establish a program ("Program") to provide skills training and employment experience for economically disadvantaged San Francisco youth and young adults to help them obtain gainful employment and/or promotions at their current employment.	Service Delivery
PRT	Youth Works	San Francisco YouthWorks (YW) is a unique high school internship program that provides youth with paid work experience to develop their readiness for work and promote interest in public service careers.	Work-Order to another department
PUC	SFUSD Fellows	SFUSD fellows work with organizations to give youth early access to workforce-readiness skills and inspire youth to pursue careers in a particular field. SFUSD Fellows allows academy or pathway students to expand learning outside of the classroom with an industry partner.	Internship
PUC	Project Pull Internship Program (High School Interns) *	Paid summer internships at SFPUC and other City departments for San Francisco high school students.	Internship
PUC	SF Fellows Program	Citywide program, sponsored by the Office of the Mayor, to engage new college graduates in exploration of City government and public policy careers. Recruitment is open on an annual basis at the beginning of the year.	Work-Order to another department

PUC	Horticulture Training Program/Ecojobs (SF Sheriff's Department & SFPUC)	The SFSD Horticultural Training Program is a joint program of the San Francisco Public Utilities Commission (SFPUC) and the San Francisco Sheriff's Department (SFSD) that seeks to fund an organization that provides workforce development training, life skills and job readiness programming, for at risk young adults (ages 18-25) in horticulture, vegetation management, basic landscaping, and habitat restoration & rehabilitation.	Work-Order to another department
PUC	OEWD Annual Work Order	Pre-Apprenticeship construction training, Local Hire and First Source Hiring Ordinance, and other Enterprise-related workforce services	Work-Order to another department
PUC	Public Service Aide (9920, 9922 class.)	Entry level employment opportunities in a variety of settings. These positions provide an introduction to career options and role models while allowing incumbents to learn about the work environment. Some positions may be allocated for participants in special programs designed to reach disadvantaged youth, those who have encountered difficulty in obtaining employment, or other special populations.	Internship
PUC	Student Engineer Trainees (5380, 5381, 5382 class.)	These student interns for various engineering and architecture disciplines provide support to in-house Engineering - Architecture - Landscape Architecture - Planning - Surveying - GIS - IT staff. The City Departments that employ interns are San Francisco Public Utilities Commission (SFPUC), Airport Commission (SFO), Department of Building Inspection (DBI), Municipal Transportation Agency (MTA), Port of San Francisco (Port), Department of Public Works (DPW), and Recreation and Park Department (RPD). Interns will gain on-the-job experience under the guidance of experienced professional engineers, architects, planners and surveyors. Interns will participate in various activities in the respective City Departments.	Internship
PUC	Junior Engineers (5201 class.)	Assists professional engineers in tasks requiring advanced engineering skill and/or judgment; makes contacts with the public, contractors, and others on engineering matters while working towards obtaining an Engineer-in-Training Certificate from the National Council of Examiners for Engineering and Surveying.	Internship
PUC	Utility Plumber Apprenticeship (7463, 7464)	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.	Apprenticeship
PUC	Graduate Student Intern Program (9910 class.)	Trainees are regularly exposed to relevant decision makers within the San Francisco Public Utilities Commission (SFPUC) and are given unique opportunities to impact the organization through research and collaboration with teams influencing public policy and human resource initiatives among other areas.	Internship
PUC	Public Service Aide-Admin (9914 class)	The positions in the Public Service Aide series are designed to offer various types of trainee or entry level employment opportunities in a variety of settings. These positions provide an introduction to career options and role models while allowing incumbents to learn about the work environment. Some positions may be allocated for participants in special programs designed to reach disadvantaged youth, those who have encountered difficulty in obtaining employment, or other special populations.	Internship
PUC	Accountant Intern Program (1649 class.)	Citywide structured on-the-job and classroom training program for entry level accountants to learn and apply generally accepted accounting principles, and City policies and procedures in governmental accounting and auditing work. Appointments provide a pathway to journey level positions. Recruitment is open on an intermittent basis depending on operational needs.	Internship
PUC	Watershed Workers (Seasonal 7542 class.)	Seasonal unskilled out-door manual work in connection with the maintenance and protection of watersheds, with special emphasis on soil erosion control and fire protection, and performs related duties as required.	Internship
PUC	Apprentice Stationary Engineer, Water Treatment Plant (7339, 7352)	Four-year apprentice program to learn about the operation, repair and maintenance of various machinery and equipment through diversified experience and on-the-job training, with related instruction to become fully skilled in the craft and qualified for proper certification issued by the California State Health Department. Recruitment is open on an intermittent basis, depending upon operational needs. The training program includes Technical training, Work Readiness, Union Classes twice per week, soft skill training, on-the-job training, safety training, competency based training; Rotation schedule to Operations and Maintenance within the Water Department.	Apprenticeship
PUC	Apprentice Maintenance Machinist (7327, 7331)	Under immediate supervision, assists the journey maintenance machinist in performing skilled machinist work, performs apprentice maintenance machinist work as part of a recognized program established by the International Association of Machinists and Aerospace Workers Union Local 1414, Joint Apprenticeship and Advisory Committee, Maintenance Machinists' Trade. All work to be performed and related supplemental instruction are enumerated in the Apprenticeship Standards formulated by said Committee and are summarized in this specification. The 7327 Apprentice Maintenance Machinist I assists the 7332 Maintenance Machinist in the operation and maintenance of fabrication, installation, maintenance and repair of communication equipment, Municipal Railway equipment, fire alarms, machinery, instruments, casings and valves; performs related duties as required. The apprentice is expected to complete satisfactorily, the training and related instruction for each type of equipment, process, and procedure and to qualify for advancement to Apprentice Maintenance Machinist II.	Apprenticeship
PUC	Apprentice Automotive Machinist 1 and 2 (7320, 7321)	The Apprentice Automotive Machinist works under the immediate supervision of a qualified journey-level Automotive Machinist during the five year apprenticeship required by the trade, learning the heavy duty mechanics and the functioning of various mechanical, hydraulic and pneumatic assemblies and structures in heavy duty and off-road vehicles and power-driven equipment to be able to disassemble parts, evaluate malfunctions and make major repairs and overhauls; preventive maintenance; the operation and safety requirements of the machining and welding equipment, use of protective gear with all power equipment, and maintenance of a safe working environment and regulations concerning the handling of hazardous materials and toxic waste. Though experience in on-the-job training and related instruction become fully accomplished in the craft, and qualified for journey-level status.	Apprenticeship
PUC	Apprentice Stationary Engineer, Sewage Plant (7375, 7356)	Four-year apprentice program to learn about the operation, repair and maintenance of various machinery and equipment through diversified experience and on-the-job training, with related instruction to become fully skilled in the craft and qualified for proper certification issued by the California State Health Department. Recruitment is open on an intermittent basis, depending upon operational needs. The training program includes Technical training, Work Readiness, Union Classes twice per week, soft skill training, on-the-job training, safety training, competency based training; Rotation schedule to Operations and Maintenance within WWS -SEP/OSP/NPTI/525 GG - Living Machine	Apprenticeship
PUC	Apprentice Gardener (3410)	The Apprentice Gardener is a trainee classification which performs routine and basic duties to assist Gardeners in the care of athletic fields, squares, parks, playgrounds, stadiums, thoroughfares, medians and/or other landscaped areas. This class is distinguished from the Gardener class by structured training program requirements, the close supervision received, and the developmental nature of the class. The 3410 Apprentice Gardener program has developed into a nationally recognized program that blends the virtues of experiential on-the-job training with traditional classroom studies. Topics covered during the two-year program include soil management, composting, pest control, landscape planning, irrigation, tools and equipment, best practices, and urban horticulture issues.	Apprenticeship
RPD	Workrecreation	Trainees perform entry level work in one of five (5) functional areas for the Recreation and Park Department. 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 reality group of this program prioritizes trainees in public housing, unshoused, and equity zone areas.	Internship
RPD	Gardener Apprentice Program	The Apprentice Gardener class is an entry level training class. This class exists to develop the competencies required of a journey level Gardener, while working under close guidance and direct supervision.	Apprenticeship
RPD	San Francisco State Internship Program	SF State students complete a six month internship with a Rec and Park Division and gain college credit.	Internship
RPD	Student Design Trainee Program	A program that assigns interns who are seeking professional degrees (architects, planners, engineers) to the Department's Planning and Capital Division and the Information Technology (IT) division.	Internship
RPD	Able Body Workforce Program	Positions for individuals with disabilities - Serve as greeters and provide information to the public at the Randall Museum and at the Nursery's Therapeutic Programs.	Service Delivery
RPD	Public Service Trainee	Provides administrative support to either RPD Administrative HQ's front desk or Capital & Planning's records retention unit. May involve providing customer service to inquiring citizens, clerical support, document retention and destruction, and interpretive services as-needed.	Service Delivery
RPD	University of San Francisco McCarthy Fellows	Students will build the skills, knowledge, and dispositions to be informed participants in democratic life while also contributing to local policy-making, administration, and politics aimed at shaping San Francisco into a more inclusive and equitable city. Students will explore the theory and practice of ethical public service by taking an academically rigorous community engaged course and participate in a professional public service internship focused on the common good.	Internship
RPD	University of San Francisco Urban & Public Affairs	Graduate students work on policy projects with our Capital & Planning Division	Internship
SFDA	San Francisco District Attorney's Communication & Policy Internship Program	Interns receive a behind the scenes understanding of the criminal justice system, are exposed to best practices related to media and community relations, and will learn how crime and public policy related news stories are generated and developed in the media. They also receive ample training in the legislative process, and will need to attend court proceedings to provide updates on criminal cases being covered by the press.	Internship
SFDA	San Francisco Summer 2L Paid Internship Program	The program is designed as an intensive 12-week training program to provide 2L clerks with exposure to the different units within the office and the practical experience necessary to become effective litigators. Through the program, our Summer Clerks are asked to tackle demanding legal research and writing assignments, litigate motions, conduct evidentiary hearings, and assist attorneys in case preparation for trial.	Internship
SFDA	Paid Post Bar Clerk Program	For law school graduates who have taken the California Bar Exam and are waiting results, we offer an intensive full-time clerkship. "Post Bars" assist attorneys in every aspect of case preparation and advocate on behalf of clients in court proceedings (subject to attorney approval and supervision). Depending on the office caseload, a strong effort will be made to provide our Post Bars with an opportunity to take a case to trial.	Internship
SFDA	San Francisco District Attorney's Victim Services Internship Program	Victim Service interns assist advocates and staff members help victims navigate the criminal justice system and provide court support and emotional support throughout the disposition of their case.	Internship
SFDA	San Francisco Law Clerk Internship Program (unpaid)	Law students may assist in the preparation of felony and misdemeanor prosecutions and be allowed to observe courtroom activities. Law students will be responsible for a wide variety of both clerical and legal tasks including review of case files and production of discovery.	Internship
SFDA	San Francisco High School and Undergraduate Program (unpaid)	The San Francisco District Attorney's Office offers unpaid internship positions for High school and Undergraduate students with an interest in criminal justice who seek exposure to the unique and diverse opportunities the SFDA's Office offers. Students may assist prosecutors in a variety of clerical tasks such as organizing and preparing case files for trials, contacting witnesses and managing subpoenas and records surrounding both pre-trial hearings and jury trials (subject to attorney approval and supervision).	Internship
SFDA	9914 Public Service Aide - Administrative Trainee	Trainees in the 9914 Public Service Administrative Training Program are hired by the Department as employees, and receive full time paid on the job training in government services covering topics to include legal support services, community outreach, consumer advocacy, vital support, information technology, depending on assignment.	Internship
SFDA	Volunteer/Loaner Attorney	For attorneys who have taken the California Bar Exam and have passed, we offer an intensive full-time clerkship. "Volunteer/Loaner Attorneys" assist attorneys in every aspect of case preparation and advocate on behalf of clients in court proceedings (subject to managing attorney approval and supervision). Depending on the office caseload, a strong effort will be made to provide our Volunteer/Loaner Attorneys with an opportunity to take a case to trial.	Service Delivery
SFSA	Community Jobs Program (CJP)	1-6 month program that provides work experience, job search/job readiness, and GED preparation for CalWORKs, General Assistance and CalFresh clients.	Service Delivery
SFSA	Public Service Trainee Program	Internships at City & County of San Francisco agencies for CalWORKs, General Assistance, CalFresh and IPO clients. Includes training provided by community-based organizations and HSA.	Internship
SFSA	Transitional Employment Support Services (TESS)	Job readiness training provided by community-based organizations to participants in the Public Service Trainee program	Service Delivery

SFHS	CJP for Justice-Involved TAY	Internships at City & County of San Francisco agencies for justice-involved participants.	Service Delivery
SFHS	Wage Subsidy/DIT	Provides wage reimbursement to participating private-sector and non-profit employers when hiring clients on public benefits or are income and unemployed in San Francisco. Also includes reimbursement to employers for on-the-job training	Internship
SFHS	Student Work Experience (SWEPE) work order	Provides summer jobs for students age 14-18 in families on CalWORKS or who are foster youth.	Work-Order to another department
SFHS	Youth Employment Services (YES)	Youth employment program for former foster youth and General Assistance recipients ages 18-24. Provides intensive case management.	Service Delivery
SFHS	Individual Referral (IR) Vocational Training	Provides training for specific occupations for CalWORKS, General Assistance, and CalFresh clients.	Service Delivery
SFHS	Vocational Immersion ESL (VIP)	Provides work experience and English-as-a-Second-Language education for CalWORKS, General Assistance and CalFresh clients with limited English proficiency.	Service Delivery
SFHS	Transitional Employment	1-month work experience program for CalWORKS clients unengaged from work participation requirements.	Service Delivery
SFHS	Work Participation Activities	Case management of CalWORKS clients to help them become and remain engaged in work activities.	Service Delivery
SFHS	Clean City Neighborhood Beautification	Services provided include transitional employment, job readiness instruction, job placement assistance, and job retention support. Transitional employment wages are paid through the contract.	Service Delivery
SFHS	Transgender Economic Empowerment Initiative (TEEI)	Provide outreach, employment, and mentoring services to transgender job seekers, and conduct outreach to supportive employers to identify job opportunities.	Service Delivery
SFHS	Employment Services to Currently At-Risk and Formerly Homeless Individuals	These contracts provide job readiness training, employment services, and vocational training programs for formerly homeless and currently at risk individuals.	Service Delivery
SFHS	Department of Rehabilitation (DOR)	Provides vocational rehabilitation services to HSA clients with disabilities	Service Delivery
SFHS	Refugee Employment Services	Provides benefits and services linkages to newly arrived refugees, asylees, and trafficking victims resettled in San Francisco County	Service Delivery
SFHS	Job Readiness Assessment (JRA) & Employment Plan Development	Assess clients' skills, education, and job readiness. Develop individualized employment plans. May include vocational testing.	Service Delivery
SFHS	Job Search/Job Club	Individual and group job search/job readiness assistance provided to CalWORKS, General Assistance, CalFresh, and MediCal clients. Includes pre-vocational and/or behavioral health services provided through a community-based organization.	Service Delivery
SFHS	Workfare	Required community service activity for General Assistance and selected CalFresh clients determined to be able to work.	Service Delivery
SFHS	Light Duty Community Services	Light duty community service activity for General Assistance and selected CalFresh clients determined to be able to do light-duty or administrative work.	Service Delivery
SFHS	Interview Clothing	Provides business suits and professional attire to clients for job interviews.	Service Delivery
SFHS	Domestic Violence Counseling	Provides counseling and support to CalWORKS clients who have experienced domestic violence.	Service Delivery
SFHS	Pre-occupational & Behavioral Health Services	Provides counseling, assessment and behavioral health support to CalWORKS, General Assistance and CalFresh clients.	Service Delivery
SFHS	Educational Assessment, Instruction, and Academic Support Services (JN educational support, Cal-Learn educational support)	Provide academic assessment, high school academic status verification, educational plans, high school instruction and post-secondary foundational skill-building	Service Delivery
SFHS	Park Stop	Provides transitional employment program for participants to monitor park restrooms to ensure the availability of safe and clean restroom facilities to the public	Internship
SFHS	Smart Money Financial Coaching	Provides financial coaching to families and individuals to support movement towards self-sufficiency and financial literacy/empowerment.	Service Delivery
SFHS	Individualized Legal Services	Provides individual legal services to address barriers to employment	Service Delivery
SFHS	Career Pathways	Funds 3-year temporary positions at city agencies for individuals currently or previously on public benefits who completed a Public Service Trainee and met requirements for completing a Career Pathways Certificate	Internship
SFHS	Street Ambassador Services	Address neighborhood concerns regarding street safety and cleanliness and to help promote community acceptance of sites serving currently and formerly homeless residents. Street ambassador teams are deployed along targeted corridors that are home to new and/or existing HSH-funded shelter and PSH sites.	Service Delivery
SFHS	Worker Owned Cooperative Project	Dolores Street Community Services is receiving funding to provide the following workforce program: Equity Pilot – Worker Owned Cooperative for Undocumented Immigrants and Homeless/Formally Homeless	Service Delivery
SF	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
SF	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
SF	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
SF	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
SFPL	Basic Computer Skills Classes	Basic computer training for adults focused on building computer comfort, using the Internet and common computer programs such as MS Office Suite.	Service Delivery
SFPL	Career Online High School	Fully digital, fully accredited high school diploma earning program, focused on career readiness.	Service Delivery
SFPL	Project Read	San Francisco Public Library's adult literacy program provides volunteer-based one-on-one tutoring to adults seeking to improve their basic literacy skills. Instruction is designed to meet the personal goals of the student, some of which are job-related.	Service Delivery
SFPL	ESOL Tutoring	One-on-one volunteer-based tutoring for adult English language learners wishing to improve their speaking, reading or writing skills	Service Delivery
SFPL	Y.E.L.L. (Youth Engaged in Library Leadership)	Teen Leadership program for youth aged 16-18 to learn basic work skills through teen interest and teen driven content creation. Exposure to a range of careers via guest speakers within librarianship and through partners. In partnership with SF YouthWorks, participants were paid hourly and had the option to receive \$500 scholarship deposited into the Kindergarten To College (K2C) or a \$29/educational saving account with ScholarShare. Funded by San Francisco Public Library.	Internship
SFPL	Summer Youth Volunteers (previously "Summer Squad")	San Francisco Public Library's Summer Learning volunteer program. Volunteers gain library work experience by providing assistance the SFPL summer learning program, including signing up patrons and awarding prizes.	Service Delivery
SFPL	Resume Workshops	Workshops on how to write a résumé or improve an existing résumé with advice from experienced résumé consultants. The workshops are provided in combination with volunteers and partnership with the Employment Development Department	Service Delivery
SFPL	Special jobs & career programs	Other Jobs & Careers programs that may include such programs as using LinkedIn for job search, Accelerate Your job search with networking, Age as an asset in your job search, how to ace your interview, worker's rights presentations, community partner's program introductions, etc.	Service Delivery
SF	Horticulture Program (SF Sheriff's Department & SF-PUC 2021/22 - PUC	The SFSD Horticultural Training Program is a joint program of the San Francisco Public Utilities Commission (SFPUUC) and the San Francisco Sheriff's Department (SFH) that seeks to fund an organization, that provides workforce development training, life skills, on job readiness programming, for at-risk young adults (ages 18-28) in horticulture, vegetation management, basic landscaping, and habitat restoration and rehabilitation. The program also includes a summer program called ECOJOBS to enrich the education of high school students through a program with paid work experience over six weeks. These high school students (ages 16-17) work on horticulture, vegetation management, basic landscaping, and habitat restoration and rehabilitation.	Apprenticeship
SF	Horticulture Program (SF Sheriff's Department & SF-PUC 2021/22 - Sheriff'	The SFSD Horticultural Training Program is a joint program of the San Francisco Public Utilities Commission (SFPUUC) and the San Francisco Sheriff's Department (SFH) that seeks to fund an organization, that provides workforce development training, life skills, on job readiness programming, for at-risk young adults (ages 18-28) in horticulture, vegetation management, basic landscaping, and habitat restoration and rehabilitation. The program also includes a summer program called ECOJOBS to enrich the education of high school students through a program with paid work experience over six weeks. These high school students (ages 16-17) work on horticulture, vegetation management, basic landscaping, and habitat restoration and rehabilitation.	Apprenticeship
T	Mayor's Youthworks	The San Francisco YouthWorks (SFYW) program is a citywide year-round program that teaches 11th and 12th graders crucial job while sparking their interest in public service careers. The program provides work based learning opportunities for participants at a Francisco City government department, job readiness training and support to ensure that youth are developing career-related knowledge and skills.	Work-Order to another department
T	Project Pull Internship Program	Project Pull is a summer internship program for high school students and recent graduates that introduces young people to careers in architecture, engineering, business and science. The program develops talented youth who will one day serve as part of the City's workforce.	Internship
T	IT Engineering Internship Program	The IT Engineering Internship Program is to seek student interns interested in various engineering and architecture disciplines, to provide support to in-house Engineering, Architecture, Landscape Architecture, Planning, Surveying, GIS, and IT staff.	Internship

## Appendix C: Workforce Provider Asset Map Source Data

A Philip Randolph Institute	1301 Evans Ave, San Francisco, CA 94124
Academy of Truck Driving	2585 Buna St, Oakland, CA 94607
African Advocacy Network	3106 Folsom St, San Francisco, CA 94110
African American Art & Culture Complex	762 Fulton St, San Francisco, CA 94102
African American Shakespeare Company	762 Fulton St #306, San Francisco, CA 94102
Alive & Free of San Francisco	1060 Tennessee St, San Francisco, CA 94107
Anders and Anders Foundation	1460 McKinnon Ave, San Francisco, CA 94124
Arriba Juntos	1850 Mission St, San Francisco, CA 94103
Asian Pacific America Community Center	66 Raymond Ave, San Francisco, CA 94134
Asian Pacific America Family Support Services	10 Nottingham Pl, San Francisco, CA 94133
Asian Women's Shelter	3543 18th St, San Francisco, CA 94110
Balance	1655 Grant Street, Suite 1300, Concord, CA, 94520
Bay Area Community Resources	San Francisco, CA
Bay Area Legal Aid	1800 Market St 3rd floor, San Francisco, CA 94102
Bay Area Video Coalition	145 9th St #101, San Francisco, CA 94103
Bayview Hunters Point Center for Arts and Technology (BAYCAT)	2415 3rd St UNIT 230, San Francisco, CA 94107
Bayview Hunters Point YMCA	1601 Lane St, San Francisco, CA 94124
Bayview Opera House	4705 3rd St, San Francisco, CA 94124
Behavioral Health Services	380 Howard Street, 5th Fl., San Francisco, CA 94103
Bernal Heights Neighborhood Center	515 Cortland Ave, San Francisco, CA 94110
Bike Hut Foundation	40 Pier Suite #15, San Francisco, CA 94107
Booker T. Washington Community Service Center	800 Presidio Ave, San Francisco, CA 94115
Boys and Girls Club	380 Fulton St, San Francisco, CA 94102
Bridges from School to Work, Inc.	44 Montgomery, 3rd Floor, San Francisco, CA 94104
Brightline Defense	1028 Howard St A, San Francisco, CA 94103
California Academy of Sciences	55 Music Concourse Dr, San Francisco, CA 94118
California Lawyers for the Arts	2 Marina Blvd, San Francisco, CA 94123
California Product Stewardship Council (zero waste)	PO Box 216381, Sacramento, CA 95821
Catholic Charities	1390 Mission St, San Francisco, CA 94103
Centers for Equity and Success, Inc. (Success Center)	1449 Webster St, San Francisco, CA 94115
Central City Hospitality House	290 Turk St, San Francisco, CA 94102



Charity Cultural Services Center	731-747 Commercial St, San Francisco, CA 94108
Children's Council	445 Church St, San Francisco, CA 94114
Chinatown Community Development Center	615 Grant Ave, San Francisco, CA 94108
Chinese for Affirmative Action	17 Walter U Lum Pl, San Francisco, CA 94108
Chinese Progressive Association	1020 Kearny St, San Francisco, CA 94133
Citizen Film - Green Streets (zero waste)	22 Richland Ave, San Francisco, CA 94110
City College of San Francisco	50 Frida Kahlo Way, San Francisco, CA 94112
Civic Pitstop	111 Taylor St, San Francisco, CA 94102
Code Tenderloin (Independent Arts and Media)	55 Taylor St, San Francisco, CA 94102
Collective Impact	1050 McAllister St, San Francisco, CA 94115
Communities United Against Violence	427 S Van Ness Ave, San Francisco, CA 94103
Community Forward	1171 Mission St, San Francisco, CA 94103
Community Initiatives, fiscal sponsor of El/La Para TransLatinas	3543 18th St #6, San Francisco, CA 94110
Community Living Campaign	1663 Mission St #525, San Francisco, CA 94103
Community Youth Center of San Francisco	918 Clement St, San Francisco, CA 94118
Compass Family Services	37 Grove St, San Francisco, CA 94102
Crossing Edge Consulting	130 Melrose Avenue, San Francisco, CA 94127
CUESA- Foodwise	One Ferry Building #50, San Francisco, CA 94111
Dev Mission	546 Bryant St, San Francisco, CA 94107
Donaldina Cameron House	920 Sacramento St, San Francisco, CA 94108
Dreamers In Tech	San Francisco, CA
Dress for Success	500 Sutter St #218, San Francisco, CA 94102
Dusty's Fishing Well: City EMT	501 Cesar Chavez Street, Suite 200, Second Floor San Francisco, CA 94124
Earth Island Institute- Garden for the Environment	1590 7th Ave, San Francisco, CA 94122
Enterprise for Youth	2021 Fillmore St suite 192, San Francisco, CA 94115
Episcopal Community Services of San Francisco	165 8th St, San Francisco, CA 94103
Exploratorium	Pier 15 Embarcadero at, Green St, San Francisco, CA 94111
FACES-SF	1101 Masonic Ave, San Francisco, CA 94117
Farming Hope	690 Van Ness Ave, San Francisco, CA 94102
Filipino-American Development Foundation	1010 Mission Street, San Francisco, CA 94103
First Graduate	594 Howard St #301, San Francisco, CA 94105
Five Keys Schools and Programs	70 Oak Grove St, San Francisco, CA 94107

Friends of the Urban Forest	1007 General Kennedy Ave #1, San Francisco, CA 94129
Good Samaritan Family Resource Center of San Francisco	1294 Potrero Ave, San Francisco, CA 94110
Goodwill Industries	750 Post St, San Francisco, CA 94109
Gum Moon Residence Hall	940 Washington St, San Francisco, CA 94108
Health Initiatives for Youth	100 Bush St #210, San Francisco, CA 94104
Hearing and Speech Center of Northern California	1234 Divisadero St, San Francisco, CA 94115
Homebridge	1035 Market St fl-1, San Francisco, CA 94103
Homeless Children's Network	3450 3rd St #1c, San Francisco, CA 94124
Homeless Prenatal Program	2500 18th St, San Francisco, CA 94110
HomeRise	251 Post St Suite 200, San Francisco, CA 94108
Homies Organizing the Mission to Empower Youth (HOMEY)	2221 Mission St, San Francisco, CA 94110
Horizons Unlimited of San Francisco, Inc	440 Potrero Ave, San Francisco, CA 94110
Hunters Point Family	1800 Oakdale Ave, San Francisco, CA 94124
Immigrants Rising	P.O. Box 411512. San Francisco, CA 94141
Instituto Laboral de la Raza, Inc.	2919 Mission St, San Francisco, CA 94110
Interfaith Movement for Human Integrity	310 8th St #310, Oakland, CA 94607
Japanese Community Youth Council	2012 Pine St, San Francisco, CA 94115
Jewish Vocational Service	1 Post St, San Francisco, CA 94104
Jubilee Immigration Advocates	100 Bush St #508, San Francisco, CA 94104
Juma Ventures	131 Steuart St #201, San Francisco, CA 94105
La Casa de las Madres	1269 Howard St, San Francisco, CA 94103
La Raza Centro Legal, San Francisco	474 Valencia St #295, San Francisco, CA 94103
Larkin Street Youth Services	134 Golden Gate Ave, San Francisco, CA 94102
Lavender Youth Recreation and Information Center (LYRIC)	127 Collingwood St, San Francisco, CA 94114
Legal Services for Children	870 Market St, San Francisco, CA 94102
Life Learning Academy	651 8th St, San Francisco, CA 94130
LightHouse for the Blind and Visually Impaired	1155 Market St 10th floor, San Francisco, CA 94103
Literacy for Environmental Justice	800 Innes Ave, San Francisco, CA 94124
Mercy Housing California	1256 Market St, San Francisco, CA 94103
Mission Bit	44 Tehama St, San Francisco, CA 94105
Mission Economic Development Agency	2301 Mission St #301, San Francisco, CA 94110
Mission Hiring Hall	1048 Folsom St, San Francisco, CA 94103
Mission Language & Vocational School	2929 19th St, San Francisco, CA 94110
Mission Neighborhood Centers	362 Capp St, San Francisco, CA 94110

Mujeres Unidas y Activas	3543 18th St # 23, San Francisco, CA 94110
National Coalition of 100 Black Women	210 Post St, San Francisco, CA 94108
Native American Health Center	160 Capp St, San Francisco, CA 94110
New Door Ventures	3221 20th St, San Francisco, CA 94110
Northern California Laborers	3271 18th St, San Francisco, CA 94110
Oasis for Girls	1091 Mission St, San Francisco, CA 94103
Oasis Legal Services	1900 Addison St #100, Berkeley, CA 94704
Old Skool Cafe	1429 Mendell St, San Francisco, CA 94124
One Treasure Island	1 Avenue of the Palms Room 166, San Francisco, CA 94130
Pangea Legal Services	391 Sutter St Suite 500, San Francisco, CA 94108
Peer Resources	3750 18th St, San Francisco, CA 94114
Potrero Hill Neighborhood House	953 De Haro St, San Francisco, CA 94107
PRC	170 9th St, San Francisco, CA 94103
Public Health Institute	555 12th Street, Suite 600. Oakland, CA 94607
Race to Zero Waste	470 Noor Ave, South San Francisco, CA
Rafiki Coalition	601 Cesar Chavez St, San Francisco, CA 94124
Renaissance Entrepreneurship Center	275 5th St, San Francisco, CA 94103
Richmond Area Multi-Services	4355 Geary Blvd, San Francisco, CA 94118
Richmond District Neighborhood Center	741 30th Ave, San Francisco, CA 94121
San Francisco Clean City Coalition	1185 Geneva Ave, San Francisco, CA 94112
San Francisco Community Empowerment and Support Group, Inc.	2875 San Bruno Ave, San Francisco, CA 94134
San Francisco Conservation Corps	3450 3rd St Building 1D, San Francisco, CA 94124
San Francisco Housing Development Corporation	4439 3rd St, San Francisco, CA 94124
San Francisco LGBT Center	1800 Market St, San Francisco, CA 94102
San Francisco Unified School District	555 Franklin St. San Francisco, CA 94102-5207
Self-Help for the Elderly	848 Kearny St # 306, San Francisco, CA 94108
SF Bay Area Theatre Company	2781 24th St. San Francisco, CA 94110
SF Market Corporation	2095 Jerrold Ave, San Francisco, CA 94124
SF New Deal	60 29th St #310, San Francisco, CA 94110
SFMade	150 Hooper St #200, San Francisco, CA 94107
SFUSD CTE Program	1515 Quintara St., San Francisco, CA, 94116
Southeast Asian Development Center (fka VYDC)	166 Eddy St, San Francisco, CA 94102
Spark Career Exploration & Self-Discovery Program	2055 Silver Av, San Francisco, CA 94124
Special Service for Groups	1067 Market St, San Francisco, CA 94103
State of California Department of Rehabilitation	455 Golden Gate Ave, San Francisco, CA 94102

Summer Student Internship Program	1980 Oakdale Avenue, San Francisco, CA.
Sunset Youth Services	3918 Judah St, San Francisco, CA 94122
Swords to Plowshares	1060 Howard Street San Francisco, CA 94103
TAJA's Coalition	1385 Mission St #330, San Francisco, CA 94103
The Arc San Francisco	1500 Howard St, San Francisco, CA 94103
Toolworks	25 Kearny St, San Francisco, CA 94108
Transgender, Gender Variant, Intersex Justice Project (TGIJP)	131 Franklin Street San Francisco, CA 94102
UCSF Citywide Employment Program	1263 Mission Street, San Francisco, CA 94103
Upwardly Global	47 Kearny St Suite 801, San Francisco, CA 94108
Urban Ed Academy	1485 Bayshore Blvd, San Francisco, CA 94124
Urban Services YMCA	1426 Fillmore St #204, San Francisco, CA 94115
Urban Sprouts	1074 Folsom St, San Francisco, CA 94103
Vets Alley	99-1 Shannon St, San Francisco, CA 94102
We Rise SF/Labor Center for Immigrant Justice	1254 Market St 3rd Floor, San Francisco, CA 94102
West Bay Pilipino Multi-Services, Inc.	175 7th St, San Francisco, CA 94103
YMCA of San Francisco	169 Steuart St, San Francisco, CA 94105
Young Community Developers	1715 Yosemite Ave, San Francisco, CA 94124
Young Men's Christian Association of San Francisco (Bayview Branch)	1601 Lane St, San Francisco, CA 94124
Young Men's Christian Association of San Francisco (Chinatown Branch)	855 Sacramento St, San Francisco, CA 94108
Zaccho SF	1777 Yosemite Ave #330, San Francisco, CA 94124



Service Provider	APD	DCYF	DHR	DPH	DPW	ENV	HSH	HRC	MOHCD	OCEIA	OEWD	PORT	PUC	SFHSA	SHF	COUNT
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
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

Service Provider	APD	DCYF	DHR	DPH	DPW	ENV	HSR	HRC	MOHCD	OCEIA	OEWD	PORT	PUC	SFHSA	SHF	COUNT
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
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 (TGJIP)									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
<b>Total</b>	<b>3</b>	<b>39</b>	<b>0</b>	<b>6</b>	<b>7</b>	<b>15</b>	<b>3</b>	<b>1</b>	<b>42</b>	<b>15</b>	<b>65</b>	<b>2</b>	<b>3</b>	<b>18</b>	<b>0</b>	<b>219</b>

Appendix E: Community Meeting Stakeholder Input

DRAFT





San Francisco Office of Economic & Workforce Development

# Citywide Workforce Development Plan Community Meeting

March 27, 2024 | 5:00 - 6:30 p.m.

**OEWD:** Jennifer Hand, Chad Houston, Glenn Eagleson

**CivicMakers:** Cristelle Blackford, Brittany Henry

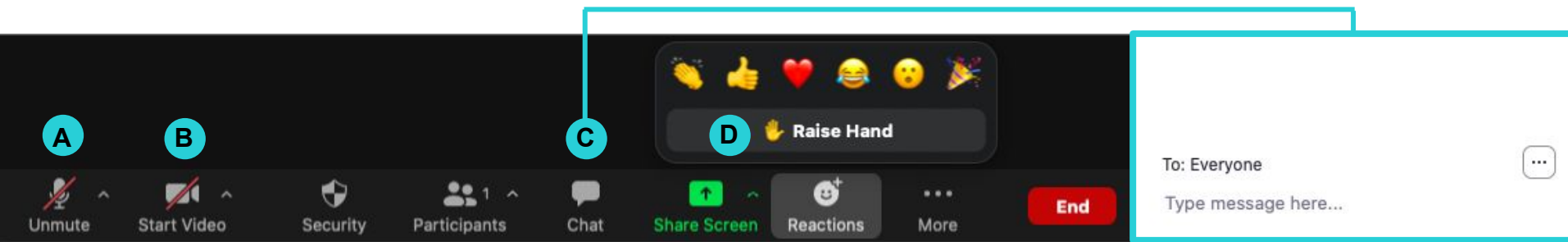
# Welcome & Background

# Agenda Overview

1	<b>Welcome &amp; Background</b> (10 mins) <ul style="list-style-type: none"> <li>• Meeting Agenda</li> <li>• Workforce Alignment Committee Background</li> </ul>	5:05 pm - 5:15 pm
2	<b>Overview: Workforce Alignment Strategic Plan</b> (10 mins) <ul style="list-style-type: none"> <li>• Purpose &amp; Process of the Strategic Plan</li> <li>• Review Draft Strategic Priorities &amp; Outcomes</li> <li>• Questions and Answers</li> </ul>	5:15 pm - 5:25 pm
3	<b>Feedback and Discussion</b> (50 mins) <ul style="list-style-type: none"> <li>• Overview and Instructions</li> <li>• Share Feedback (for each strategic priority):             <ul style="list-style-type: none"> <li>○ Are there any missing <b>outcomes</b>?</li> <li>○ What <b>actions</b> are needed to achieve these outcomes?</li> </ul> </li> <li>• Poll: What are the top two most important priorities?</li> </ul>	5:25 pm - 6:15 pm
4	<b>Wrap Up &amp; Next Steps</b> (15 mins)	6:15 pm - 6:30 pm

# Zoom Instructions

- A. **Mute / Unmute:** Mute and unmute your microphone. Click the ^ arrow next to change microphone and speaker.
- B. **Start Video / Stop Video:** Turns your camera on or off. Click the ^ arrow to change the camera, choose a virtual background.
- C. **Chat:** Opens and closes the chat box. We may share notifications or instructions here. You may leave questions and comments here when prompted or while it is someone else's turn to speak.
- D. **Reactions:** Opens menu of non-verbal reactions. We ask that you use the “**Raised Hand**” feature to notify us when you would like to be called on to speak.



# Community Agreements

These agreements help establish expectations for how we all show up during this meeting

- Be fully **present** (if possible, keep your **video on** throughout)
- Stay **muted** when not speaking
- **Raise your hand** and wait for your turn to speak
  - Help make sure **everyone is heard**
  - **Consider** those that are not in the room but are part of the picture
  - More words, **fewer acronyms**
- Listen **actively** and with an **open mind**
  - Communicate in **good faith**; give others the benefit of your doubt
- Help us keep things **on time**

# Background

# Workforce Alignment Ordinance No. 209-22

- **Public body** with City, labor, and community representation
- Define "**workforce development**" and adopt uniformly
- Integrate Citywide **racial equity policy goals** and benchmarking goals
- Achieve **client de-duplication** and evaluate **program-level data** to increase effectiveness for measurable success
- Coordinate resources and decision-making in line with **sector strategy and demand-side analysis**

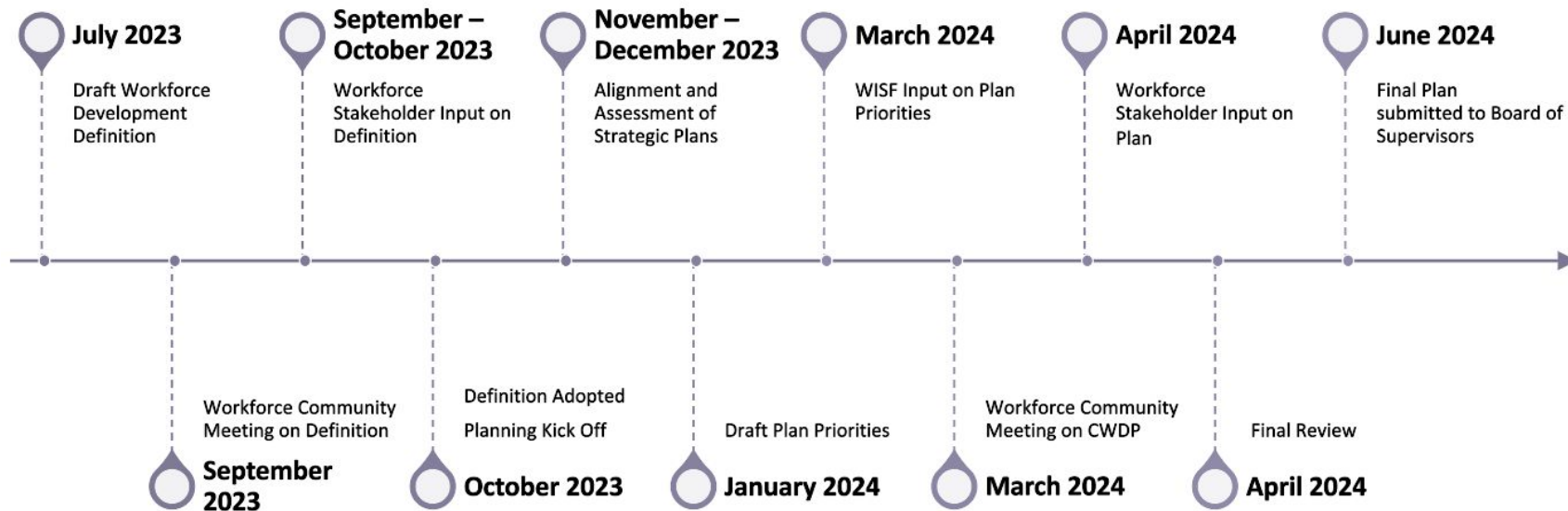


# Plan Requirements (Ord. No. 209-22)

Plan Component	Source
Documentation of partnerships and mission alignment	Alignment Committee
Consistent with existing strategic plans	Economic Recovery Task Force, Citywide Racial Equity Framework, Workforce Innovation & Opportunity Act (WIOA) Plans
Unified definition of workforce development	Alignment Committee
Assessment of existing workforce services, Benchmarks for system efficacy, Measurable progress towards benchmarks	Workforce Inventory
City's workforce development needs	Office of Economic Analysis
Goals and strategies for all workforce services	Alignment Committee
Projection of funding needed to achieve goals	Alignment Committee



# Plan Development Process



Overview

# Workforce Alignment Strategic Plan

# Workforce Alignment Committee

## Jan 31, 2024 Meeting

- Agreed on goals for the Citywide Workforce Development Plan
- Established five **strategic priorities**
- Began to define **outcomes & metrics** for each strategic priority

# Plan Goals

- Strengthen coordination across San Francisco workforce development initiatives
- Identify and address gaps in in the San Francisco workforce development system (City and provider)
- Improve equitable outcomes across workforce development initiatives

# Strategic Priorities

1. Expand **Apprenticeship / Pre-Apprenticeship** Programs that Lead to Careers
2. Enable **Data Sharing** for Better Coordination Between Workforce & Other Systems
3. Invest in **Workforce Programs** for our Most Vulnerable Community Members
4. Invest in Workforce Development **Across the Life Course**
5. **Coordination** of Partners' Plans & Priorities

# Expand Apprenticeship / Pre-Apprenticeship Programs that Lead to Careers

## Outcomes:

- Long-term jobs and livable wages.
- Expand apprenticeship opportunities for City Employment.
- Awareness of programs & career options and how to access them.
- Clear career pathways, starting with traineeships and fellowships.
- Skill building.

## Example Success Metric:

- *Those completing apprenticeships are competitive for positions.*

# Enable Data Sharing for Better Coordination Between Workforce & Other Systems

## Outcomes:

- Identify and reduce duplication and gaps in services.
- Increased collaboration and efficiency across agencies and organizations.
- Streamlined data, data-informed decisions, and validation of service models.

## Example Success Metric:

- *A shared data system (with appropriate privacy agreements in place)*

# Invest in Workforce Programs for our Most Vulnerable Community Members

## Outcomes:

- More culturally humble outreach & recruitment, connecting vulnerable populations to workforce programs.
- More culturally humble services, that can meet people's needs within their career journey and support them being successful in workforce programs.
- Better workforce and economic outcomes for vulnerable populations.

## Example Success Metric:

- *Data illustrating percentages of San Francisco's vulnerable populations attaining long-term jobs with livable wages.*



# Invest in Workforce Development Across the Life Course

## Outcomes:

- Ensure workforce systems meets the needs of individuals across their life course from pre-employment through full retirement.
- Better coordinate youth workforce programs to identify gaps & reduce duplication of efforts.
- Increase the number of young people with access to work experience and career opportunities.

## Example Success Metric:

- *Workforce system has programming for all stages of work and career.*

# Coordination of Partner Plans & Priorities

## Outcomes:

- Cohesion with and support for partners' existing plans and priorities.
- Shared understanding of existing services, terminology, and best practices.
- Lived experience and connection with community prioritized.
- Strong partnerships with CBOs and local educational institutions for career pipeline programs.
- Increase the number of SF residents employed.

## Example Success Metric:

- *Shared industry specific definitions of common terminology.*

# Feedback & Discussion

# Discussion Prompts

For each **strategic priority area**:

- Are there any *missing outcomes*? Add a post-it:
- What actions would it take to *achieve these outcomes*?

# Discussion Activity Instructions

Share your input in one of three ways:

1. Add post-its on the Jamboard
2. Type into the chat box
3. Share verbally (raise your hand to speak)

# Zoom Poll

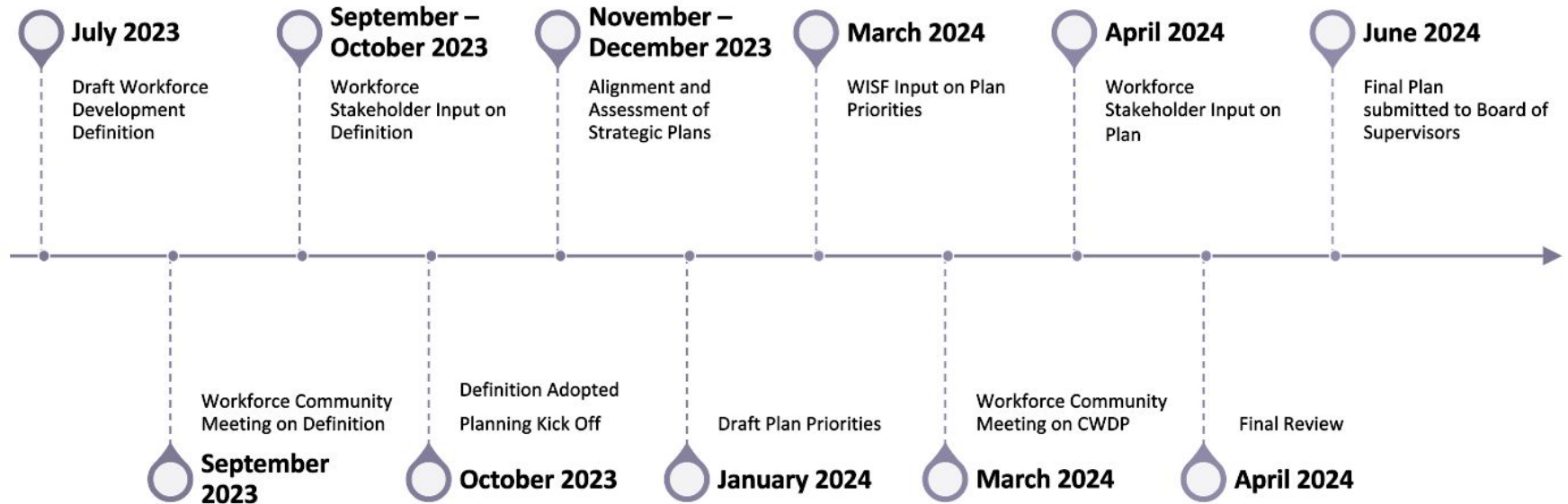
*Prompt: Considering all of the desired outcomes we discussed for each Strategic Priority Area, which **two** would have the most impact? (please select your top two)*

1. Expand Apprenticeship/Pre-Apprenticeship Programs that Lead to Careers
2. Enable Data Sharing for Better Coordination Between Workforce & Other Systems
3. Invest in Workforce Programs for our Most Vulnerable Community Members
4. Invest in Workforce Development Across the Life Course
5. Coordination of Partners' Plans & Priorities

# Wrap Up & Next Steps



# Plan Development Process





SAN FRANCISCO  
OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT



# Thank you!

# Practice Using Jamboard!

## Instructions

### Post-it

1. Click the post-it icon
2. Choose your color
3. Write your name and organization
4. Click save

### Caution:

DO NOT select any of the editing options within the top tool bar



A collection of 20 colorful post-it notes arranged in a grid-like fashion. Each note contains a name and an organization. The notes are in various colors including pink, yellow, light blue, orange, green, and light green. An arrow points from the bottom right towards the yellow note for Omar Del Real.

Brittany Henry	Megan Hover, Juma Ventures	Classic Cauley, CA Director-America Works	Margaret McNulty, CCSD	Jen Hand, SFOEWD (she/her)
Kath Tsakalakis, Lakeside Village Business Council	Gabriel Jones, JobsNOW! (SFHSA)	Maria Vazquez, Anders and Anders Foundation	Amos Lim, Chinese for Affirmative Action (he/him)	Drew Lakhardt - SF LGBT Center
Mary Rivers, NCLF	Joe Ramirez-Forcier PRC	Joe Wilson, Hospitality House	Ayako Sawanobori, MYEEP (JCYC)	Laurie Bernstein, Workforce Consultant
Chris W (BAYCAT)	Rich Whipple, SF OCEIA	Omar Del Real, Mission Hiring Hall/ co-chair of Latino Task Force Employment & Economic committee.	Congruence/central location between CBO's working with individual candidate's needs to advance them through the process	Jennifer Valles (she/her), SF LGBT Center

1. Expand **Apprenticeship/ Pre-Apprenticeship** Programs that Lead to Careers
2. Enable **Data Sharing** for Better Coordination Between Workforce & Other Systems
3. Invest in **Equitable Workforce Programs** for our Most Vulnerable Community Members
4. Invest in Workforce Development **Across the Life Course**
5. **Coordination** of Partners' Plans & Priorities

# Apprenticeship/ Pre-Apprenticeship Programs

# Expand Apprenticeship/ Pre-Apprenticeship Programs that Lead to Careers

## DRAFT Desired Outcomes:

- Long-term jobs and livable wages.
- Expand apprenticeship opportunities for City Employment.
- Awareness of programs & career options and how to access them.
- Clear career path starting with traineeships and fellowships.
- Skill building.

a pre-apprenticeahip training for small business owners. Specifically Bars across SF. Many could suffer if not staffed qualified staff available from on-call pool.

Make participation in apprenticeship programs accessible and within reach (multilingual, paid, provide technology and equipment)

Mixology is usual a fast way to Employment. Earning good tips in an evening. Could be a viable source for contracted employment

**Paid training options**

**Occupational Skills Training (OST) skills for occupations**

Tax incentives for small business to accept an apprenticeship

**Secure more commitments with Bay Area employers for high road jobs**

ensuring that any apprenticeships or vocational program be accessible for more than English/Spanish speakers, to include at least the top 5 - 10 languages in San francisco?

**Better Living Conditions -MM**

Encourage employers to hire those with little English fluency and then provide time during work for them to improve/upgrade their skills and attend language class.

The big thing for each of these is having measurable impact/ results. The overall metric from earlier wasn't measurable - "competitive for positions".

Professional Development measure: Understanding the professional development career's and succeeding in them.

**Skill Building / Certificate Program / Employment**

centralized coordination for local educational partners that can be LEAs for apprenticeship programs and employers willing to host apprenticeships

How do apprenticeships keep up with technology, e.g. AI?

**Invest in career ladders in nonprofit workforce**

Get employers to buy in to expanding apprenticeship opportunities.

**bring in more partner companies to be involved**

Expand apprenticeship opps in all areas, not just city employment (though that would be great too)

**Higher earning potential**

Create greater incentives for employers to participate in apprenticeship programs

**Volunteering for social adjustment and stabilization**

Is there a way to prioritize apprenticeships according to what the market wants? Whether city employment or small businesses. Electrical vs. office vs. other...

Expand availability of Civil Service jobs not requiring college degrees

Introduce tax savings for businesses who offer these career building apprenticeships. -Gabriel

Opportunities for affordable housing and/or free childcare for apprenticeship program participants.

Apprenticeship programs that lead to independent contracting or business ownership (to be inclusive of folks without work authorization or other barriers)

Occupational skills training for specific skills that may be gaps (e.g., typing speed for office jobs). Especially for new immigrants.

Entrepreneurship Success: From LLC development to budgeting

Incentives for successful professional development placement for apprenticeship

A cbo pre-apprenticeahip would be good. Specifically for persons who work in workforce. How to make a resume, who to call. Where to go.

**Would like to see more about skill building**

**Economic Impact**

Minimal participant disengagement due to lack of inclusion. (ensure inclusivity of people/companies providing the apprenticeship)

**Self satisfaction; growth of self esteem. -MM Sense of belonging**

Understanding Financial Literacy

**LMI data driven objectives**

# Expand Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

Add high school contacts to our network, need more based opportunities at schools

creating ways and tools for smaller and medium size organizations to have apprentices, could be creating tool kits for these orgs or city lead support for these orgs

**Volunteer efforts at least once a quarter**

Identify and expand city job opportunities that don't have restrictive education requirements (I.e. college degrees) and value community and lived experience

Soft hand offs for apprenticeship with agencies

I want to amplify the barrier removal - that's very common in Europe - impossible to get into training if there's no childcare

Broader dissemination of Civil Service job opportunities not requiring college degrees

Show a cost saving budget for accepting an apprentice for businesses

wrap around service support for participants

**Highlight success stories in social media platforms**

Create pipelines, classifications, and develop industry standards and training opportunities for the various community ambassador programs

**career remapping**

Create an advocacy group for Resident Councils in subsidized housing market specifically for seniors/disabled communities; training 4Management, Resident services grp

**Invest in higher wages for nonprofit workers**

Within City Govt Employment: Assessment of pathways from trainee positions/programs and developing classifications and ladders for those programs lacking

Providing affordable housing and/or free childcare for people to participate in apprenticeship programs.

Secure commitments from employers to provide continuing education scholarships for entry level jobs

**Expanded Community Outreach in social and in community settings**

1) Secure concrete hiring commitments for higher paying jobs targeting communities of color

Apprentice placement numbers, financial literacy success (staying on the job for more than a month),

Look for best practices from other cities around the world - who is doing this really well?

Ensure that it is accessible to communities with the most needs, whether its based on language, sexual orientation, household income, ie those with most barriers to emp

**Engage in door knocking to recruit people to engage**

Award Redevelopment Projects in Historical Black Communities, as to allow for onsite Job training/ Apprenticeship for SF troubled Youth and Young Adults. Allocat

**Table more in areas where individuals live.**

**Create a city job classification for community ambassadors**

Develop peer to peer support for alum who complete pre-apprenticeships program. Alum could support each other and develop their independent skills required for adulting

Prioritize city-funded apprenticeships for what will be competitive in the future - needs an employer lens.

Secure concrete hiring commitments for higher paying jobs targeting communities of color

Education and resources on independent contracting, business licenses or business ownership (to be inclusive of folks without work authorization

Leveraging libraries and local schools where any person can sign up to any pre-apprenticeahip training program. Online is fine. But people just want a person to talk to.

staff roles (or more roles?) dedicated to collaborating with employers to make apprenticeships possible. Support with selling employers on the idea and helping them administer

**Pre and post measure for income levels to show disparity differences**

**Invest in higher wages for nonprofit workers**

**Prioritize according to technology trends - a lot of jobs will go away with AI.**

Assign a professional mentor to the graduate. Meeting's is an action item.

Creating a list of available apprenticeship programs so educators/ teachers/ nonprofit providers can help individuals navigate the opportunities

Expand training skill for communication skills

**Expand Skill Building around digital work place skills**

**wellness skills in work settings**

Prioritizing apprenticeship programs that offer opportunities for in-demand industries or those currently experiencing workforce shortages

**career counseling and navigation**

# Data Sharing & Coordination



# Enable Data Sharing for Better Coordination Between Workforce & Other Systems

## DRAFT Desired Outcomes:

- Identify and reduce duplication and gaps in services.
- Increased collaboration and efficiency across agencies and organizations.
- Streamlined data, data-informed decisions, and validation of service models.

## Are there any *missing outcomes*? Add a post-it:

From the cbo perspec. How do we know when someone gets employed through workforce link. Too many people apply but never hear back. If there was a status meter. Itd help

efficiency & transparency for community members to find resources

able to track clients across city/agencies wherever and whenever they access services

One form for all city contracts

It's hard to argue with any of these outcomes and they are quite comprehensive :)

Cloud sharing data platform between agencies

Quarterly Consortium for service providers and community

design city databases to enable clients to share basic info and background one time and enable other agencies to access it with appropriate privacy controls;

We should only apply for a position once on WFL instead of doing it on WFL and the employer's website. And no way to get updates.

Vendor ban is hit or miss. Migrants are only seeking employment opps. Special program earn an income for migrants who are properly seeking green cards

Please consider my RCA proposal which will educate Sec8 and sub housing-reduces stigma, shares education, new laws from HUD & RAD

Duplication and gaps are different things. We could reduce gaps by PROMOTING duplication - doing more of the same kinds of activities in different communities

Direct communications link established between agencies

Consistent (monthly) advertising of available resources using all mediums: Digital, Paper, Billboards, TV, Radio. Perhaps make an app! -Gabriel

# Enable Data Sharing for Better Coordination Between Workforce & Other Systems

## DRAFT Desired Outcomes:

- Identify and reduce duplication and gaps in services.
- Increased collaboration and efficiency across agencies and organizations.
- Streamlined data, data-informed decisions, and validation of service models.

## What actions are needed to achieve these outcomes? Add a post-it:

Technical assistance team providing guidance

Cloud database established with security functions

we need a data base where CBOs can keep their services up to date but with funding to ensure this stays up to date

**fund  
RCA**

**Video guides for using website**

CBO holiday/meet up. Coffee connections with beer and automatic email/contact information.

Use a site like WFC to share documents and files (release of info, Emp Verification) between 2 agencies when a client is co-enrolled with them.

More open presentation of what the oewd business services team is doing to help clients who apply through workforce link.

**Example:  
Identify existing City workforce data systems.**

# Prioritizing Vulnerable Community Members

# Invest in Equitable Workforce Programs for our Most Vulnerable Community Members

## DRAFT Desired Outcomes:

- More culturally humble outreach & recruitment, connecting vulnerable populations to WD programs.
- More culturally humble services, that can meet people's needs within their career journey and support them being successful in WD programs.
- Better workforce and economic outcomes for vulnerable populations.

## Are there any *missing outcomes*? Add a post-it:

This seems another place where mentoring is important and word-of-mouth for recruiting.

An intake for vulnerable person may mean they get essential services, and may get housing, healthcare, or treatment. Work may be a bit later

Center and prioritize newcomer immigrants by building streamlined pathways to jobs and income generation

stabilized housing; integration into community; reduces food insecurity in senior housing  
-RCA-MM

Training for and expectations of cultural humility from employers partnering to train or hire

Fund outreach workers to be available for vulnerable folks upon release, in community, or community settings

Allow for medical and gender reassignment for folks, care should be first and skills gains, and then work

Some incredibly successful programs/ cities give people a key to a home first - hard to succeed professionally without stable housing

Invest in workforce programs for immigrants without work authorization

Cultural and holistic approach utilizing local Native American agencies and people

Lots of cities have vulnerable populations - who/ where is moving the needle to help people? Measurable improvement? What are their top priorities?

America wastes a lot of talent by incarcerating far too many people for far too long. If this is a vulnerable population in SF, recruiting/ training needs to start during incarceration.

Wellness track established

Make high quality food a priority for vulnerable populations... not just food stamps.  
-Gabriel

Invest in entrepreneurship, worker cooperatives, independent contracting and fellowship programs that are open to undocumented immigrants

Allowing migrant workers to work for SF city and county. We have an influx of overqualified migrants. Lawyers from Haiti washing dishes.

We need more vocational and language programs for the limited English proficient population. Language is a HUGE barrier to employments

In depth analysis of current status of individual employability to develop an intensive case management program

# Invest in Equitable Workforce Programs for our Most Vulnerable Community Members

## DRAFT Desired Outcomes:

- More culturally humble outreach & recruitment, connecting vulnerable populations to WD programs.
- More culturally humble services, that can meet people's needs within their career journey and support them being successful in WD programs.
- Better workforce and economic outcomes for vulnerable populations.

## What actions are needed to achieve these outcomes? Add a post-it:



# Workforce Development Across the Life Course

# Invest in Workforce Development Across the Life Course

## DRAFT Desired Outcomes:

- Ensure workforce systems meets the needs of individuals across their life course from pre-employment through full retirement.
- Better coordinate youth workforce programs to identify gaps & reduce duplication of efforts.
- Increase the number of young people with access to work experience and career opportunities.

## Are there any *missing outcomes*? Add a post-it:

increase bridge programming to help folks with foundational skills before pathway programs!

related to vulnerable populations- increase the ability of folks with more barriers to enter into and successfully complete pathways programs with interventions pre program

Identify target audience to determine the best employability outcomes for them

**Financial Literacy to all, especially the youth**

We also need courses for the homemakers who is still caring for their family but might want to have a flexible work or class schedule when their kids are in school?

Number of people with disabilities, unhoused, returning citizens served

For youth outcome: it's important to note that sometimes young people take advantage of multiple workforce programs given they are exploring various careers

**Older adults and Seniors employed**

This is one where training and development needs will be very different at the start of a career vs. retirement!

Some companies can rotate youth through different roles and departments - is that part of the development?

Career goals and needs might change as they grow older. We need to have courses that can help them move from one point of their live to another.

**Mentoring opportunities and matches**

**Mentorship from the C-Suite, Director/Manager level for young SF Residents.**

# Invest in Workforce Development Across the Life Course

## DRAFT Desired Outcomes:

- Ensure workforce systems meets the needs of individuals across their life course from pre-employment through full retirement.
- Better coordinate youth workforce programs to identify gaps & reduce duplication of efforts.
- Increase the number of young people with access to work experience and career opportunities.

## What actions are needed to achieve these outcomes? Add a post-it:

Specialist and peers support for people with disabilities, seniors, returning citizen

Encourage partnerships with SFUSD to ensure local students are gaining the skills and experience necessary for in-demand industries

A resource fair (hosted by many workforce CBOs together)

A clinical type of employment opportunity. Meaning, the person tries that job for two weeks at the most.

Quaterly Consortiums

Create a database of services and allow educators/ teachers/ CBOs to have access to the database so our participants can access their services and jobs

Consider creating a simple resume/ application so people can fill it out based on their need, and they are connected to services/ job opportunities

Empower industries with worker shortages to easily access job-ready and eager working age individuals

Succession planning...learning for organizations on how to do this.

**RCA!**  
**MM**

**Incentives!!!**  
**For employer, business and participants.**

Connect entry level job hires to affordable housing - including rental assistance



# Coordination of Partner Plans & Priorities

## DRAFT Desired Outcomes:

- Cohesion with and support for partners' existing plans and priorities.
- Shared understanding of existing services, terminology, and best practices.
- Lived experience and connection with community prioritized.
- Strong partnerships with CBOs and local educational institutions for career pipeline programs.
- Increase the number of SF residents employed.

## Are there any *missing outcomes*? Add a post-it:

Quarterly Consortiums

Senior/disabled non English speaking  
Needs satisfied RCA  
MM

Targeted block business analysis

Provide longer wage subsidy for businesses who train and hire SF Residents.

This is a bit of a mix of metrics (% of SF residents with jobs). Might be good to have a metric for each outcome - and also to prioritize the outcomes.

Happy to see that best practices is part of this list! What is working - do more of it! What to stop?

Encourage collaboration instead of "competition" between CBOs providing services. ie we are all applying for the same grants...

Industry specific committee's

## DRAFT Desired Outcomes:

- Cohesion with and support for partners' existing plans and priorities.
- Shared understanding of existing services, terminology, and best practices.
- Lived experience and connection with community prioritized.
- Strong partnerships with CBOs and local educational institutions for career pipeline programs.
- Increase the number of SF residents employed.

## What actions are needed to achieve these outcomes? Add a post-it:

Hold Quarterly  
Consortiums  
for providers  
and  
community

Work-life  
experience in  
exchange for  
education  
requirements

**Analysis  
report**

We need to update  
the data that we use  
to measure what  
real poverty looks  
like in SF

Have I raised  
your  
curiosity?  
Check out  
RCA-MM Xoxo



