



FY 2022-23  
CITYWIDE  
WORKFORCE  
SERVICES  
INVENTORY  
RESULTS



# Contents

LAND ACKNOWLEDGEMENT .....	3
COMMITMENT TO EQUITY .....	4
ACKNOWLEDGMENTS .....	6
EXECUTIVE SUMMARY .....	7
HISTORY OF THE ALIGNMENT COMMITTEE .....	8
INTRODUCTION .....	9
METHODOLOGY .....	10
Instrument	10
Inventory Revisions	11
Process	13
Reporting	14
INVENTORY RESULTS.....	15
Participant Characteristics	15
System Client Counts	15
Client Count by Year (n= 52,736)	16
Unique Clients by Department (n=35,647)	19
Program Participants by Department (n=62,493)	19
Workforce Client Location	21
Client Demographic Data	22
Race and Ethnicity	22
Gender Identity	24
Sexual Orientation	25
Age at Enrollment	26
Educational Attainment	26
Priority Populations	28
City Programs and Contracts.....	29
City Expenditures and Funding Summary .....	34
Citywide Workforce Services Funding Sources .....	38
Client Training and Placement Outcomes.....	40
Training Completions	40
Subsidized and Unsubsidized Placement	41
Retention Best Practices	43

QUALITATIVE SECTION .....	45
Adult Probation Department (APD)	45
Department of Children, Youth, and Their Families (DCYF)	49
Department of Human Resources (DHR)	54
Department of Public Works (DPW)	58
Human Services Agency (HSA)	60
Office of Economic and Workforce Development (OEWD)	63
San Francisco International Airport (SFO)	68
Department of Technology (TIS)	73
CONCLUSION .....	76
Appendix A: FY 2022-23 Citywide Workforce Services Inventory Instrument.....	78
Appendix B: FY 2022-23 Program Inventory .....	79
Appendix C: Community-Based Partners by Funding Department.....	80
Appendix D: FY 2022-23 Program Outcomes .....	81

## LAND ACKNOWLEDGEMENT

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

# COMMITMENT TO EQUITY

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

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

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

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

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

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

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

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

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

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

## ACKNOWLEDGMENTS

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

For the FY 2022-23 report, OEWD would like to thank:

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- SHF: Kip Bowmar, Franklin Arevalo, Alissa Riker
- TIS: Brian Adam

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

# EXECUTIVE SUMMARY

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

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

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

The FY 2022-23 report summarizes workforce programming for 24 City agencies, accounting for 292 programs, and approximately \$182 million to workforce development initiatives.



## HISTORY OF THE ALIGNMENT COMMITTEE

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

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

The Alignment Committee prioritized a vulnerable populations strategy for the system and underscored that every door needs to be the right door to connect workers to services. The Alignment Committee endeavored for the workforce development system to move in lock-step with the City’s economic development investments to ensure that new, stable, and growing businesses have the talented and qualified workforce necessary to achieve their goals. While the legislation authorizing the Alignment Committee sunset in 2019, City Departments continued to meet to further the work and implement the original Citywide Workforce Development Plan, and the Alignment Committee made significant progress across all goals.

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

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

The Alignment Committee successfully developed and enacted the FY 2024-2029 Citywide Workforce Development Plan (Five-Year Plan) and submitted it to the Board of Supervisors in July 2024. This plan outlines the strategic direction for workforce development services in San Francisco over the next five years, guiding how City departments, community organizations, and labor partners will align efforts to meet the City's workforce needs.

From April 2023 to April 2024, CCWA led the development of the plan by reviewing data from current workforce programs, conducting research, and integrating input from member departments. The process included extensive engagement through CCWA meetings and participatory community forums. During these sessions, a common definition of workforce development was established to frame the City's strategic priorities. The resulting goals, strategies, and outcomes were informed by community input and represent a collective effort to address the workforce challenges faced by San Francisco residents.

The Five-Year Plan identified the following key goals:

1. Coordination of Partners' Plans and Priorities
2. Equitably Invest in Workforce Programs for Vulnerable Populations (Unemployed, Underemployed, and Historically Excluded from the Labor Market)
3. Invest in Workforce Development Across the Life Course
4. Enhance Apprenticeship & Pre-Apprenticeship Programs Leading to Careers
5. Enable Data-Sharing for Better Coordination Between Workforce & Other Systems

The Annual Workforce Inventory Report plays a critical role in informing these goals by providing an in-depth assessment of workforce services across 24 departments and approximately 300 programs. It documents partnerships, aligns missions, sets benchmarks for system efficacy, and tracks measurable progress toward identified outcomes, ensuring that the Five-Year Plan remains responsive to the evolving needs of San Francisco's workforce.

## INTRODUCTION

San Francisco's workforce programs, as outlined in the FY 2022-2023 Citywide Workforce Services Inventory, encompass a diverse range of initiatives. These programs collectively offer nearly 63,000 touch points within the San Francisco Workforce Development System. Touch points span across 292 programs, involve collaboration with 24 City departments, include 325 contracts, and engage 163 community-based service providers. This extensive network reflects the city's comprehensive approach to addressing workforce development needs and facilitating opportunities for individuals throughout San Francisco.

Some City-funded workforce programs help youth explore career options or support adults to develop soft skills to get their first job. Others provide classroom training or work-based learning in San Francisco's major sectors of hospitality, health care, and social assistance, information and communication technology, construction, advanced manufacturing, administrative and support and waste services, and public administration. Some programs provide placement in employment or connection to community colleges to start the next chapter, while others provide supportive services such as clothing, 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.

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

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

Though the City and County of San Francisco contracts out most workforce development funds (\$106M) to community-based organizations to provide place-based, culturally humble, accessible services, some agencies fund in-house staff (\$32.1M) or wages and stipends for participants (\$41.9M). Many workforce programs offered within City agencies prepare participants for careers in public administration, health care or social assistance, professional and technical services, or else provide professional development opportunities to move local talent along a career pathway.

## METHODOLOGY

### Instrument

The Inventory instrument is a self-reported survey submitted on a multi-page Excel spreadsheet. On behalf of the Alignment Committee, OEWD distributes the survey to 24 City departments with workforce programs (Appendix A: FY 2022-23 Citywide Workforce Services Inventory). The spreadsheet requires manual data entry of program, financial, outcome, and aggregate client data.

OEWD submits the Inventory to the Director of each workforce-serving department and requests that the Data Coordinator<sup>1</sup> from each department oversee the process. OEWD supports analysts by offering comprehensive training, ongoing technical assistance, and follow-up support. The Data Coordinator oversees data governance and reporting, either individually or by consolidating data from various Data Stewards and Custodians. OEWD also provides a one-pager for down-line personnel, ensuring personnel have context for the request.

Data validation from entities external to a department may be difficult, so the tool includes internal consistency measures—checks and balances—within the tool to improve data reliability and field completion for financial data and program metrics. It is important to note from the

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

outset that the Inventory client data include duplicate counts and therefore outcomes analysis conclusions from the survey are limited. Until there is a reporting system capable of de-duplicating clients and programs across all workforce-serving departments, this Inventory is the best available overview of City workforce development services. Review of results should assume incalculable user error. While some data may be incomplete, unavailable, or poor quality, the available data provide a bird’s eye view of services with year-over-year comparisons.

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

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

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

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

## Inventory Revisions

From July 2019 through August 2020, OEWD and the Inventory instrument were audited by the Controller and the Board of Supervisors Office of Budget and Legislative Analyst.

Recommendations from the BLA audit, published in August 2020, were incorporated into the FY 2019-20 Inventory process and carried through to this year. In addition, in light of the request to make significant structural changes to the Inventory instrument and process, OEWD incorporated additional recommendations from the San Francisco Economic Recovery Task Force (ERTF),

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

Human Rights Commission’s Office of Racial Equity (ORE), and feedback from City analysts in the CCWA Data Working Group in wholesale revisions.

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

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

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

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

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

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

- The Inventory Data Working Group was reconvened in 2020 to support this work. OEWD continues to provide 2 technical assistance sessions to Inventory analysts and 1:1 technical assistance throughout the Inventory process to improve data quality.
- The Inventory requested completion of a narrative supplemental template which grounds the program analyses in labor market and sociocultural context and provides an opportunity to share program-level data and disaggregated performance data. The Inventory report includes these narratives.
- The Inventory added the following sub-populations to “Definitions: Race and Ethnicity” and “Program Metrics”: North African, Middle Eastern, Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, Native Hawaiian, Guamanian or Chamorro, Samoan, or Other Pacific Islander.
- The Inventory added “people experiencing homelessness” to multiple areas within the Inventory (i.e., “Definitions: Priority Population” and “Program Inventory: Service Population.”

- The Inventory added “women and gender minorities” to multiple areas within the Inventory (i.e., “Definitions: Priority Population” and “Program Inventory: Service Population.”)
- The Inventory solicited leadership, data, and program points of contact for streamlined system coordination and subsequent data requests.
- The Inventory requested points of contact for Inventory programs and share program name, program description, priority population, online/in-person activity, and points of contact to create a referral resource for community-based organization network.

As recommended by the audit, the Data Working Group is authorized to make ongoing recommendations to improve the Inventory instrument and process. For the FY 2022-23 Inventory process, the Data Working Group recommended that the Inventory instrument revise zip code data elements, which were numerous (40+) and caused data quality and completion issues. The revisions included reducing the number of zip codes to focus on high frequency (20) zip codes, removing unused or dummy zip codes, and standardizing zip code collection across City partners. The zip code change aimed to optimize data collection by eliminating underutilized fields and minimizing data errors.

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

## Process

The process of completing the instrument by department analysts is as important as, if not more important than, the data collected. The Inventory requires an annual review of inputs, outputs, and outcomes for each department’s workforce services data. In addition, collecting data across multiple internal sources strengthens program evaluation, data management, and results-based accountability within departments and within programs.

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

The FY 2022-23 Inventory solicited information on City-funded workforce development programs (administered both internally in City departments and externally by community-based organizations); program budget; program classifications and descriptions; service populations and types; community-based service provider partners, client demographic information (e.g., age, race, ethnicity, educational attainment, gender, zip code, et al.); industry and occupation data for training and placements; and program outcomes.

The Inventory was released on October 30, 2023 with a submission deadline for December 11, 2023 in accordance with the legislation’s requirement. Agreement to public sharing of inventory data was a condition of participation.

The 24 agencies solicited include:

1. Adult Probation Department (APD)

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

To improve data quality and completion, OEWD invited department analysts to two training workshops in November. Inventory outreach included the City Departments' most recent submission as a reference for the analyst to understand the previous completion process. OEWD provided ongoing technical assistance to analysts throughout the Inventory process.

From December 2023 – May 2024, OEWD checked internal consistency measures, identified data completion or reporting errors, and cleaned the data. OEWD aggregated results from the Inventory thereafter. This report was produced between February – June 2024, with final publication in July 2024.

## Reporting

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

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

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



# INVENTORY RESULTS

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

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

## Participant Characteristics

### System Client Counts

From FY 2013-14 to present, all workforce-serving departments must submit data on how many clients their programs serve., in aggregate and by program. This information is invaluable for assessing the scope of workforce service delivery across the City and County of San Francisco.

As in years past, system infrastructure to de-duplicate clients across the system does not exist, and it would require a substantial investment in data-sharing systems and methods<sup>3</sup>. Therefore, all client data in this report assumes system duplication, and some results may reflect replication within programs, providers, and departments. Where relevant, this is identified within this report.

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

Nonetheless, variations among departments for duplicated and unduplicated client counts create errors in overall system evaluation and lead to limited systems-level insights. For example, where one department understands a client count to be a single client receiving many services, another department may understand a client count to be a single drop-in or touch point. Neither methodology is problematic, and both yield rich data for system breadth, depth, and focus; however, when system evaluation rests on data compiled in aggregate, where core definitions and data availability vary, system data based on an unspecified client count are flawed.

We cannot possibly determine the breadth of service delivery or conduct accurate gap analysis without a clear differentiation among these different data. All demographic data are based on this initial reporting, and so we cannot determine true dispersion of service delivery across vulnerable populations communities without a baseline.

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

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



In adherence with the BLA’s recommendations about program-level analysis, the Inventory requested departments provide unduplicated client data by program on the “Program Metrics” tab. While these data may assist with assessing program efficacy, these data do not support system analyses of unduplicated clients. Consequently, the Inventory continued to request data on unique clients by department and program participants by department.

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

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

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

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

## Client Count by Year (n= 52,736)

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

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

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<sup>5</sup> The number of times a client returns to the City workforce development system.

<sup>6</sup> The number of times a client must enroll in different programs before achieving the client’s goals.

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

Departments that obtained the client count using the “program participants” method include: SFPL, MOHCD, HRC, SFO, PDR, SFDA (Figure 1).

Departments that obtained the client count using the “unique clients” method include: OEWD, DCYF, HSA, DPW, DPH, DHR, PUC, RPD, APD, SHF, OCEIA, ENV, PRT, TIS, DOSW, SFMTA, HSH, FIRE (Figure 1).



**Figure 1. Client Count, FY 2022-23.**

The following visualization reflects consistent data reporting by departments from last year to this year, based on whether departments reported client counts consistent with unique clients or program participants in FY 2022-23<sup>8</sup> (Figure 2).

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

<sup>7</sup> This means that the same client may have accessed workforce services from more than one department, in which case that client would be double counted in the total number of clients served by the workforce system

<sup>8</sup> See FN 8 for description.

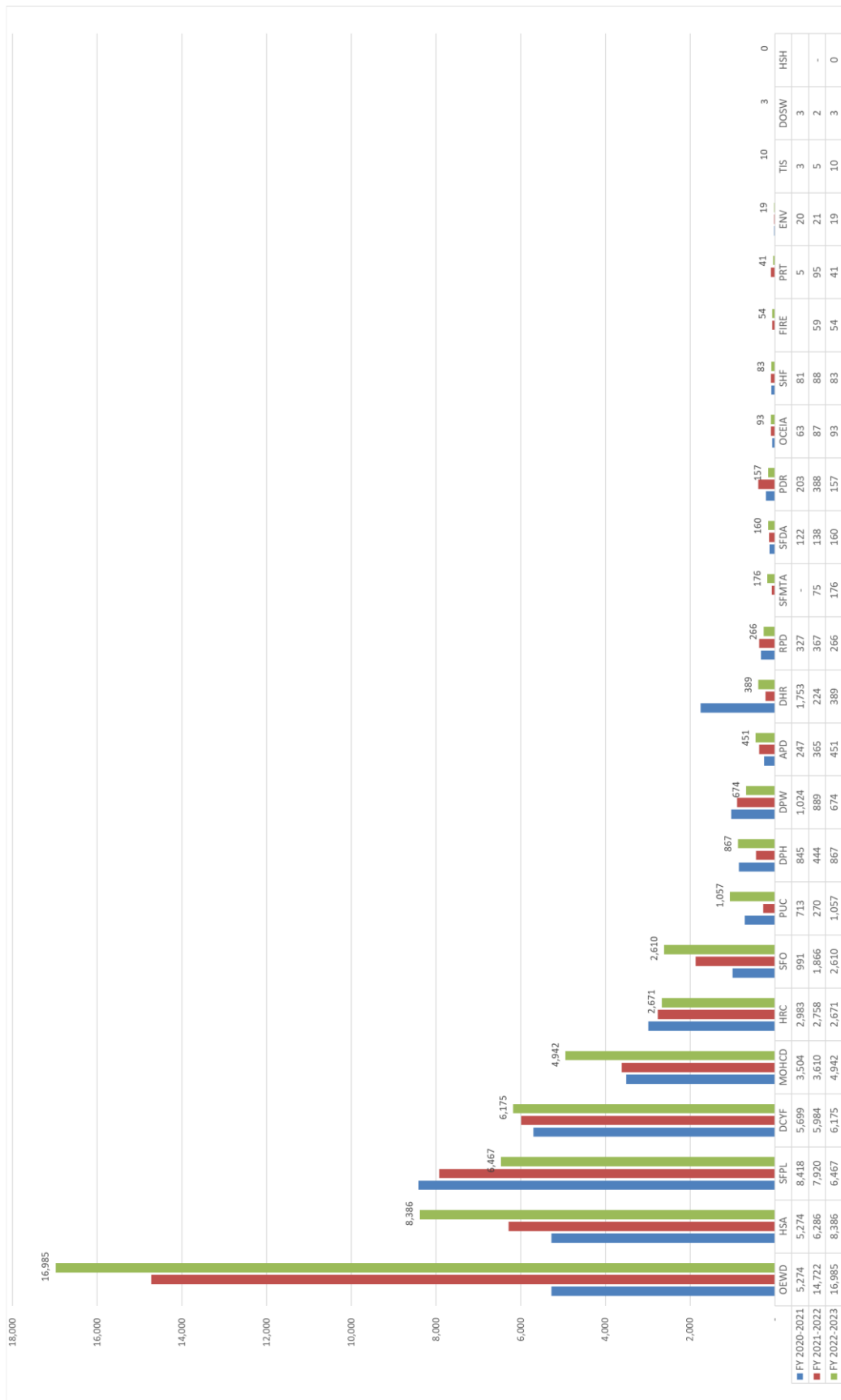
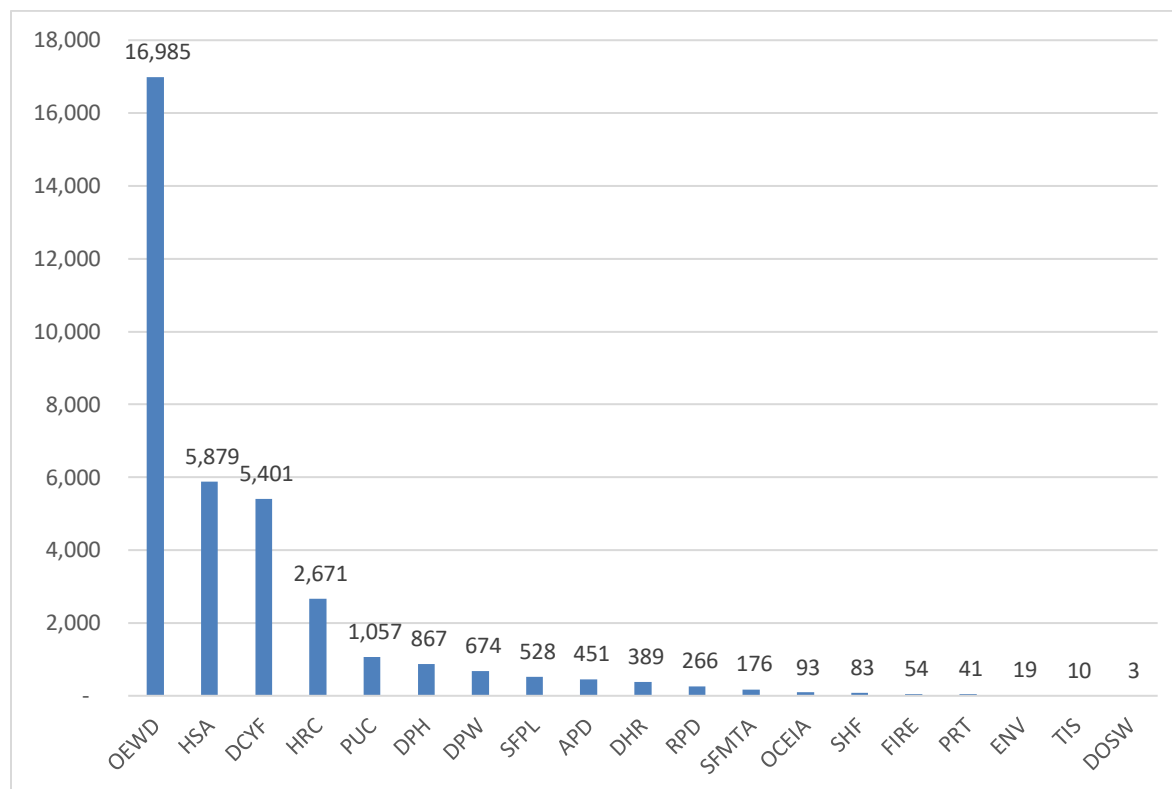


Figure 2. Client Count by Year, FY 2019-20 to FY 2022-23.

## Unique Clients by Department (n=35,647)

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



**Figure 3. Unique Clients per Department, Duplicated Across System, FY 2022-23.**

We see here that unique client counts total 35,647 clients per department (Figure 3). These clients may be served by multiple departments, but they have been unduplicated within the reporting departments. This is the absolute minimum count of unduplicated clients per department.<sup>9</sup>

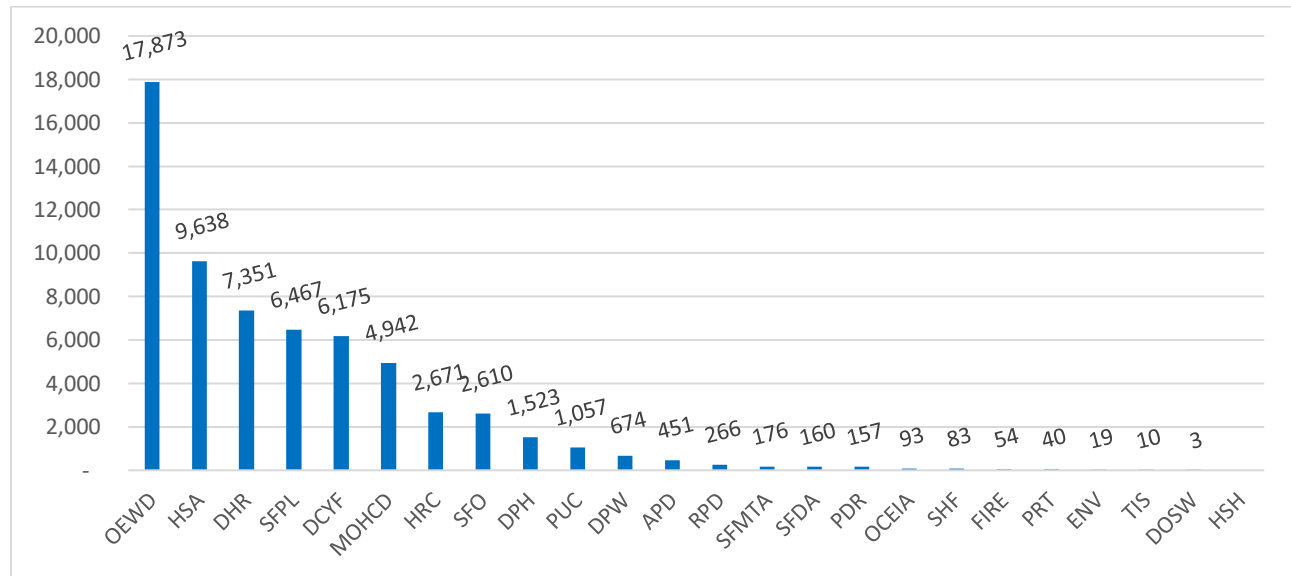
In FY 2022-23, OEWD (n=16,985), SFHSA (n=5,879), DCYF (n=5,401), HRC (n=2,671), and PUC (n=1,057) served the greatest number of unduplicated clients by department. Compared to FY 2021-22, where OEWD had 14,722 unduplicated clients, the number increased significantly. While MOHCD and SFO, had significant client counts in the previous year, these departments did not report deduplicated clients in FY 2022-23.

## Program Participants by Department (n=62,493)

Departments reported data on program participation, defined as the number of enrollments in various programs across one department. Departments must have some internal record keeping that tracks client participation in programs, even if the client data is duplicated (e.g., client management system, sign-in sheets, tallying). The Inventory instructed departments to use this

<sup>9</sup> HSH reported a work-order program, so its client count is null. Clients for work-orders are reported by the client-serving department. In this case, OEWD included the HSH-funded clients in its total count.

count method if a department was unable to de-duplicate workforce development clients or if the department would be able to identify the number of duplicative workforce development program enrollments per client. These data total 62,493 program participants and demonstrate duplication across the system, within departments, and within programs (Figure 4).



**Figure 4. Program Participants, Duplicated Across System and Departments, FY 2022-23.**

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

It is important to note that clients may be intentionally moving through the system in a training or career pathway toward economic self-sufficiency, starting at HSA, for example, in a subsidized job program with supportive services, while simultaneously participating in a workforce development program administered through OEWD<sup>10</sup>. The same client could then place into an internship or employment with PUC, ENV, DOSW, or DHR within the same year. While we may be unable to deduplicate client counts across the workforce development system with current data systems, we may use qualitative research to map the user journey and identify program efficacy with sampling and direct client surveys. Some illumination of the client journey is further discussed in the Qualitative Section starting on page 50.

In FY 2022-23, the departments serving the highest number of program participants included OEWD (17,873), SFHSA (9,638), DHR (7,351), SFPL (6,467), DCYF (6,175), MOHCD (4,942), and HRC (2,671).

Despite these departments having the largest participant counts this year, they generally served fewer participants compared to FY 2021-22. OEWD saw a notable decrease of 14,944 participants,

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

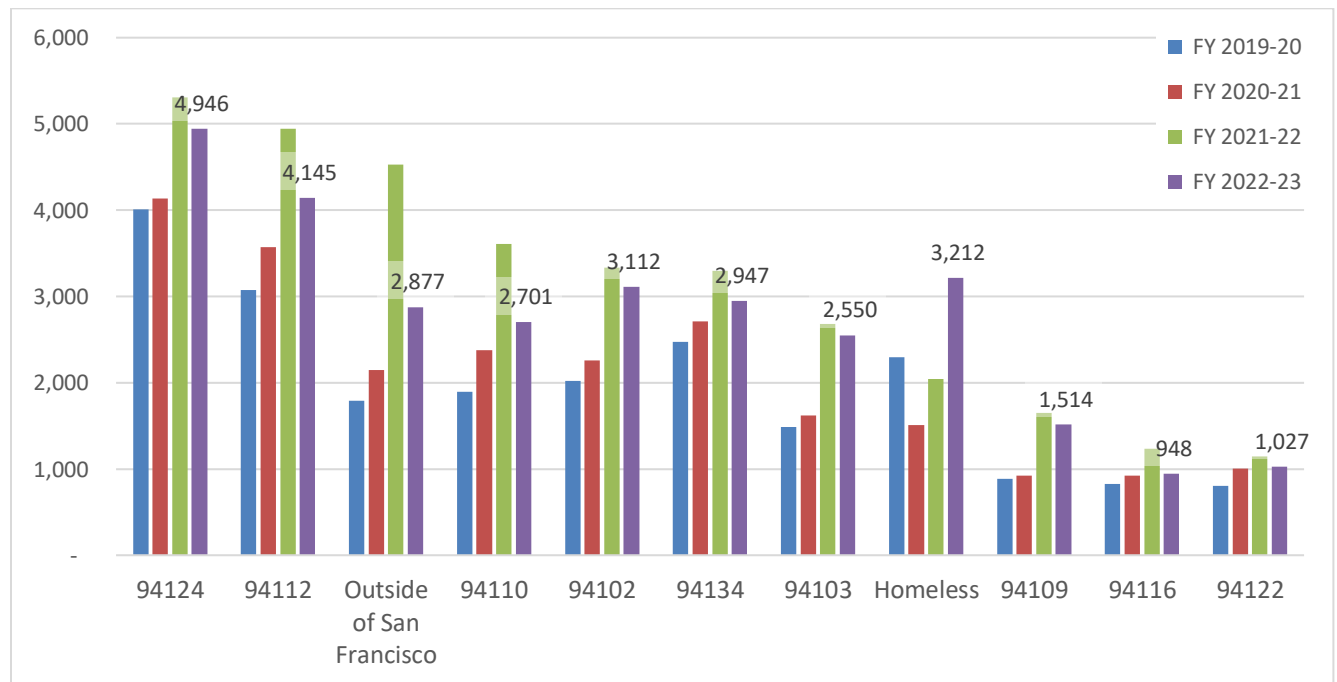
dropping from 32,817 in FY 2021-22. SFHSA experienced a reduction of 1,518 participants, from 11,156 to 9,638. DHR had a decrease of 2,167 participants, from 9,518 to 7,351. SFPL saw a drop of 1,453 participants, from 7,920 to 6,467. DCYF's participant count fell by 693, from 6,868 to 6,175. HRC experienced a decrease of 87 participants, from 2,758 to 2,671. Conversely, MOHCD increased its participant count by 1,332, rising from 3,610 to 4,942.

Factors such as changes in program offerings, adjustments in funding, and evolving community needs, likely contributed to the overall reduction in participant numbers. As an example, the decrease in OEWD's participant numbers is largely due to the sunset of pandemic-related benefits programs, which collectively served 17,638 participants. This highlights the essential role these programs played during the pandemic.

## Workforce Client Location

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

Though the workforce development system serves clients across the City, Figure 5 describes service dispersion across zip codes since FY 2019-20. Using program participant data, over 50% of participant data is unavailable, similar to data unavailable in FY 2020-21. Nonetheless, the available data reflects similar concentrations of service delivery as in previous years.



**Figure 5. Workforce Clients by Residential Location, FY 2019-20 to FY 2022-23<sup>11</sup>.**

<sup>11</sup> MOHCD reported data for zip code "94113" that was included in data reporting for zip code 94133.

In FY 2022-23, reported enrollments across zip codes in Bayview-Hunters Point, Excelsior, Mission, Tenderloin, Visitacion Valley, South of Mission (SOMA), Nob Hill, and Sunset generally declined compared to FY 2021-22. Notably, reported enrollments in Excelsior (94112) and Mission (94110) reflected shifts, with Excelsior showing a reduction of approximately 800 participants and Mission reflecting a decrease of about 911 participants. In contrast, the number of reported completions for individuals experiencing homelessness increased from 2,043 to 3,212, with HSA servicing 2,868 participants in this category (Figure 5).<sup>12</sup>

Consistent with past data collection efforts, the highest client count by zip code is in 94124, including the Bayview-Hunters Point area, with 4,946 reported enrollments. Historically, this neighborhood has demonstrated consistent workforce system involvement, and—as Bayview-Hunters Point represents a significantly impacted neighborhood working against rising housing displacement—workforce providers have conducted significant community outreach in this area to stabilize clients’ economic vitality.

## Client Demographic Data

The Inventory captures valuable demographic data across race, ethnicity, gender, sexual orientation, age, and educational attainment. Most demographic data reporting uses over 50,000 client touch points as a baseline *n*.

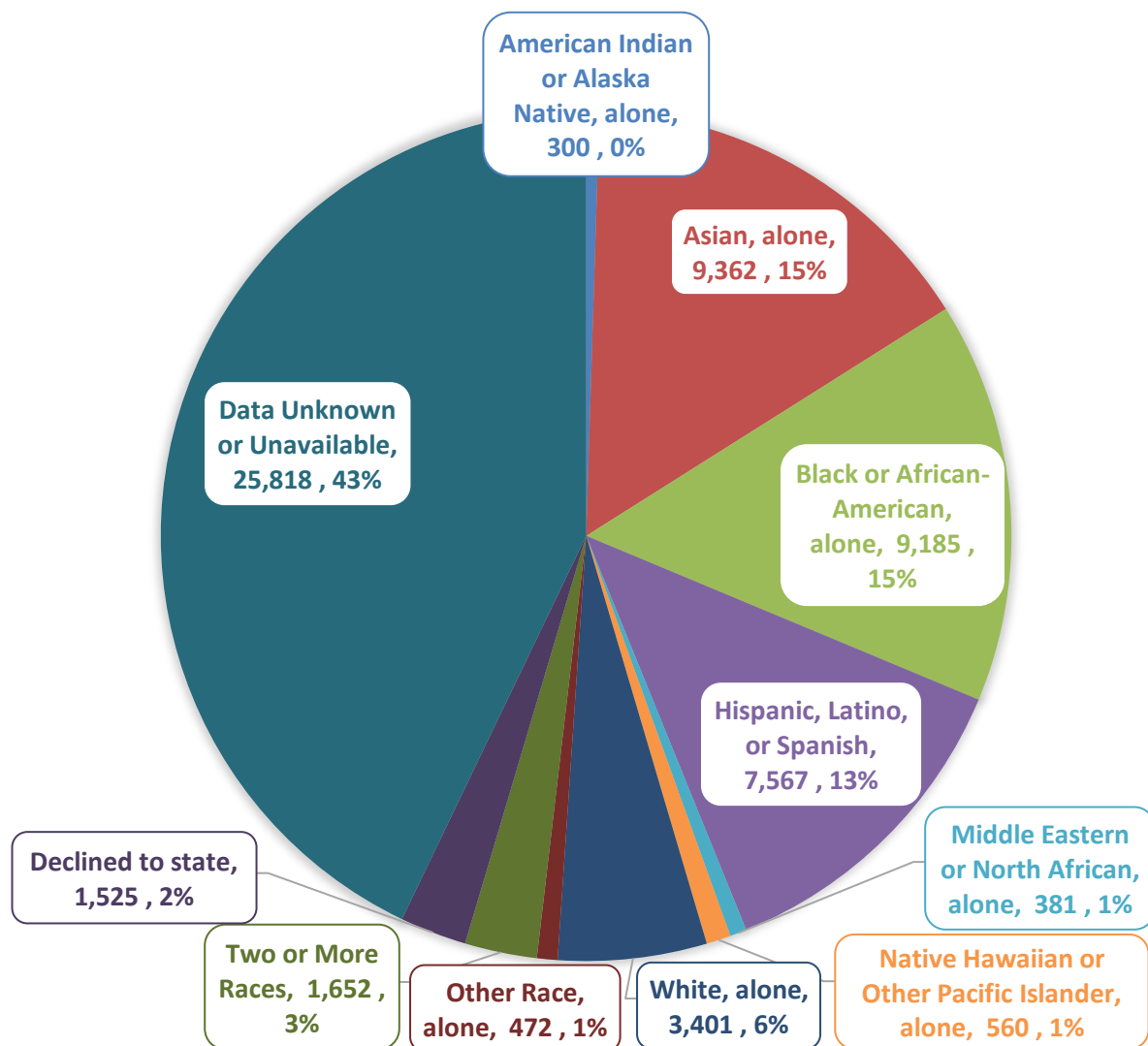
## Race and Ethnicity

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

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

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<sup>12</sup> From FY 19-20 to FY 20-21, the reported number of clients experiencing homelessness declined. It is possible that clients who benefited from the shelter-in-place temporary housing program identified with a zip code and/or that employment services that transitioned online during the pandemic were less accessible for people who were still experiencing street homelessness.



**Figure 6. Workforce Clients by Race and Ethnicity, FY 2022-23**

In FY 2022-23, the results highlight the distribution of workforce development services among different racial and ethnic groups (Figure 6). Asian clients accounted for the largest share (15%, n=9,362)<sup>13</sup>, followed by Black or African-American clients (15%, n=9,185), Hispanic or Latino clients (13%, n=7,567), White clients (6%, n=3,401), Two or more races clients (3%, n=1,652), Native Hawaiian or Other Pacific Islander clients (1%, n=560), Other race clients (1%, n=472), Middle Eastern or North African clients (1%, n=381) and American Indian and Alaska Native clients (0.5%, n=300).

Compared to FY 2021-22 data, there has been a decrease in client counts for Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Other Race clients. It is important to note that the numbers of individuals who declined to state their race (n= 1,525) or had unknown data (43%, n=25,818) represented a significant portion (45%) of the unavailable data. Therefore, the distribution across races or ethnicities may vary considerably depending on the data collection process.

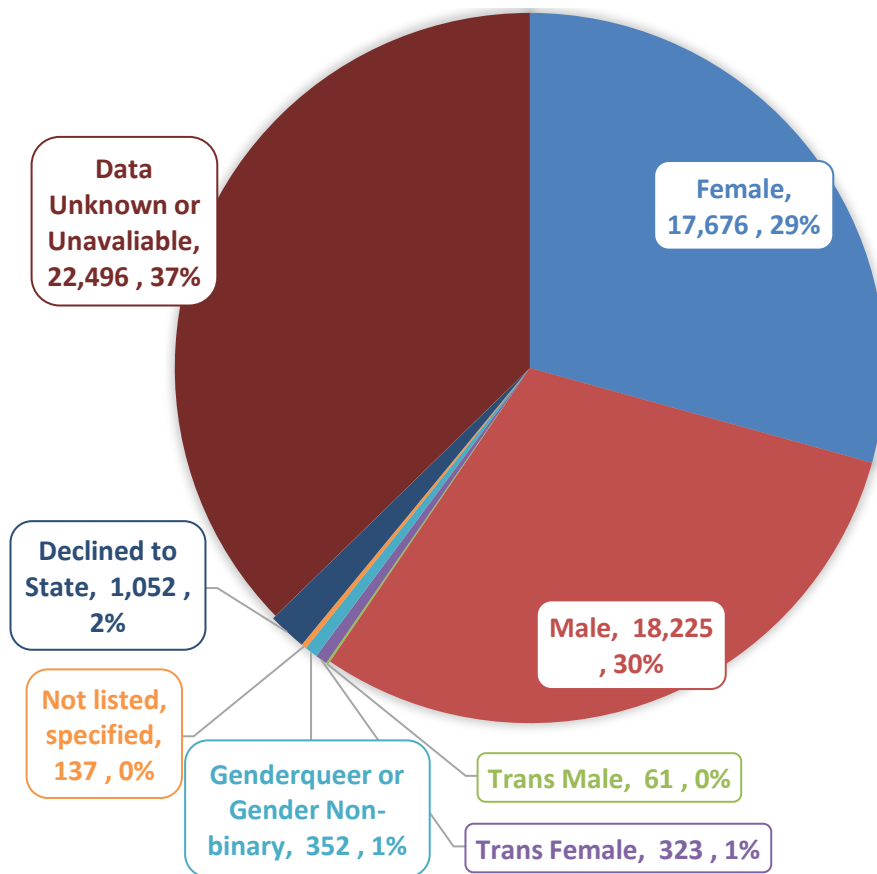
<sup>13</sup> PUC was able to disaggregate their data to included participant counts for "Other Race, alone - South Asian (Indian)" and "Other Race, alone - Filipino", these counts were included in "Asian, alone".



## Gender Identity

Gender identity, sex at birth, and sexual orientation were included in the Inventory due to recommendations from the Alignment Committee Data Working Group for FY 2016-17<sup>14</sup>. The following year, the City and County of San Francisco, led by the Mayor’s Office of Transgender Initiatives, executed the Sexual Orientation and Gender Identity (SOGI) Implementation Plan, which standardized gender identity categories and removed sex at birth from data collection efforts around the City. This category may represent a barrier to service delivery at intake or else stigmatize clients whose sex at birth is different from gender identity. In accordance with this policy, OEWD updated SOGI categories and removed sex at birth from the FY 2017-18 Inventory.

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



**Figure 7. Workforce Clients by Gender Identity, FY 2022-23**

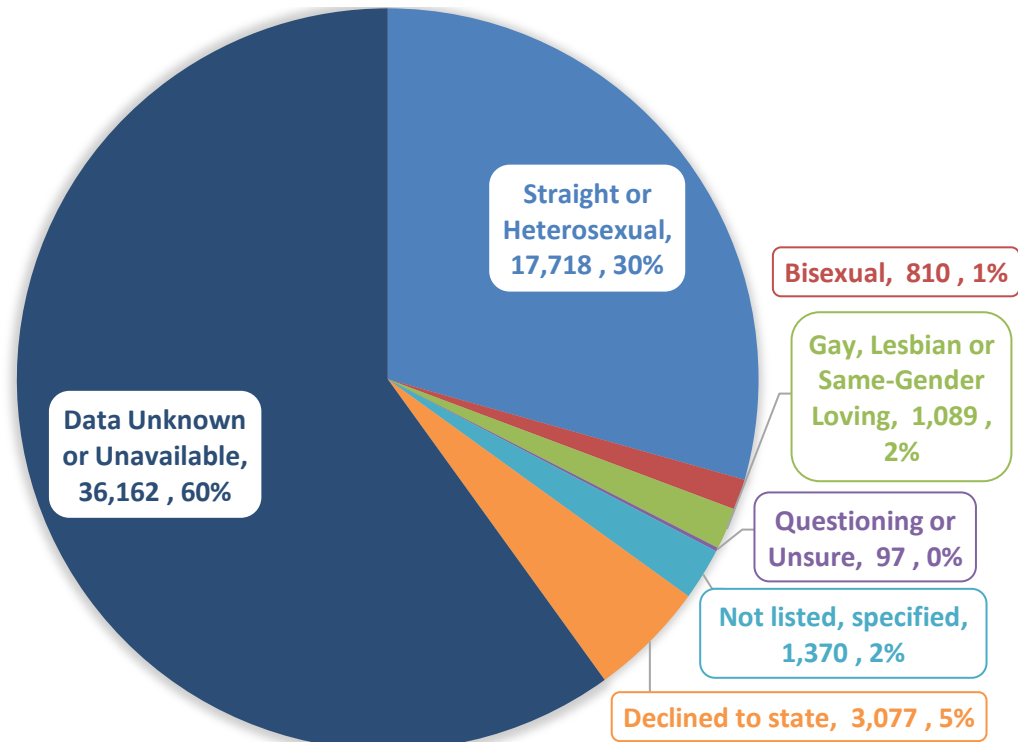
In FY 2022-23, Data Unknown or Unavailable, Not Listed or Specified, and Declined to State represented 37% of responses (Figure 7). Over time, the available data has increased as a percentage of the whole. Of the available responses, workforce services enrolled the following

<sup>14</sup> Not all departments can legally comply with this request due to the nature of their workforce programming. As an example, departments which place workforce clients directly into unsubsidized work opportunities or host in-house employment opportunities may not solicit these categories or else violate Title VII of the Civil Rights Act of 1964.

client populations: female (29%, n=17,676), male (30%, n=18,225), trans female (0.54%, n=323), trans male (0.10%, n=61), and genderqueer or non-binary (0.58%, n=352). From 2021-22, enrollments increased for clients of all gender identities, including trans male clients. Additionally, the number of genderqueer or gender non-binary clients increased from in FY 2022-23.

## Sexual Orientation

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



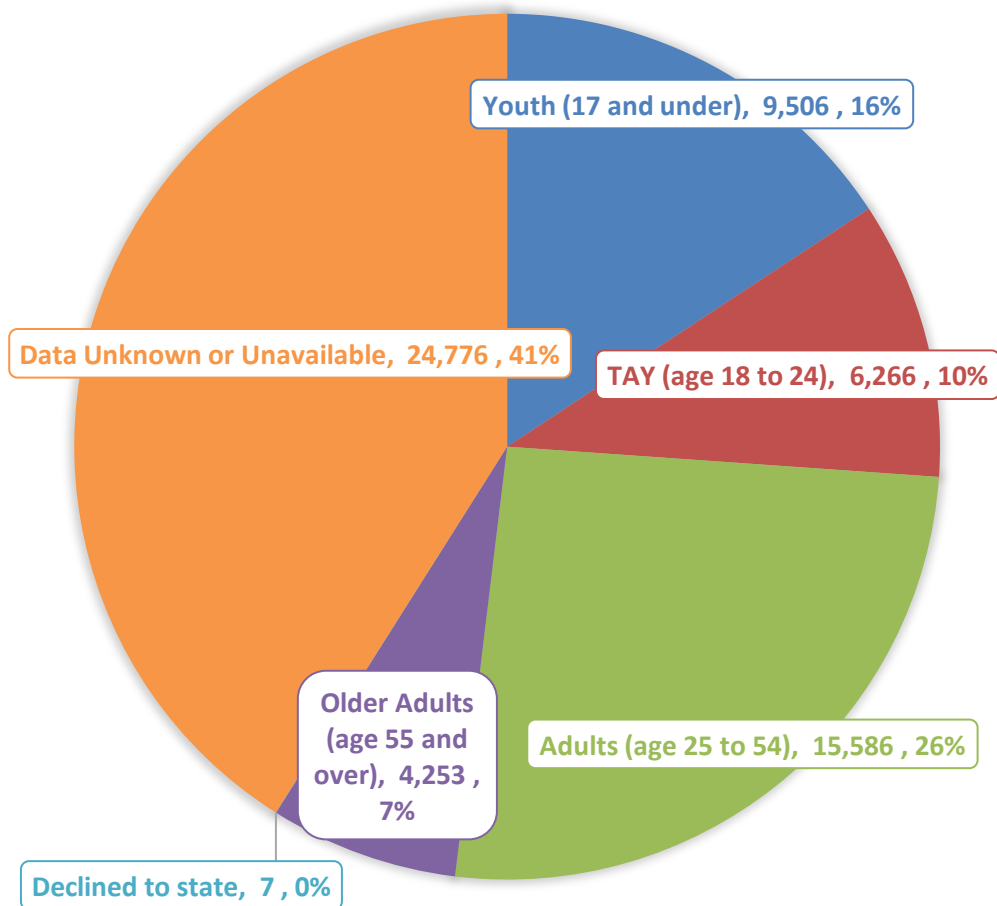
**Figure 8. Workforce Clients by Sexual Orientation, FY 2022-23.**

In FY 2022-23, Data Unknown or Unavailable and Declined to State represented 65% of responses, consistent with the previous Inventory results (Figure 8). Of available data, the LGBTQ+ community represents over 3.31% of workforce development clients: gay, lesbian, or same-gender-loving (1.81%, n=1,089); bisexual (1.34%, n=810); and questioning or unsure (0.16%, n=97).

## Age at Enrollment

In FY 2022-23, Data Unknown or Unavailable represented 41% (n=24,776) of responses. As described by Figure 9, adults (age 25 to 54) represent about 26% (n=15,586) of clients served, while youth (17 and under) represent approximately 16% (n=9,506). Service dispersion across ages remains the same as in previous years.

Enrollments for all workforce clients across ages have shown a slight increase since FY 2021-22, indicating an overall improvement in data collection and reporting.



**Figure 9. Workforce Clients by Age, FY 2022-23.**

## Educational Attainment

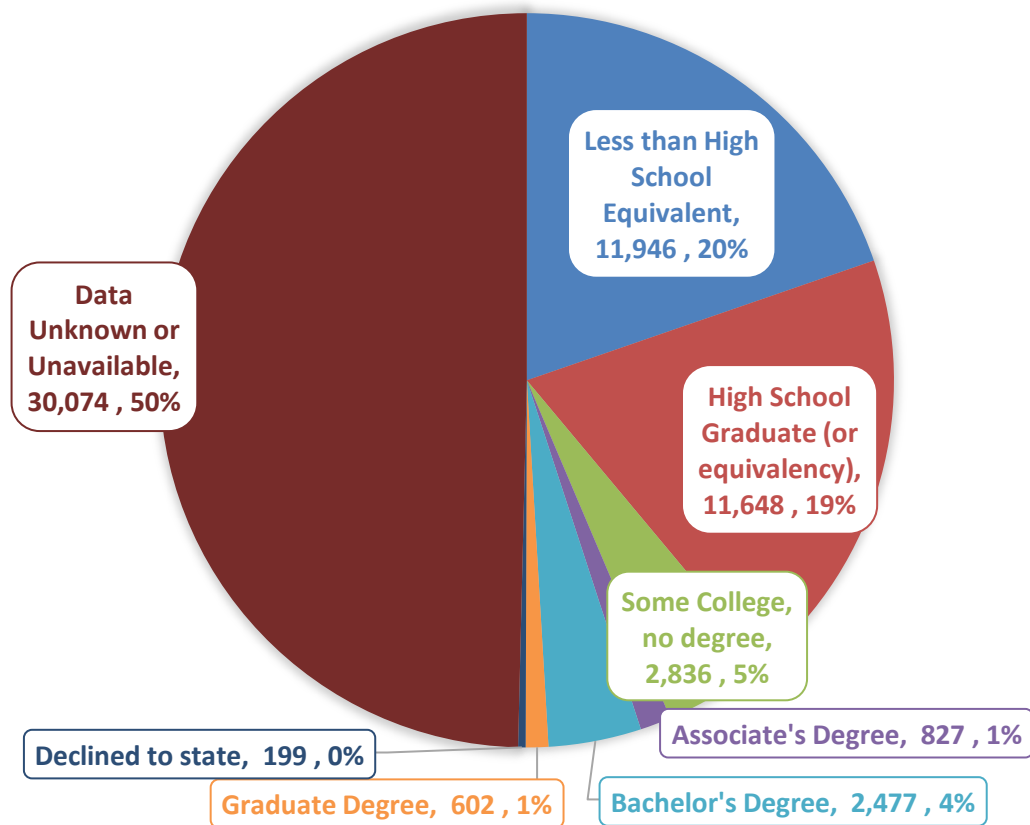
In FY 2022-23, Data Unknown or Unavailable represented 50% of responses, reflecting a decrease from the previous year (Figure 10). Of the available data, the proportion of clients that had received less than a high school education (20%, n=11,946) compared to those who had completed high school (19%, n=11,648), is similar. The proportion of clients with some college education or higher remains relatively low compared to those with less education.

We observed a slight increase in the number of reported clients holding a bachelor's or graduate degree, rising from 2,609 clients in FY 21-22 to 3,079 in FY 22-23. In programs such as the Comprehensive Job Centers, Neighborhood Job Centers, and Specialized Job Centers within

OEWD, clients with bachelor's or graduate degrees represent <1% of clients compared to other educational attainment categories; however, the overall numbers are significantly higher than those in other departments, with 419 clients holding a bachelor's degree and 155 holding a graduate degree across these programs.

Though there have been increases in participants with post-secondary education, participants may still be economically vulnerable through historical exclusion or underemployment. As an example, the TechSF Occupational Skills Training program served 217 clients, of whom 97 held a bachelor's degree and 36 held a graduate degree. This indicates that 61% of participants in this program possessed higher education degrees; however, 50% of these participants were reported as women and gender minorities, 76% were public benefits recipients, and 53% were identified as underemployed<sup>15</sup>.

In the SFDA's Post Bar Fellows program and the PDR's Volunteer Attorney Program (VAP), while participant counts are relatively low, we observe that 100% of clients held a graduate degree. These programs are specifically designed for recent law school graduates, full-time attorney volunteers, and provisionally licensed lawyers undergoing intensive training in public interest law.



**Figure 10. Workforce Clients by Educational Attainment, FY 2022-23.**

<sup>15</sup> A person who is working in a job that is not commensurate with his/her skill level as it pertains to the type of job or pay, or who is a part-time worker who would prefer to be full time; obtain through client disclosure.

## Priority Populations

The Inventory captures data regarding priority populations within the publicly funded workforce development system. This includes individuals who are economically vulnerable, such as those who are unemployed, underemployed, or 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).

### Service Population Categories

In FY 2022-23, departments categorized programs by up to three identified service population categories from a comprehensive list of twenty<sup>16</sup>. These categories include:

- Adults
- Older Adults
- Transitional-Aged Youth (TAY)
- Youth
- English Language Learner (ELL)
- Active or Formerly Justice-Involved Individuals
- Active or Formerly Foster Care Youth
- Homeless or Formerly Homeless
- HOPE SF Residents
- Individuals with Cognitive Disability
- Individuals with Physical Disability
- Long-term Unemployed
- Public Benefits Recipients
- Public Housing Residents
- Employed
- Underemployed
- Unemployed
- Women and Gender Minorities
- Veterans
- Other

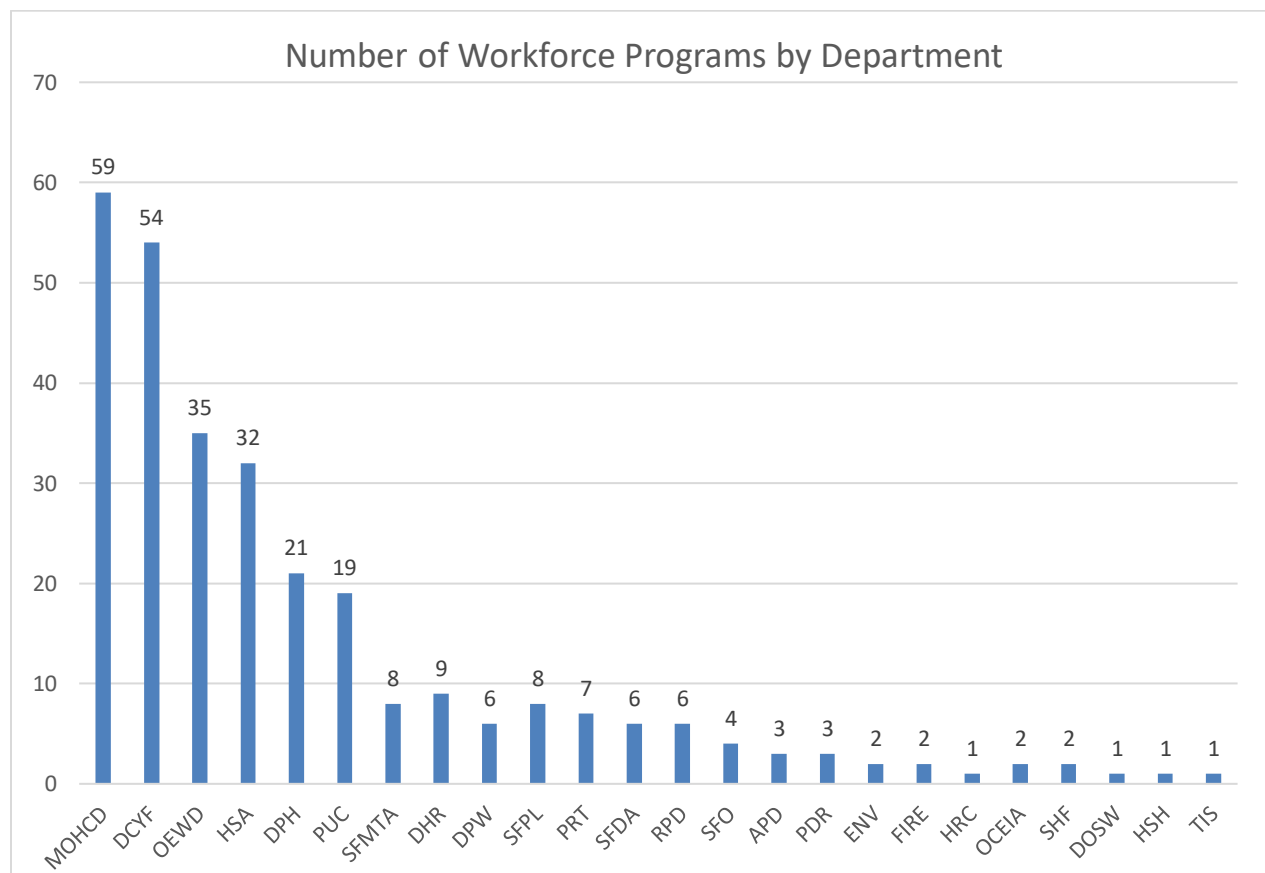
According to the data, 157 programs are designed for adults and older adults, while 160 target transitional-aged youth and youth. There are 20 programs targeting unemployed and 16 for the underemployed. Other notable populations served include Public Benefits Recipients (27 programs), Active or Formerly Justice-Involved Individuals (18), English Language Learners (ELL) (16), and individuals with disabilities (17).

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<sup>16</sup> Definitions for these categories are provided in Appendix A. It is important to note that the quality of this data is assumed to be suboptimal; categorization may depend on whether a program has adopted the service population elements and definitions as outlined in the Inventory or the degree of involvement of analysts in day-to-day program functions.

## City Programs and Contracts

Twenty-four City departments reported 292 workforce programs this year, including programs administered within departments and those contracted out to external service providers. A comprehensive list of the program name, description, and funding department is located in Appendix B: FY 2022-23 City-Funded Workforce Programs by Department.

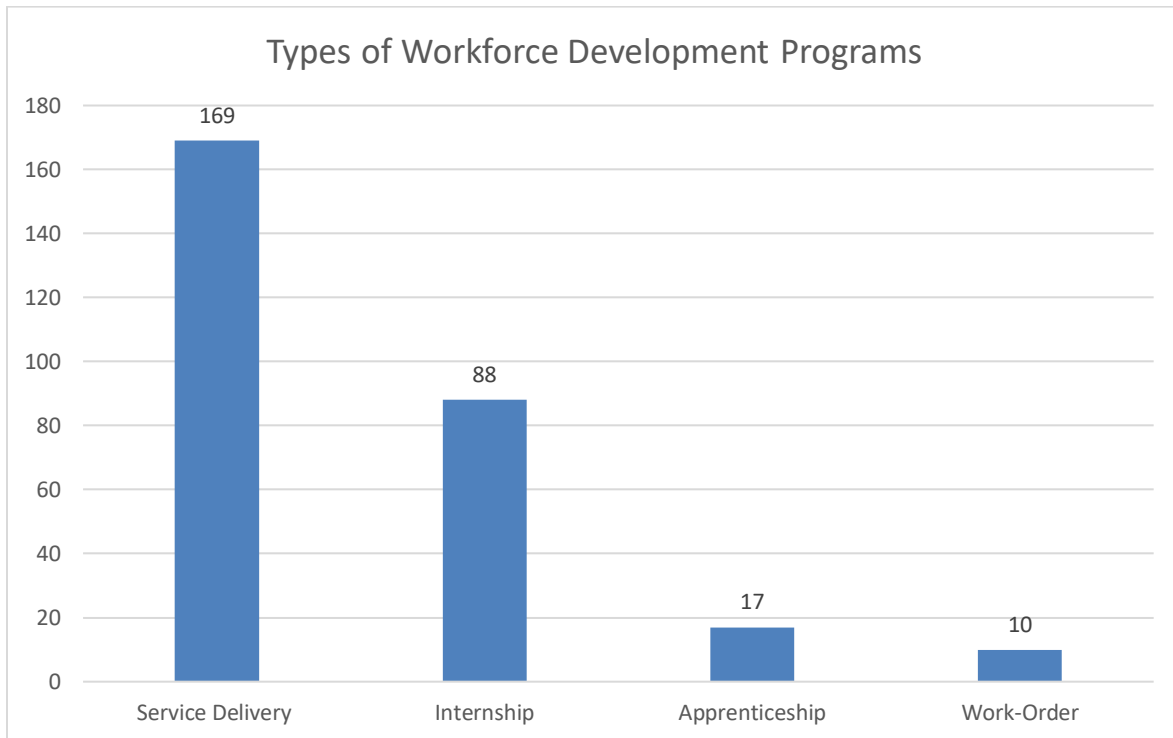


**Figure 11. Count of FY 2022-23 Workforce Programs by Department**

In FY 2022-23, Departments reported the following number of programs: MOHCD (59), DCYF (54), OEWD (35), HSA (32), DPH (21), PUC (19), SFMTA (8), DHR (9), DPW (6), SFPL (8), PRT (7), SFDA (6), RPD (6), SFO (4), APD (3), PDR (3), ENV (2), FIRE (2), HRC (1), OCEIA (2), SHF (2), DOSW (1), HSH (1), and TIS (1).

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

Programs are coded into the following sub-categories: service delivery (169), internship (88), apprenticeship (17), and work-orders (10).



**Figure 12. Count of FY 2022-23 Workforce Program Types**

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

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

**Community Assessment and Services Center (CASC) Employment Services (APD):** *The CASC Goodwill employment program includes job readiness training, job placement and retention services, and barrier removal for individuals reentering from jail or prison and who are justice-involved. Goodwill’s goal is to prepare clients with the skills and*

*understanding to obtain gainful employment--a job, thereby decreasing the risk of recidivism and incarceration.*

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

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

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

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

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

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

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

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

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



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

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

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

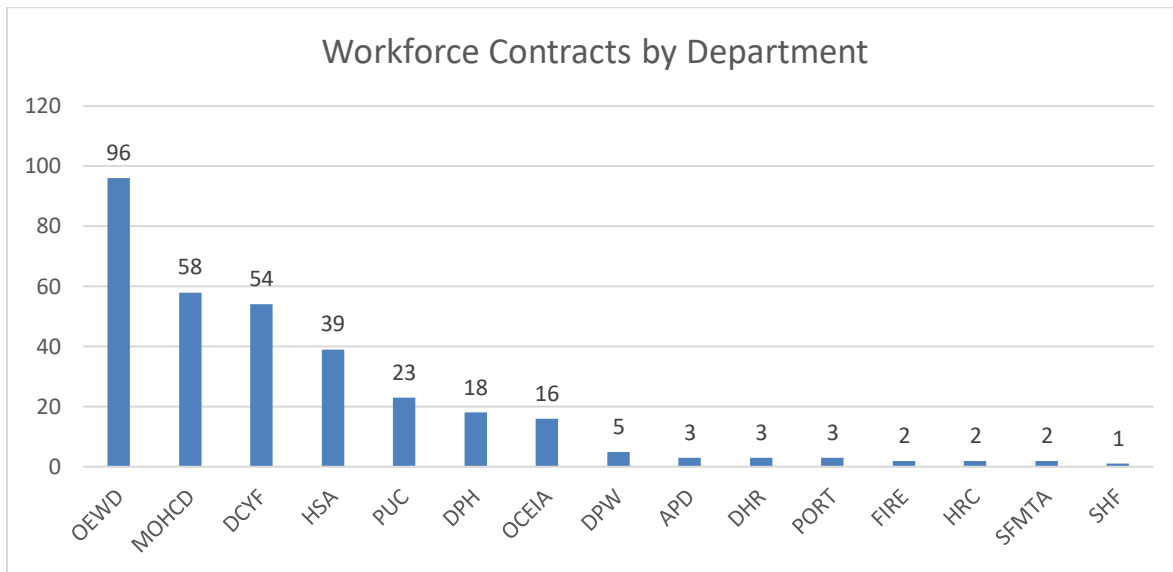
**Volunteer Attorney Program (PDR):** *Full-time Attorney Volunteers & Provisionally Licensed Lawyers are assigned to represent felony clients from arraignment through preliminary hearings with the attorney of record. Participants receive extensive training before starting the program and throughout.*

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

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

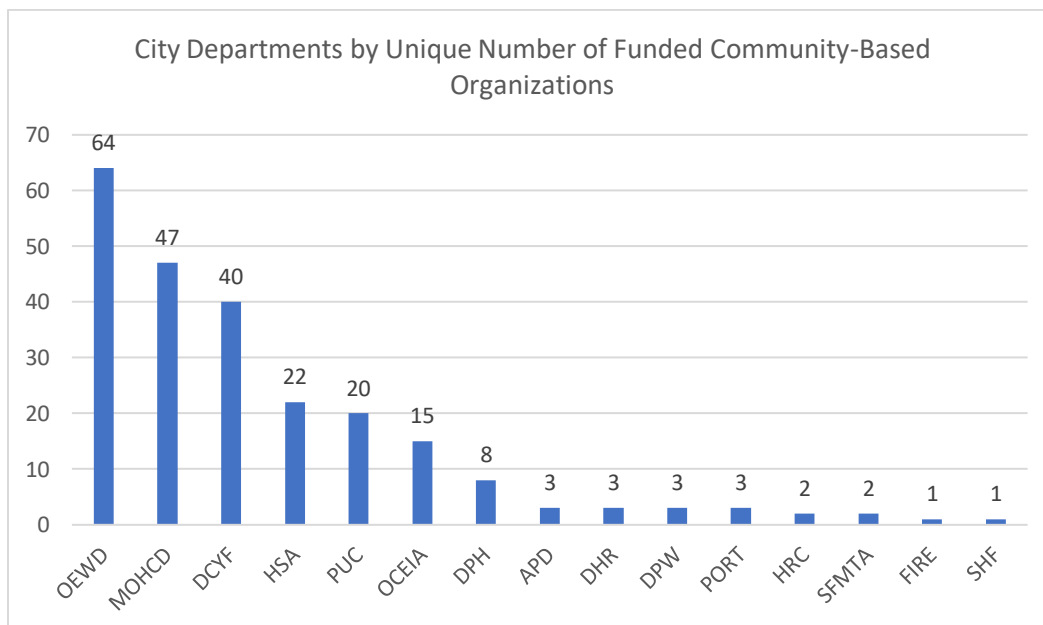
Departments coded each program with up to eleven service types, including barrier remediation/support services, basic skills training, career awareness, employment support, general job readiness training, sector-specific job readiness training, job search and placement, mental and behavioral health,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

City departments hold 325 contracts with 163 community-based organization service providers. Departments reported the following number of contracts: OEWD (96), MOHCD (58), DCYF (54), HSA (39), PUC (23), DPH (18), OCEIA (16), DPW (5), APD (3), DHR (3), PORT (3), FIRE (2), HRC (2), SFMTA (2), and SHF (1). The median workforce contract cost is \$222,000. For additional detail on programs by contracted providers, see Appendix B and Appendix C: Community-Based Organization by Funder.



**Figure 13. Workforce Contracts by Department, FY 2022-23.**

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



**Figure 14. Unique Funded Community-Based Organizations by Department, FY 2022-23.**

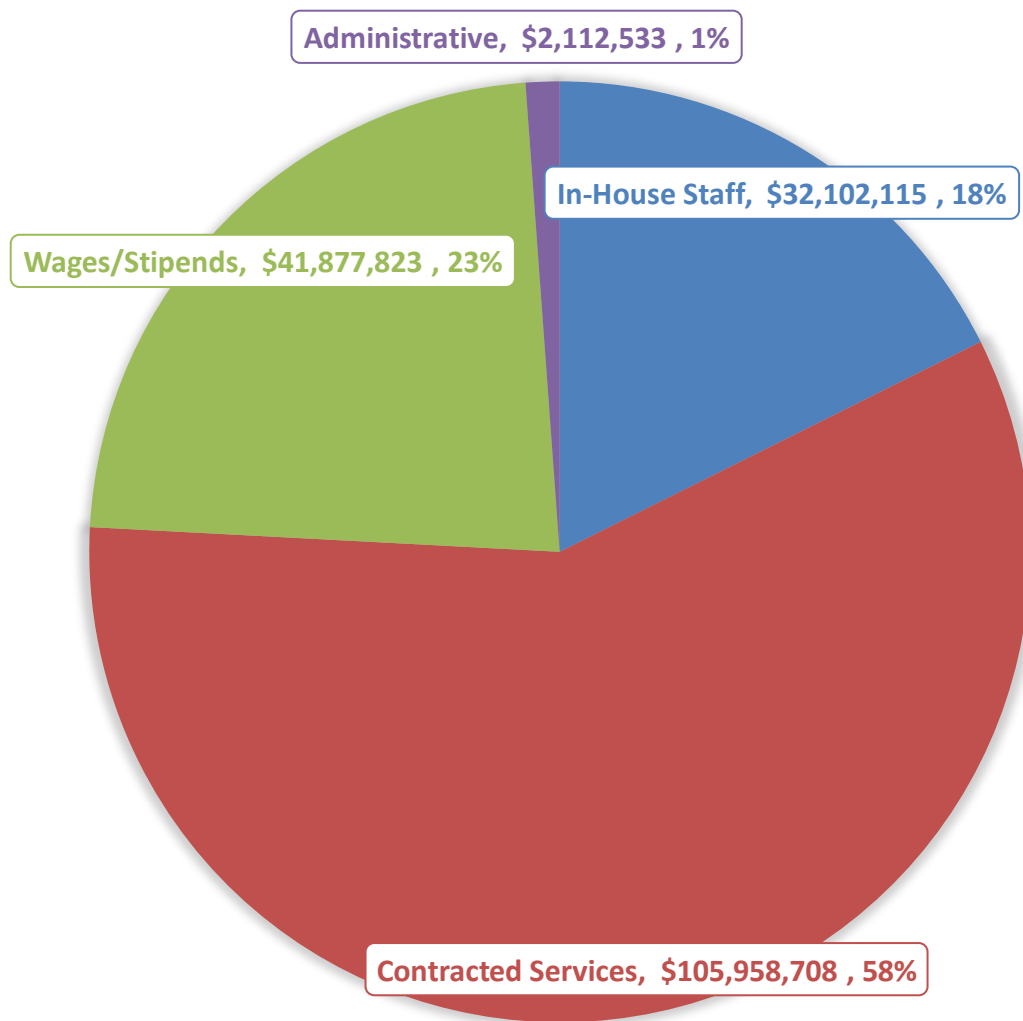
As described in Appendix C, 163 community-based organizations contract with more than one City agency to provide workforce development services, with 20 organizations holding contracts with three or more City agencies, down from 14 in the previous year.

These five agencies represent the most contracts with City agencies: Goodwill Industries (4), Young Community Developers (5), San Francisco Conservation Corps (4) Community Youth Center

of San Francisco (5), Japanese Community Youth Council (4), and YMCA of San Francisco- Bayview Hunters Point Branch (4).

## City Expenditures and Funding Summary

In FY 2022-23, the City and County of San Francisco expended approximately \$182 million to fund its system of workforce development services, up from \$173 million in the previous fiscal year.



**Figure 15. Citywide Workforce Services Expenditures, FY 2022-23.**

As is typical, most funding was allocated to contracted services, which increased from \$97.5 million in FY 2021-22 to \$106 million in FY 2022-23. Contracted services may include staffing at community-based organizations, materials, curriculum, books, supportive services, and nonprofit operating expenses, among other items. In-house staff expenses grew from \$28.4 million to \$32.1 million, reflecting a 13% increase and indicating a greater focus on internal City capacity. Wages

and stipends for participants saw a slight increase from \$40.6 million to \$41.9 million, maintaining steady support despite other expenditure shifts.

Administrative costs decreased significantly from \$6.6 million to \$2.1 million, dropping from approximately 3.8% to 1.2% of total expenditures. There is no standard method for reporting administrative expenses; some departments assign an actual cost ratio to the whole program and account for that in administrative expenses, while others may pull out administrative costs for the entire department in a line item. Likely, most administrative costs are wrapped into staffing or contracted services, though some may be unreported in the Inventory instrument.

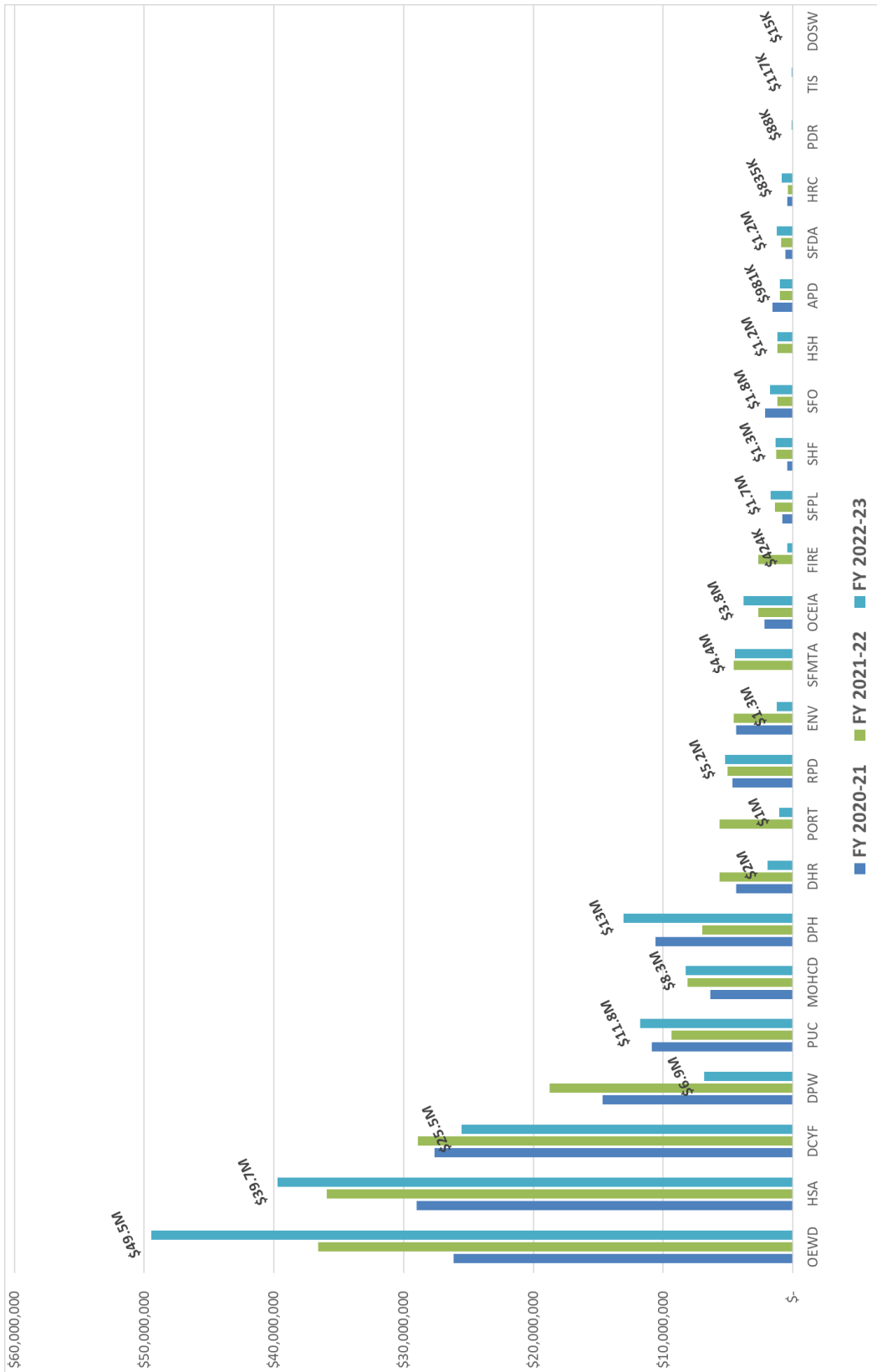
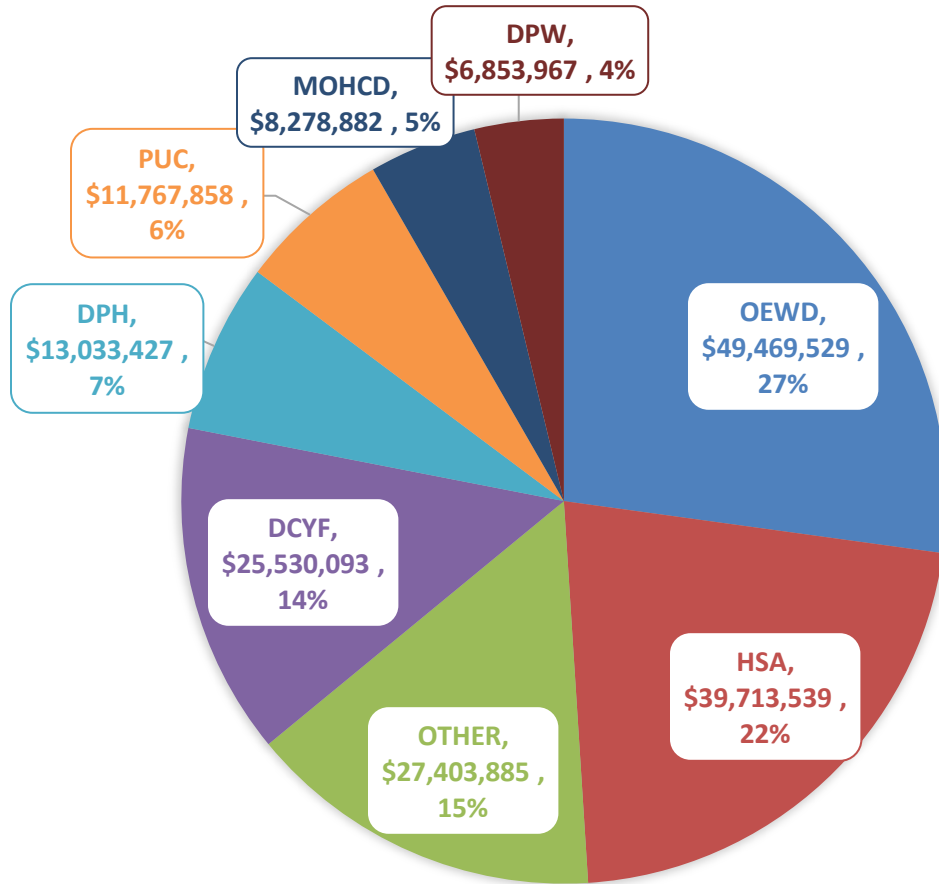


Figure 16. Workforce Development Expenditures by Department, Last Three Years.



**Figure 17. Departmental Share of Citywide Workforce Expenditures, FY 2022-23.**

Over the last three years, the top spending departments and distributions for the entire system did not change significantly. The departments with the most workforce development spending are OEWD (27%), HSA (22%), DCYF (14%), DPW (4%), PUC (6%), MOHCD (5%), and OTHER (22%).

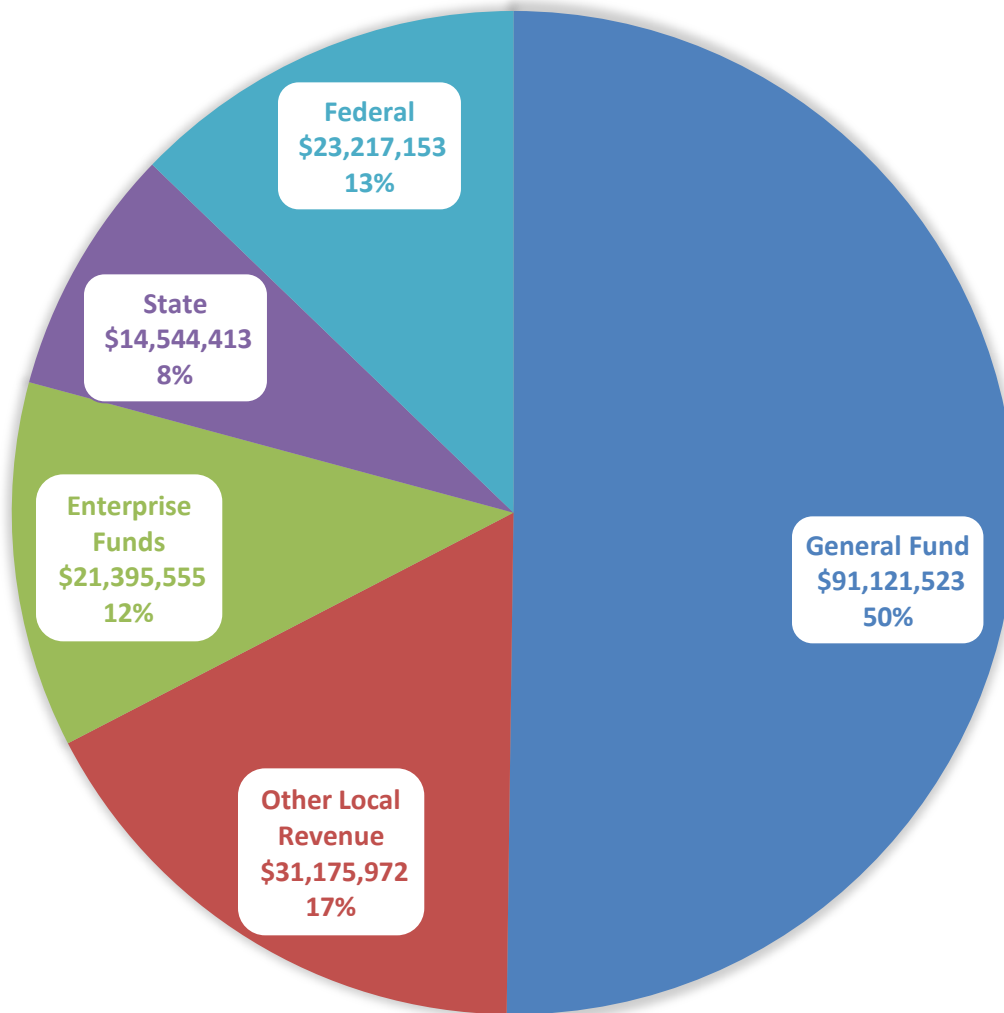
In FY 22-23, DPH saw a significant budget increase from \$6.99M in FY 21-22 to \$13.03M, an increase of about \$6.04M. This includes four new listed programs totaling \$5.62M: Employee Development, Peer-to-Peer Employment Program, Addiction and Recovery Counseling, and the Peer Specialist Certificate & Leadership Academy (\$4.33M).

Additionally, OEWD experienced a notable budget increase from \$36.57M in FY 21-22 to \$49.47M, an increase of approximately \$12.90M<sup>19</sup>. The budget increase for OEWD was primarily driven by increased funding for existing programs, including the Economic Recovery Pilot (+\$7.57M), Pilot Occupation Skills Training (Emerging Industries) (+\$1.60M), Equity Pilot (+\$1.33M), overhead costs (+\$1.20M), and CityBuild Specialty Trainings (+\$584K).

<sup>19</sup> The FY 21-22 OEWD budget included overhead expenses that were excluded from the total reported investments for this reporting year. Thus, the comparison remains consistent.

## Citywide Workforce Services Funding Sources

Approximately \$181.45 million<sup>20</sup> of workforce funding comes from the General Fund, City enterprise funds, State and Federal funding, and other local revenue (Figure 18). The Inventory does not collect private and philanthropic funding sources.



**Figure 18. Citywide Workforce Development Spending by Funding Sources, FY 2022-23.**

Most of the funding for workforce development programs was local, with over \$91.1M coming from the City's General Fund and over \$31.2M from other local sources.

Additionally, funds generated by enterprise departments (e.g., PUC, PRT, ENV, SFMTA, and SFO) account for over \$21.4M of workforce development funds. These funds may be used by the

<sup>20</sup> Nearly \$596,564 of the \$181.45 million in expenditures were not assigned to funding sources, which accounts for a slight discrepancy between the two data points.

enterprise departments or work-ordered to others (e.g., DCYF, OEWD, DHR). State funds accounted for \$14.5M, and Federal funding accounted for over \$23.2M.

The total expenditures for the workforce development system experienced a notable increase of approximately \$10.4M compared to the previous year. This growth is primarily attributed to a substantial rise of about \$10.2M in the General Fund. In FY 2022-23, the departments with the largest increases in City General Funds compared to FY 2021-22 were OEWD, which saw a significant rise from \$18.38 million to \$33.43 million<sup>21</sup>, and OCEIA, increasing from \$2.65 million to \$3.80 million. Other notable increases included MOHCD and DPH.

Additionally, State funding saw a significant increase of approximately \$4.95M, while Federal funding also rose by about \$2.6M. In contrast, Enterprise Funds decreased by \$4.85M and Other Local Revenue declined by \$3.1M.

State funding is allocated to DPH, SFPL, OEWD, and SFHSA. DPH's state funding saw a significant increase, doubling from \$4.87M in FY 21-22 to \$9.36M in FY 22-23. Federal funding is held by MOHCD, OEWD, SFHSA, DPH, and SFDA.

Moreover, as a result of data completion errors, approximately \$596.6K of total expenditures still need to be categorized by funding source, which represents a significant improvement of \$1.4M in reporting error compared to the previous year.

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<sup>21</sup> Approximately \$3.4M is attributed to the OEWD administrative expenses.



## Client Training and Placement Outcomes

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

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

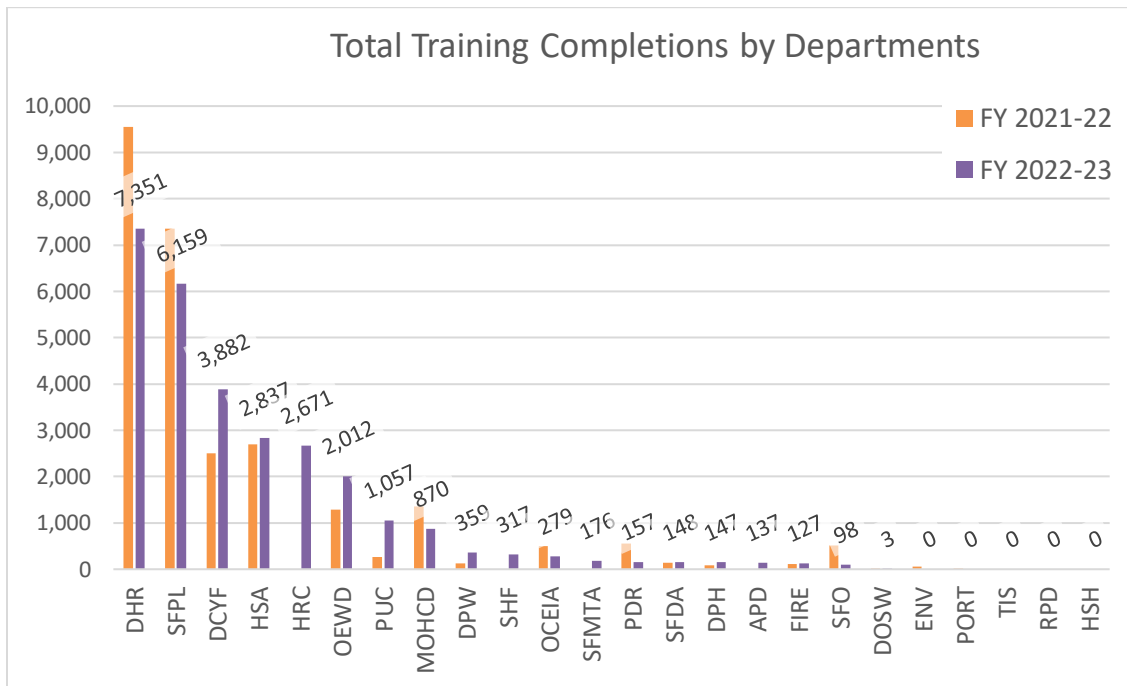
### Training Completions

For FY 2022-23, the San Francisco Workforce Development System recorded 28,787 training completions (Table 1): Enrolled in English Language Services (307); Completed Basic Skills Training (6,824); Completed Job Readiness Training (8,150); Completed Training, Other (1,496); Completed Vocational/Occupational Skills Training (12,010).

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<b>Clients Served</b>	26,135	26,721	30,125	47,435	52,736
<b>Enrolled in English Language Services</b>	1,846	181	377	354	307
<b>Completed Basic Skills Training</b>	7,155	893	851	9,144	6,824
<b>Completed Job Readiness Training</b>	7,855	9,557	9,220	6,410	8,150
<b>Completed Vocational/Occupational Training</b>	2,790	14,972	4,687	11,653	12,010
<b>Completed Training, Other</b>	1,287	4,341	5,800	339	1,496
<b>Subsidized Placements</b>	6,975	9,238	6,433	3,376	7,265
<b>Unsubsidized Placements</b>	7,777	5,428	5,771	9,041	10,277

**Table 1. Outcomes by Total Clients Served, FY 2018-19 to FY 2022-23**

In FY 2022-23, the San Francisco Workforce Development System recorded a total of 28,787 training completions (Figure 19). This represents a slight increase from the previous fiscal year. Notable expansions in training completions were observed in departments such as DCYF, HRC, OEWD, PUC, DPW, SHF, SFMTA, and APD. Departments like DHR and SFPL continued to sustain high levels of training completions. Shifts in training outputs were evident in other departments, including MOHCD, OCEIA, PDR, and SFO, suggesting changes in data reporting.

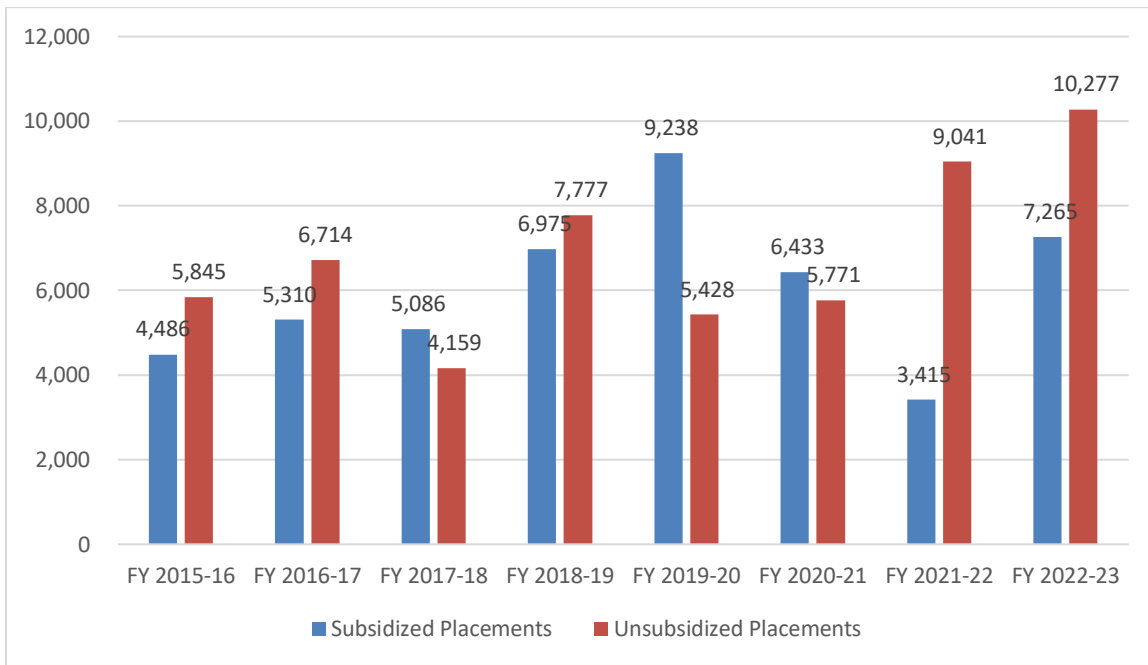


**Figure 19. Total Training Completions by Departments, FY 2021-22 to FY 2022-23.**

### Subsidized and Unsubsidized Placement

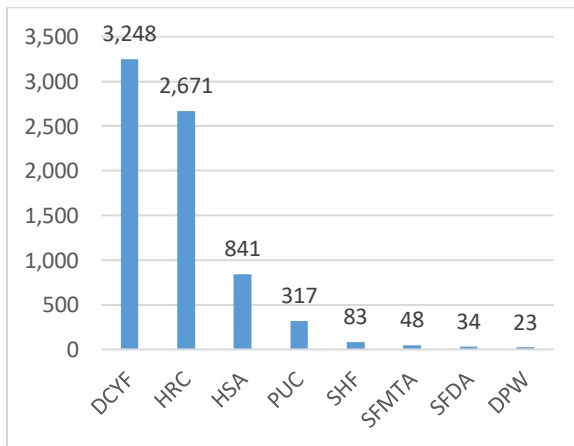
In FY 2022-23, the San Francisco Workforce Development System saw a notable increase in total placements, reaching 17,542, up from 12,456 in FY 2021-22 (Figure 20). This rise was driven by significant gains in both subsidized and unsubsidized placements.

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

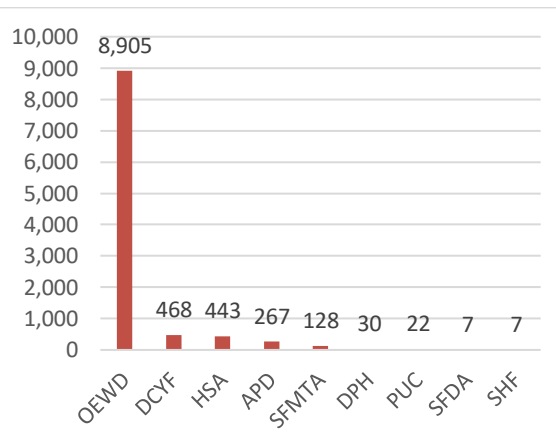


**Figure 20. Subsidized and Unsubsidized Placement in Employment, FY 2015-16 to FY 2022-23.**

In FY 2022-23, subsidized job placements rose significantly to 7,265 from 3,232 in FY 2021-22. The increase was primarily driven by DCYF, which expanded from 2,580 to 3,248 placements, and HRC, which reported 2,671 placements<sup>22</sup>. Other contributors to this growth include HSA and PUC, which also reported increases in their subsidized placements (Figure 21).



**Figure 21. Subsidized Job Placements by Departments**



**Figure 22. Unsubsidized Job Placements by Departments**

In FY 2022-23, unsubsidized job placements rose to 10,277 from 8,870 in FY 2021-22. This growth includes new reporting by departments such as HSA, APD, SFMTA, DPH, PUC, SFDA, and SHF (Figure 22). Unsubsidized placements in employment cover 26% of clients served, with total placements in employment at approximately 45% of unique clients served. It is important to note

<sup>22</sup> Many departments may be reporting duplicative enrollments, as DCYF’s and HRC’s Opportunities for All (OFA) programs may reflect overlapping participant data.

that not all programs provide placement in employment as a service. For example, barrier remediation, career exploration, youth development, and other programs may provide pre-employment or supportive services to promote entry to a career pathway.

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

## Retention Best Practices

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

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

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

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

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

Most promising for system-wide evaluation, OEWD and HSA receive validated, quarterly wage base data directly from California Employment Development Department. These data demonstrate the quarterly employment status and average quarterly earnings of clients. Though intentionally lagged, these consistent, reliable, complete data are valuable for tracking the impact of public benefits and workforce development interventions on long-term client self-sufficiency and earning potential. State agencies may provide these data to county human services agencies (HSA) quarterly up to three years post-program. State agencies may provide these data to local

workforce development boards such as OEWD up to one-year post-program. Due to State-level data privacy agreements, local agencies may share the data in aggregate.

## QUALITATIVE SECTION

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

In response to these limitations and after significant testing with the FY 2019-20 Inventory and with the Alignment Inventory Data Working Group, OEWD included an optional Qualitative Analysis Addendum in the FY 2022-23 Inventory (Appendix A). This section solicits qualitative report on racial equity analysis, labor market information, job quality, industry or sector partnerships, worker wisdom, occupational segregation, customer experience, and COVID-19 impacts.

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

### Adult Probation Department (APD)

#### **How Does Your Department Define Workforce Development?**

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

#### Racial Equity<sup>23</sup>

##### **What are the intended results of your workforce development programs?**

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

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

In FY22/23, CASC employment services placed 201 high needs adults into unsubsidized local jobs, while our community IPO jobs program worked closely with young adults from areas of the city impacted by crime and violence, removing immediate barriers to employment, and getting them rapidly connected to an APD IPO employment program. Overall, 267 people were placed in unsubsidized jobs.

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<sup>23</sup> The questions on racial equity were adapted from the Government Alliance on Race & Equity Racial Equity Toolkit: An Opportunity to Operationalize Equity: [https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial\\_Equity\\_Toolkit.pdf](https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf)

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

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

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

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

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

## Labor Market Context

**How do your programs fit into the local labor market?**

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

## Job Quality<sup>24</sup>

**How do your programs promote job quality?**

APD-funded programs promote job quality by preparing clients for opportunities and careers in sectors that provide a livable wage, healthcare, promote equity, and embrace a work life balance.

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<sup>24</sup> Job quality refers to jobs and careers with living wages, stable and predictable income, wealth-building opportunities; safe work places free from discrimination and harassment; stable and predictable hours; and benefits packages that facilitate a healthy, stable life, including health insurance, paid sick and vacation time, family/medical leave, an adequate retirement savings plan, disability insurance, and life insurance. For more information about living and self-sufficiency wages for San Francisco, check out the Insight Center for Community Economic Development’s Family Needs Calculator: <https://www.insightcced.org>. For more information about job quality, check out The Aspen Institute’s Job Quality Tools Library: <https://www.aspeninstitute.org/longform/job-quality-tools-library/>

Our programs create an individualized employment and career plan with each client, continually exploring equitable opportunities that match the client’s skills set and desire. Our programs infuse skills building and character development as core concepts.

## Industry or Sector Partnership<sup>25</sup>

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

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

## Worker Wisdom<sup>26</sup>

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

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

## Occupational Segregation<sup>27</sup>

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

All of APD-funded reentry employment programs focus on improving our participant’s livelihood. Although we recognize participants’ conviction records are often a limiting factor in the employment opportunities available to them, our programs try to place people in unsubsidized employment that provides entry to a career path, rather than just a job. Clients are provided various opportunities for professional and personal development, including computer basics training, job readiness, and assistance accessing vocational training programs and higher education.

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<sup>25</sup> Industry or sector partnership refers to industry-driven and locally-based collaboration between key workforce stakeholders that are embedded in the existing workforce and education systems. Read more about building industry partnerships from the National Skills Coalition: <https://www.nationalskillscoalition.org/Partnering-Up-Brief-FIN-HIGH-RES.pdf>

<sup>26</sup> Worker wisdom refers to engaging worker voice in the development of partnerships, programs, and evaluation. Worker voice may refer to engaging unions, community-based organizations, worker advocacy groups, employees, or other stakeholders.

<sup>27</sup> Occupational segregation occurs when one demographic group is overrepresented or underrepresented among different kinds of work or different kinds of jobs. In 2015, for example, men were 53 percent of the U.S. labor force, but held less than 30 percent of the jobs in education and more than 98 percent of the jobs in construction. Occupational segregation hurts economic growth for a multitude of reasons. See more on occupational segregation from Washington Center for Equitable Growth: <https://equitablegrowth.org/wp-content/uploads/2017/09/092717-occupational-seg.pdf>



## Customer Experience

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

In a world filled with adversity, some stories shine brighter than others, like that of Client 1 a resilient African-American man in his forties who transformed his life after spending half of it behind prison bars. A turbulent childhood of instability, trauma, and poverty marred Client 1's life. But against all odds, he found his path to redemption. Client 1's early years were a harrowing tale of instability and toxicity. Growing up in a home ravaged by drug abuse, he found solace in a challenging environment. His mother, who herself had endured sexual abuse, struggled with addiction, leaving young Client 1 without the guidance and support he desperately needed. Generational trauma, undiagnosed mental health issues, and pervasive poverty were constants in his family. As a transitional-age youth, Client 1 faced overwhelming pressures to conform to the harsh expectations of his environment. His uncle's offer of alcoholic beverages when he was still a minor presented a pivotal moment in his life.

Refusing meant being branded as "soft" and "not a man," pushing him further into a cycle of self-destructive behavior. The family's existence was nomadic, moving from one family member to another and never finding a stable home. The absence of fathers in their lives further compounded the challenges Client 1 and his siblings faced. Their single mother struggled to make ends meet in a world that seemed determined to keep them down. Despite the seemingly insurmountable odds stacked against him, Client 1's story took a remarkable turn when he decided to take control of his destiny. While serving his prison sentence, he confronted the demons of his past and rediscovered his self-worth.

During his incarceration, Client 1 embarked on a journey of self-discovery and healing. He sought therapy to address his trauma and the undiagnosed mental health issues that plagued his family for generations. Education became a powerful tool, allowing him to break free from the cycle of poverty and ignorance that had held him captive. Client 1's release from prison was not just a physical emancipation; it was the birth of a new man, determined to rise above his circumstances. He forged connections with support with community-based organizations such as Goodwill and got into a program designed to serve women and men from State prisons, the RISE program.

While in the program, he attended Goodwill's Job Readiness Training Job Fairs. Client 1 and his CASC Career Advisor created an Individual Career Development Plan. In the plan, Client 1 and his Career Advisor had a role. The Career Advisor assisted him in creating various versions of his resume based on job descriptions. Assisted him in building a list of open job opportunities based on his background and education. He had a regular schedule to come into the career center to do independent job searches and complete five or more job applications. Client 1 and his Career Advisor did mock interviews before each interview. Client 1 expressed his interest in wanting to help people. He wanted to work at a non-profit organization Client 1 wanted to utilize his degree in Social and Behavioral Science. His Career Advisor created a list of community-based organizations that were hiring and assisted Client 1 with applying to them.

Through hard work and perseverance, he secured meaningful employment at St. Anthony's Foundation, where he could give back to people facing the barriers Client 1 once faced. Today, Client 1 is not just a success story but a beacon of hope for others facing similar struggles. His transformation from a life of crime to one of purpose and promise is a testament to the human spirit's capacity for resilience and renewal. Client 1's journey from homelessness, prison, and

generational trauma to personal redemption is a story that inspires us all. It underscores the importance of support, therapy, education, and the indomitable spirit of individuals determined to break free from the shackles of their past.

## COVID-19 Impacts

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

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

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

### **How Does Your Department Define Workforce Development?**

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

## Racial Equity

### **What are the intended results of your workforce development programs?**

DCYF's Youth Workforce Development (YWD) programs aim to meet the needs of youth, especially those from our priority populations of African Americans, Latinos, Pacific Islanders and Low-Income Asians. National unemployment rates for youth (ages 16-24) have largely returned to pre-pandemic levels, with 7.4% unemployed in May 2023. While this is significantly higher than the national unemployment rate, it is not unusual because young people have a much higher participation rate in education. In fact, trends show that over the long run, young people in the given age bracket have increased enrollment in school and decreased employment in the workforce. (Source: <https://www.epi.org/blog/class-of-2023-young-adults-are-graduating-into-a-strong-labor-market/>)

When youth unemployment is disaggregated by race/ethnicity, disparities persist. Black youth continue to have the highest unemployment rates compared to other youth at 18%, followed by Latino youth at 10.5%. In comparison, White youth have an unemployment rate of 7% and Asian youth have an unemployment rate of 5.6%. Young men have a slightly higher unemployment rate (9.2%) than young women (8.2%).

Youth workers ages 16-24 are overrepresented in households living below the poverty line compared to those over the age of 25. Research suggests that they are contributing significantly to their household income, with 12% of young workers acting as heads of households. Despite the important role they play in the economy and supporting their families, many young people remain stuck in lower-wage jobs and at risk of being caught in a “circular labor trap”, with little room for growth or skill development within those jobs. (Source: <https://www.labor.ucla.edu/publication/california-future-clocked-in-young-workers/>)

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

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

DCYF’s YWD grantees served over 5,400 unique youth and TAYA. The majority of young people engaged self-identified as BIPOC. Representation of Black and Latino youth in DCYF’s YWD programs are notably higher than their representation in the City’s general population—17% vs 6% for Black youth and 24% vs 23% for Latino youth. During the pandemic, DCYF’s YWD programs effectively pivoted activities for youth to online formats, ensuring that opportunities for job readiness and career planning remained accessible for the City’s most vulnerable youth when other critical areas of youth development and learning were compromised.

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

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

Yes.

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

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

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

## Labor Market Context

### **How do your programs fit into the local labor market?**

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

There are however, a few programs within specific DCYF strategies that target unique labor markets. For example, in DCYF's High School Partnerships strategy, a CBO and SFUSD high school partner to offer YWD services to youth within specific sectors or pathways that relate to what they are studying in the classroom (e.g. For the JJSE Educator Pathway program at June Jordan School for Equity, the focus is on education-related careers).

## Job Quality

### **How do your programs promote job quality?**

DCYF YWD programs promote job quality but do not necessarily provide access to all the items listed above due to the nature of our programs and their focus on youth and TAY. Because our programs prepare youth for a range of careers through short term and mostly part time work and exposure opportunities they are unable to provide much of what is on the list. However, some items remain relevant to our programs including access to appropriate wages and compensation, stable and predictable income, access to some benefits and the ability to participate in programs that are free from discrimination and harassment. To ensure appropriate compensation especially for young people from low income backgrounds DCYF requires all programs providing work-based learning to pay wages in compliance with the City's Minimum Wage Ordinance for youth under 18, and provide appropriate compensation and paid time off in compliance with the Minimum Compensation Ordinance for those 18 and over. Our programs also mostly operate on set schedules and timelines which ensures consistent and predictable opportunities to work.

## Industry or Sector Partnership

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

DCYF partners closely with other key providers and systems that operate youth workforce development programs including the San Francisco Unified School District (SFUSD), OEWD, The Public Utilities Commission (PUC), the Mayor's Opportunities for All (OFA) initiative and our nonprofit grantees. While DCYF is one of the largest funders of youth workforce development programming in San Francisco, we know that our success requires strong collaboration with our partner agencies. In addition, we partner with community organizations that have direct relationships with industry or sector partners in the automotive industry, skills trades, CityBuild, local unions, Hire-Ability, culinary and hospitality industry. Moreover, many programs partner with local businesses to hire young people for internships and apprenticeships. These collaborations

help us ensure a consistent approach across systems, helps to coordinate our engagement of the private sector and actively works to lessen the barriers for participation for young people seeking to engage in the City's sprawling workforce development system.

## Worker Wisdom

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

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

## Occupational Segregation

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

DCYF's YWD programs operate along a continuum that provides exposure to different jobs and careers and gives youth and TAY a chance to practice and experience them. Some DCYF programs explicitly target occupational segregation by recruiting with groups that are underrepresented in certain industries and providing career exposure or experience. For example, DCYF funds the California Academy of Science's Careers in Science Internship Program, which targets disadvantaged minorities and women who are underrepresented in the sciences and provides them with job-readiness training, employment, and transition with a focus on post-secondary science education.

## Customer Experience

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

The following is an excerpt from DCYF's medium blog that highlights the work of our grantees:  
<https://sf-dcyf.medium.com/>

The mission of the Japanese Community Youth Council (JCYC) is to cultivate and enrich the lives of children and youth from diverse, multicultural communities throughout San Francisco and beyond. JCYC was incorporated as a 501(c)(3), non-profit organization in 1970. While the organization continues to serve the Japantown community, JCYC has evolved into a county-wide child and youth development organization, annually serving over 7,000 young people from all socio-economic and ethnic backgrounds and neighborhoods throughout San Francisco and San Mateo County. JCYC programs support children and youth from the time they start preschool until the time they graduate from college.

JCYC has over 16 programs that operate under our four core programs — Child Development, Youth Development, Youth Workforce, and College Access — below are anecdotes of programs that showcased a form of creativity, dynamism, and perseverance, as we transitioned from in-person to virtual and back to in-person programming for the children and youth JCYC serve.

#### Youth Development: Japantown Youth Leaders (JYL)

JCYC's Youth Development staff brought career professionals into their virtual weekly Friday meetings. JYL's career panel format focused on one career professional each week, which delivered an in-depth look into each professional's career, the path that the professional took to get there, and allowed JYL's participants to engage in plenty of one-on-one time to ask questions.

JYL participants also listed careers they were interested in learning about for their annual Career Day program: Career Talk Fridays. JYL's first Career Talk Friday included a number of professionals, including a Civil Engineer, Software Developer, Marriage and Family Therapist with the San Francisco Department of Public Health, Senior Designer at GTL Architects, and more. After each Career Talk Friday, JYL participants were asked to complete a survey, which JYL's Career Day committee used to improve their upcoming virtual presentations.

JYL is very thankful for the speakers who took the time to create engaging presentations for JYL's youth participants and for sharing all aspects of their careers and journey in getting to where they are today.

#### Youth Workforce: Mayor's Youth Employment and Education Program (MYEEP)

MYEEP staff implemented virtual programming to quickly transition their youth participants to the new world of distance learning and to ensure their youth continued developing their workforce skills.

One example: MYEEP's Counselors-In-Training (CITs) shared their Presentations of Learning (POL) as they approached the end of the program year. Their POLs captured moments such as the top three lessons they have learned, what they learned about their community and working with people from all backgrounds, advice they have for next year's CIT Cohort, and general words of wisdom.

The MYEEP staff's dynamic ability to quickly adapt to a new form of programming via Zoom, and the strength and motivation of MYEEP's youth CITs to push their development forward regardless of the circumstances, was amazing.

*In addition to the excerpt above, JCYC has shared the following regarding their work around partnering with the San Francisco Federal Credit Union to open non-custodial youth financial accounts, unique given that the youth are only 14 years old.*

MYEEP has been successful in supporting youth with opening checking and savings accounts, splitting direct deposit to create savings goals, understanding how to manage these accounts and receiving additional support through financial education curriculum like MyPath Money to explore topics like credit. MYEEP participants overall continue to use accounts after the program ends, growing their bank balances, and cultivating an ongoing relationship with their credit union to access additional financial products and services.



The account opening process started at the time employment paperwork was completed and youth expressed an interest in becoming banked. Non-custodial youth checking and savings accounts were opened at San Francisco Federal Credit Union (SFFCU) this year with a hybrid approach. Virtual account opening was achieved via video conferencing to explain what SFFCU and checking/savings accounts are, how to open accounts, and a review of the process to fill out forms. Virtual account enrollments required youth agencies to adopt systems like DocuSign to safely capture youth information without the availability of the credit union's own online application. Face-to-face enrollments gathered documents in person. Both types of documentation, those collected digitally and those collected in-person, were combined in a batch together and shared securely with the credit union via a file sharing system (Hightail). JCYC and SFFCU again collaborated closely to ensure requirements were met, including maintaining flexibility with photo ID requirements, and sharing account details.

## COVID-19 Impacts

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

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

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

## Department of Human Resources (DHR)

### **How Does Your Department Define Workforce Development?**

For DHR, workforce development is about providing underrepresented/underserved populations with the opportunity to:

- Access City employment;
- Develop skills to secure permanent City employment, and grow and thrive in a wide variety of City job classifications;

- Eventually gain enough work experience, education, and training to be able to pursue promotive opportunities if desired, and grow their careers within the City workforce.

Workforce development services include outreach and job application assistance, on-the-job training, apprenticeship and fellowship opportunities, professional development workshops, mentoring, leadership development, career counseling, educational support programs, and other career development services.

## Racial Equity

### What are the intended results of your workforce development programs?

DHR’s workforce development programs provide diverse community members and job seekers with opportunities to enter City employment. This includes diverse job seekers from the Disability Community for our ACE program, recent college graduates for our San Francisco Fellows program, and local community members from underserved communities for our apprenticeship programs. Through our Diversity Recruitment Team, we communicate regularly about our workforce development programs and entry-level City job opportunities through our extensive network of community-based organizations, educational institutions, and public sector partners. Our goal is to bring diverse talent into our workforce development programs; provide these individuals with a positive and supportive initial employment experience with the City; and provide them with training and learning opportunities to gain valuable skills and experiences they will need to successfully obtain permanent employment with the City and County of San Francisco.

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

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

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

This is not built into our program design; and we are unable to hire into Civil Service positions based on demographics. However, some City employees do choose to share their demographics at time of hire, so we can access limited disaggregated demographic data on program participants, if needed.

**If your department does have the ability to disaggregate demographics in outcomes analysis, what do the data demonstrate?**

N/A

## Labor Market Context

**How do your programs fit into the local labor market?**



Our programs target the San Francisco Bay Area labor market for qualified applicants. We partner with community-based organizations, local colleges and universities, and other public institutions to market the City as an employer of choice to a highly diverse population of job seekers.

## Job Quality

### **How do your programs promote job quality?**

DHR's workforce development programs help individuals obtain work experiences and skill development that can lead to permanent employment with the City and County of San Francisco. Program participants have the opportunity to enter high quality, unionized jobs that provide livable wages, excellent benefits, and retirement savings. Participants in our workforce development programs have been successful in attaining high quality jobs in the skilled crafts and trades, in our administrative analyst job series, and in other entry level job classifications that offer growth opportunities.

## Industry or Sector Partnership

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

DHR and City department partners collaborate closely with City College of San Francisco and with various labor unions for successful implementation of our ApprenticeshipSF programs. The union partners, in particular, work closely with subject matter experts within City departments to update apprenticeship curriculum and ensure the program standards adhere to industry best practices.

## Worker Wisdom

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

We incorporate worker voice in many different ways in our various workforce development programs. DHR's ApprenticeshipSF programs consist of partnerships between City departments and labor unions that represent employee voice. We collaborate with our labor partners on the design, implementation, and governance of City apprenticeship programs. Additionally, for the SF Fellows program, program alumni serve on the advisory board and on selection panels for this program. Some of the program alumni also serve as mentors for the Fellows, providing them with guidance in navigating City employment. DHR actively engages with the Disability Community—including community members and community-based organizations and public agency partners who serve them. This engagement allows our team to hear directly from stakeholders about their needs and concerns regarding City employment. Their input helps shape the DHR Diversity Recruitment Team's community engagement efforts for the Disability Community. Lastly, for our numerous professional development workshops, leadership development programs, and career development services, we collect evaluation data from participating City employees and utilize this data to continuously improve our programs. We also collaborate with union partners on the development of some of these programs.

## Occupational Segregation

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

DHR's Workforce Development programs are trying to disrupt occupational segregation by intentionally outreaching to diverse communities and providing entry level employment opportunities to qualified individuals from these communities. Participants in our various

workforce development programs help diversify some key classifications in the City including the Administrative Analyst job series and City jobs within the skilled crafts and trades. In addition, DHR is expanding its career development and career pathway programming for City employees in job classifications who have faced limited opportunities for career mobility. These new services will launch in FY23-24, and will help disrupt occupational segregation by preparing underrepresented City employees to compete effectively for promotive opportunities or jobs with greater opportunity for advancement.

DHR is actively reviewing minimum qualifications for a number of City job classifications, and reducing MQs or adding substitution language, when appropriate, to reflect the reality of job requirements, and to reduce barriers for diverse job seekers. For instance, for several entry level job classifications such as the 1820 junior admin analysts position and the 1241 entry level HR analyst, we have eliminated the one year of related work experience requirement in order to allow individuals who have just graduated from college to be able to apply for these City employment opportunities. In several job classifications, we have also allowed work experience to substitute for a college degree, which also reduces barriers for diverse jobseekers.

## Customer Experience

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

N/A

## COVID-19 Impacts

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

We are currently reassessing our ACE program to determine how to increase the number of City positions departments can set aside for ACE applicants from the Disability Community. The pandemic detrimentally impacted City hiring, including available positions for ACE candidates. Additionally, we recognize the need to provide additional supports, including job coaching, for ACE employees who are placed in City jobs. The pandemic has significantly impacted the well-being of many of our ACE candidates, and additional wraparound supports are necessary to ensure their success in City employment. We need to identify appropriate resources to be able to provide a greater level of support for ACE employees, while also working with City depts to increase the total number of employment opportunities for ACE applicants.

We face a similar challenge with our desire to expand apprenticeship programs. We were fortunate to collaborate with OEWD on a state apprenticeship grant opportunity that allows us to create a new IT Apprenticeship program. Launching in Quarter 3 of the 2023-24 fiscal year, this new program will provide one year of apprenticeship training to prepare diverse individuals from the community for entry level jobs in the IS Help Desk 1091 classification. Unfortunately, due to budget constraints, several City departments who would like to host new IT apprentices are unable to budget for these apprenticeship positions.

## Department of Public Works (DPW)

### **How Does Your Department Define Workforce Development?**

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

### Racial Equity

#### **What are the intended results of your workforce development programs?**

Pathways to public sector jobs for BIPOC job seekers, as they are seen as less discriminatory than the private sector.

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

We were able to have a total of 674 program participants to enter our Workforce Development Programs. Conclusions regarding the impact on the BIPOC population yields that given our Workforce Development Programs attract those from underserved communities, those in the BIPOC population, the formerly incarcerated, homeless/formerly homeless, and TAY population, our reach and impact is substantial.

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

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

Yes.

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

N/A

### Labor Market Context

#### **How do your programs fit into the local labor market?**

N/A

### Job Quality

#### **How do your programs promote job quality?**

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

## Industry or Sector Partnership

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

We partner with Community Based organizations such as Civic Centers, Hunter's Point Family, and Community Youth Center of San Francisco (CYCSF) to administer Workforce Development programs which includes the CBOs facilitating trainings related to social/emotional and job readiness.

## Worker Wisdom

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

The Workforce Development Manager engages meetings with CBOs and unions along with employees regarding program administration and effectiveness.

## Occupational Segregation

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

Our Summer Student Intern Program (Youth & College), which assists college level students in gaining knowledge related to engineering/architectural field. This program helps in attracting more female into the field of engineering and architectural. This year there were 50 female participants and 61 male participants program, along with 7 other participants whose gender identity was not noted.

## Customer Experience

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

N/A

## COVID-19 Impacts

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

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

## Human Services Agency (HSA)

### **How Does Your Department Define Workforce Development?**

We define workforce development as assistance services connecting job seekers and employers as well as providing skill building opportunities to interested individuals. Through SFHSA's workforce development programs, employers save time and financial resources finding quality workers for their business with personalized, zero-cost recruitment services as well as layoff prevention. Job seekers receive a full range of no-cost job and career services through various career centers, training programs, internship opportunities, and post-employment job retention services. Job seekers and employers are matched based on skills, interests, and job requirements.

### Racial Equity

#### **What are the intended results of your workforce development programs?**

We seek to support low-income individuals, the majority of whom are BIPOC, on their path toward self-sufficiency. We recognize that individuals have diverse needs, backgrounds, strengths, challenges, and aspirations. We provide a variety of barrier removal, wraparound support, education/training and job placement/retention services to help clients on their individualized paths.

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

During FY22/23, we provided workforce services to 5,879 individuals, ranging from lighter-touch case management to more intensive job search, job readiness, education, and training activities. Ultimately, 328 of the individuals we served obtained an unsubsidized job, and 1,307 individuals obtained a subsidized job. Our workforce services may also help clients meet work participation requirements so that they can continue to receive benefits.

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

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

Yes.

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

Among the 1,635 individuals placed in a subsidized or unsubsidized job for whom we have data on their race or ethnic identity, 87% were people of color.

## Labor Market Context

### **How do your programs fit into the local labor market?**

Our JobsNOW! program is structured to meet the demands of the local labor market. Employers apply to the program and detail the specific job openings with which they would like our assistance to fill. The top private-sector industry in which we placed clients was accommodation and food services. We also placed clients in the high-demand health care and social assistance industries, such as business services, manufacturing, scientific, technical, arts, entertainment, recreation, and educational services. Our Public Service Trainee program gives individuals with little work experience an opportunity to get a foot in the door and help city agencies better serve the San Francisco community.

## Job Quality

### **How do your programs promote job quality?**

Employers partnering with us in our JobsNOW! program must commit to a pay the San Francisco minimum wage or higher and must also comply with all San Francisco labor laws regarding employee health care and paid sick leave. Our goal is to help clients achieve high-quality, long term stable careers by providing them training, case management and career coaching, and job opportunities that can serve as building blocks.

We are developing new partnerships for vocational training programs and have improved our process for funding these programs. Additionally, we streamlined the contracting and payment processes in hopes of expanding the types of vocational training available to our clients. Providers can now partner with us by completing a brief application and memorandum of agreement, rather than undergoing the full contracting process. We will reimburse their training costs for individual clients up to \$8000 per person for training programs certified by the Bureau of Private and Postsecondary Education. Payments are made when clients reach certain milestones. Providers receive 1/3 of the full payment when clients enroll, 1/3 when they complete the training, and the final 1/3 when the clients have obtained a job.

Providers are selected through a competitive bid process in accordance with local rules and regulations. Providers selected must meet requirements set out in requests for proposals, such as the ability to serve clients in multiple languages and to be sensitive to the needs and experiences of a diverse population.

## Industry or Sector Partnership

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

We continue to partner with the San Francisco Chamber of Commerce and local merchants' associations to identify job opportunities for our clients in diverse neighborhoods, industries, and occupations. We are also a partner in the EXCEL health care administration and support training program, along with the Office of Economic and Workforce Development and the University of California San Francisco. We subsidize part of the EXCEL program graduates' wages when they begin employment at UCSF. With San Francisco government agencies, WDD offers the Public Service Trainee program (PST). The program provides internship opportunities that typically last six months, with options for up to two 3-month extensions if needed. We have also co-located

CalWORKs staff and several Workforce Development Department staff at the local California Employment Development Department (EDD) near where many clients live or are housed in temporary shelters. SFHSA also contracts with several community providers to deliver activities and services for CalWORKs clients. Activities and services include paid work experience with job readiness training and vocational training to become office assistants, commercial drivers, health care aides, or certified nurse assistants. Also included are English language classes and paid transitional work experiences, behavioral health services, domestic violence counseling, and digital literacy training.

## Worker Wisdom

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

We continue to routinely incorporate employees' voices in our planning efforts for our workforce development programs. In fiscal year 22/23, we held a series of supervisory forums to assess and evaluate our virtual service model in response to the pandemic. Included with the forum events were service enhancement workgroups that allowed staff at all levels to participate in the design of both job seeker and business services for the JobsNOW! wage subsidy program. For our contracted partners, we hold regular monthly meetings with program liaisons, contract monitors, and community based agencies to ensure that programmatic needs are met and to encourage fluid dialogue to ensure community needs are addressed.

## Occupational Segregation

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

While we do not have specific programs designed to counter gender-based occupational segregation, we strive to place all clients into the best employment opportunities available to them. 50% of our job placements in FY22/23 were to women, and 87% were to people of color. This fiscal year, we also began a program to provide services for undocumented parents in CalWORKs families, which may include support to begin a small business and connection with English language classes, digital literacy training, and other services.

## Customer Experience

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

WDD recently held a resource and employment fair for individuals with limited English proficiency. This was a pilot event, geared to individuals who spoke primarily Spanish or Chinese, intended to help individuals connect with resources and employment opportunities. Over 130 San Francisco residents came to the event. Twelve providers and employers were on hand to assist participants. One employer hired 10 individuals on the spot for production positions paying \$27/hour and took additional applications for follow-up after the event. Another employer hired 6 individuals on the spot and took applications for follow-up as well. Response to the event and feedback was very positive and highlighted a need for the community. A future event is being planned for January 2024 and WDD hopes to add this to their ongoing services and hiring events.

## COVID-19 Impacts

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



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

In response to the COVID-19 pandemic, the Mayor proposed and the Board approved a significant expansion to the Agency’s JobsNOW! (JN) FY 20/21 program budget. Through 22/23, the Agency revamped the program to make our JN wage subsidies available to assist employers as they struggled through the economic crisis and continued toward recovery. Subsidies are available to employers who are starting new businesses, employers who are restarting their businesses after a shut-down, and employers who are retaining existing employees at risk of being laid off. We continue to expand JN services beyond individuals receiving HSA public benefits and to also assist those who are recovering from unemployment during the COVID-19 pandemic and those whose household income are at or below 300% of the Federal Poverty Level. Prior to the pandemic, we typically had high levels of clients in subsidized employment activities which were funded through CalWORKs Expanded Subsidized Employment funding, a portion of our single allocation for Welfare-to-Work services, and county funds. Since the pandemic, the number of clients in subsidized employment activities has dropped. However, we are beginning to see more subsidized job placements as our JN subsidized employment program rebuilds. Although some providers continue to deliver primarily virtual services (such as behavioral health counseling services), others have returned to delivering in-person services (such as the Community Jobs Program -- a paid work experience, educational, and job readiness activity).

Office of Economic and Workforce Development (OEWD)

**How Does Your Department Define Workforce Development?**

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

Racial Equity

**What are the intended results of your workforce development programs?**

OEWD advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency. To assist in furthering this mission, we developed a set of Principles of Employment Equity with community input which identify various characteristics of groups experiencing lower rates of success in the labor market, often do to discrimination and systemic bias. While OEWD tracks outcomes related to placement rates in employment, training and education, the wage at placement, retention, industry sector, and occupation group, we have not identified specific benchmarks based on race or the other characteristics identified in the Principles of Employment Equity:

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

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



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

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

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

In FY 2022-23, OEWD and its workforce partners enrolled 7,938 participants in workforce development services, of which 4,773 were placed. Participants who completed training had a placement rate of 70% and an average wage of \$25/hour.

1,648 enrolled in training programs with 1,340 completing training (81%) and 936 being placed (70%).

- American Indian/Alaskan Native: 17 enrolled, 76% completed, 69% placed.
- African American/Black: 527 enrolled, 81% completed, 72% placed.
- Asian American: 421 enrolled, 87% completed, 74% placed.
- Hispanic/Latino: 345 enrolled, 77% completed, 70% placed.
- White: 152 enrolled, 77% completed, 51% placed.
- 2 or More Races: 136 enrolled, 83% completed, 67% placed.

RACIAL EQUITY TOOL	YES/NO
<p><b>Programs explicitly address racial disparities and implementation results in the reduction or elimination of racial inequities.</b></p>	<p>Yes. To address some of the racial disparities in workforce outcomes, OEWD funds over 60 organizations to implement 93 programs throughout the City. Services are strategically located in neighborhoods and communities with the greatest workforce disparities. In addition, OEWD prioritizes funding organizations that provide culturally and linguistically competent services.</p>
<p><b>Programs protect against racial violence, racial profiling, implicit/explicit bias, and discrimination.</b></p>	<p>Yes. During our program monitoring review, we ensure that grievance and complaint procedures are posted to include but not limited to nondiscrimination and equal opportunity. In addition, during the participant interviews, questions are asked as to whether or not they have encountered any discrimination or felt that they were treated unfairly and who they need to go to for help. Providers are also aware about and they must not discriminate based on race, color, sex, national origin, religion, age, equal pay, disability or genetic information. <a href="#">equal employment opportunity is the law</a> and they must not discriminate based on race, color, sex, national origin, religion, age, equal pay, disability or genetic information.</p> <p>In addition, OEWD is participating in an initiative to encourage and train employers on utilizing “skills-based hiring” which focuses on identifying the necessary skills needed for a job, how to write job descriptions focusing on those competencies, and broadening the outreach for candidates to those who may possess those skills, rather than relying on traditional indicators such as college degrees, which are not direct corollaries to skill acquisition.</p>

	<p>We do not currently have policies or explicit procedures for addressing racial violence, profiling, or implicit/explicit bias.</p>
<p><b>Programs eliminate barriers to resources, social services, public benefits, and institutions.</b></p>	<p>Yes. Supportive services are provided through all of our programs to help eliminate participant barriers. In addition, our workforce system is aligned with the Human Services Agency to provide additional financial support while in programming. Our Comprehensive Job Center, Goodwill Industries, has social services co-located and also provides employment services in the Community Assessment and Services Center, managed in partnership with the Adult Probation Department to assist clients who are justice-involved.</p>
<p><b>Programs advance full inclusion, belonging, and civic engagement for San Franciscans.</b></p>	<p>Yes. OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans. In 2020, OEWD Workforce Development Division staff with community input developed the following “Principles of Employment Equity” to guide strategic planning efforts:</p> <p><i>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.</i></p> <p><i>We acknowledge the intersectionality of each of these characteristics, particularly race and the continuing legacy of anti-Black racism, which disproportionately affects access and opportunity for each of these groups. OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans.</i></p> <p><i>In addition to seven neighborhood-based job centers to improve access to the workforce system, OEWD funds services specifically to meet the needs of individuals involved with the criminal justice system, immigrants with limited English proficiency, veterans, individuals with disabilities and LGBTQI people.</i></p>
<p><b>Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San</b></p>	<p>Through workforce development programming, such as facilitating employment opportunities, we address income disparities by providing job opportunities for communities with disproportionately low rates of employment. In addition, programs work with those who are underemployed and offer skill advancement for the existing workforce.</p>

<b>Franciscans to achieve their full potential.</b>	Placement outcomes for racial groups with high unemployment are further strengthened through our First Source program.
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**Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?**

Yes.

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

OEWD makes targeted investments into communities that are unemployed, underemployed, or have been historically excluded from the workforce. Consequently, 90% of participants are Black, Indigenous, and/or people of color (BIPOC).

Targeted investments in the Dream Keeper Initiative, a historic reallocation of funds from the police budget to community development programs serving Black and African American San Franciscans have an average wage rate of \$27/hour, higher than all other investment strategies.

Indigenous people have been enrolled at higher rates than in past years; however, American Indian/Alaskan Native and Native Hawaiian/Other Pacific Islander populations make on average \$1-2/hour less post-program than other participants by race.

**Labor Market Context**

**How do your programs fit into the local labor market?**

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

**Job Quality**

**How do your programs promote job quality?**

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

**Industry or Sector Partnership**

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

- OEWD engages with our employer and labor partners both in the development and implementation of our workforce programs. In the development of our latest four-year workforce procurement, we engaged with labor and employer partners through roundtables and focus groups in responding to the economic changes impacted by Covid-19 and for guidance on labor market information, industry hiring trends, and needed services. We plan to implement a similar process for the upcoming RFP.
- Each of our sectors has individual relationships with employers through OEWD staff and the sector coordinators to enhance opportunities for graduates to transition into the workforce. One requirement of federal WIOA funding is for trainings to meet certain levels of certification. We rely on industry partners to review and vet training curriculum before we approve it.
- Through CityBuild, we work closely with the Building and Construction Trades union, state-certified apprenticeship programs, and employer organizations. Unions inform curriculum development, while local employers provide feedback on hiring practices and needed training which informs curriculum and training based on needs identified.
- The Bay Area Council has been a longtime strategic partner of TechSF which assists in filling their hiring and diversity needs. From this, OEWD has received funding for a Bay Area Tech Apprenticeship Network in partnership with the Bay Area Council.
- And finally, our work is informed by Workforce Investment San Francisco, our local workforce investment board, which is comprised of business leadership from throughout San Francisco assisting OEWD in creating strategic workforce connections between industry, business, labor, educational institutions, and community-based organizations to serve the needs of workers and employers in the region.

## Worker Wisdom

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

In planning for our four-year workforce procurement which guides our current programming, we utilized a range of approaches to engage stakeholders to share information about our process and thinking, assist in identifying community needs, and inform our workforce strategies.

- In program year 2022-23, we released participant and employer experience surveys to solicit customer feedback on programming. CityBuild currently conducts surveys of participants after each training cycle, a practice which is being explored for our other sector training programs. In addition, both clients and providers are interviewed during program monitoring visits.

## Occupational Segregation

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

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

Many trades are highly ethnic- or gender-specific in who is represented. Through CityBuild and the local hire program, they have been able to increase the hiring of those who are underrepresented in certain industries with initiatives. One example, launched in 2021-2022, providers in our

construction training programs provided targeted outreach to women to address gender disparities in the trades and offered a designated cohort to prepare women for the construction trades.

## Customer Experience

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

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

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

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

## San Francisco International Airport (SFO)

### **How Does Your Department Define Workforce Development?**

The Airport Commission champions future and existing staff by providing opportunities for upward mobility of diverse talent, identifying and addressing advancement obstacles for employees of color, ensuring that every employee has equitable access to resources and support, increasing mentorship opportunities, and improving communication regarding training, growth, and advancement opportunities. Additionally, SFO works with tenant employers by connecting them to diverse workers and building capacity to help them hire, retain, and build the skillsets of their workforce. These workforce programs aim to provide participants equitable access and professional development opportunities, improve job quality for incumbent employees of SFO’s private tenant employers, and aid job seekers in finding employment at SFO through increased access to transportation, financial services, physical wellness, childcare, and other supportive services.

## Racial Equity

### **What are the intended results of your workforce development programs?**

In 2020, SFO implemented a Racial Equity Action Plan (REAP) to assess current conditions in seven key focus areas for all employees, especially for Black, Indigenous, and People of Color (BIPOC), and identify necessary resources needed to support efforts to change and hold the organization accountable by setting timely, measurable goals and commitments. Of the REAP's seven focus areas, four incorporate initiatives linked to workforce development: Hiring and Recruitment, Retention and Promotion, Diverse and Equitable Leadership, and Mobility and Professional Development. The REAP has deepened SFO's sense of purpose and provided clear direction to effect change by putting racial equity at the heart of every work function. By building a sense of transformation and community within our workforce, we hope to set an example for the aviation industry in tackling historical racial and gender inequities.

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

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

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

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

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

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

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

The Airport Commission can disaggregate some demographics, such as gender and race/ethnicity, for applicants and employees who disclose this information. Currently, 78% of the Airport Commission’s workforce comprises people of color.

SFO’s Business and Career Center (BCC) suspended the collection of demographic data requested while creating user profiles to prioritize recruitment efforts. However, the BCC expects to resume the demographic data collection in 2024.

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

People of color comprise 78% of the Airport Commission’s workforce and 43% of our senior staff positions. Latinx/Hispanic employees represent nearly 14% of the workforce and 9% at the manager and senior staff levels. Female employees comprise 40% of our positions and 50% of our senior staff positions.

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

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

## Labor Market Context

**How do your programs fit into the local labor market?**

Presently, the Airport Commission’s job growth reflects a steady increase since the return of post-pandemic air traffic. As SFO’s partnership programs resume, our capacity to serve jobs in the leisure and hospitality, food services, and hotel industry continues to increase. With the steady increase in air traffic and SFO partnership programs returning to pre-pandemic operating capacity in 2023, SFO anticipates an increase in aiding job placements within the tenant community.

## Job Quality

**How do your programs promote job quality?**

SFO has several programs to support, improve, and maintain job quality at the Airport.

- **Safety and Health:** SFO's Safety and Health group provides all Airport Commission employees with safety and health-related services and resources, including PPE, worksite safety evaluation, and ergonomic reviews.

- **Talent Mobility:** SFO's Talent Mobility team is dedicated to developing career pathway programming and associated services for Airport Commission employees. This team manages SFO's internal pipeline programs and external pipeline partnerships, including career exploration, trainee programs, apprenticeships, fellowships, and high school and college internships. In 2023, Talent Mobility led the effort to bring the first Professional Development Conference and Expo to Airport Commission employees. This event supported employee growth and development through workshops, leadership engagement, and community building.
- **Learning and Development:** SFO's Learning and Development team provides Airport Commission staff development and training programs designed to ensure a supportive and respectful workplace; support managers and employees in achieving work performance excellence through professional development services; create and offer training programs that develop employees' skills for their current roles and career advancement.
- **Well-Being:** SFO's Well-Being program offers Airport Commission employees support in the following areas: Physical, Emotional, Financial, Social, and Professional Well-Being, to inspire, create and maintain a work environment that offers options to support your well-being
- **Career Mentoring Program:** SFO's Career Mentoring program matches mentees to great mentors based on the stated interests, goals, and experience of each in the following areas: technical/functional areas of expertise and leadership competencies.
- **Quality Standards Program (QSP):** Since 1999, QSP has set the standard for minimum wages (50 cents more than the City's Minimum Compensation Ordinance), health and welfare benefits, and safety and training standards.
- **Ground Support Equipment Safety Inspection Program (GSESIP):** Beginning in 2014, the GSESIP subjects all motorized and non-motorized airfield equipment operated by private companies to safety inspections to ensure the safety of all workers and requires any equipment that does not pass the inspection checklist to be put out of service.
- **Facilities Standards Inspection Program (FSIP):** Beginning in 2019, the FSIP has set out to inspect all breakrooms leased by tenants to ensure that breakrooms meet the standards set by the Airport. These include cleanliness, safety, and wage/labor information postings.
- **Financial Literacy & Other Supports:** In 2019, SFO began offering various financial literacy and preparation resources, such as free tax preparation, financial literacy documents, free financial planning and coaching with a certified financial coach, and free and discounted legal help for immigration services. We also provide transportation stipends and retention incentives and connect workers to other resources such as reduced childcare.

## Industry or Sector Partnership

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

SFO staff collaborates with various City Departments and industry partners and participates as members of committees promoting workforce programs and services. Partnerships include San Francisco Unified School District's Career, Technical, Education (CTE) advisory committees for hospitality and STEM pathways, including the special Tech 21 advisory group for students interested in the building trades, ApprenticeshipsSF, and Northern California Apprenticeships Network.



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

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

## Worker Wisdom

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

In June 2022, SFO conducted its biennial employee satisfaction survey in which 80% of the Airport Commission employees provided feedback on nine work experience dimensions: the Work Environment, the Individual and Teamwork Environment, the Supervision Work Environment, Compensation and Benefits, Career Development, Recognition, Communication within the Department, Core Values, Racial Equity, Inclusion and Belonging. The overall employee satisfaction rate related to Career Development was 70%. In response to the feedback on survey items, senior leadership conducted follow-up sessions with Airport Commission employees, division-wide, to discuss survey results and collect additional input on improving employee satisfaction, including professional and career development. SFO is on track to administer the biennial employee satisfaction survey in 2024.

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

## Occupational Segregation

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

The seven key focus areas of SFO's REAP incorporate 263 implementation plan initiatives, which support the prioritization of racial equity through our work, and holds SFO accountable by setting timely, measurable goals and commitments. Through REAP initiatives, SFO continues to:

#### Address the underrepresentation of Black and Latinx Airport Commission Employees:

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

- Developing a Hiring and Recruitment Policy to outline the Airport's standards and ensure an equitable process for all prospective employees;
- Providing internship and training opportunities in various career pathway programs to build a pipeline in professional and protective service job groups;
- Adding \$1.5 million to the operating budget in FY22/23 and FY23/24 for career pathway programs for interns, trainees, and apprentices. The additional budget will continue our efforts toward building a sustainable pipeline;
- The creation of SFO's newest work unit, Talent Mobility. This team manages SFO's internal pipeline programs and external pipeline partnerships, including career exploration, trainee programs, apprenticeships, fellowships, and high school and college internships. In addition, Talent Mobility services include career mapping, resume and cover letter assistance, interview preparation; and
- Developing career lattices for all Airport positions to showcase the internal mobility options.

#### Expand Access to Mentorship Programs

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

#### Application Screening

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

### Customer Experience

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

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

### Department of Technology (TIS)

#### **How Does Your Department Define Workforce Development?**

Workforce development involves providing hands-on learning and opportunities to people in community. It involves providing information and guidance to help residents access opportunities to employment.

## Racial Equity

### **What are the intended results of your workforce development programs?**

As of FY22-FY23, our workforce development program has focused on college students with no special attention to marginalized groups or targeted outreach.

However, as of FY23-24, DT has begun participation in the 1090 IT Admin Support Professional Apprenticeship and the 1010 Tech Trainee program (data not reported), which are both explicitly focused on providing opportunities in technology to underrepresented groups and folks with nontraditional paths to tech.

The 1090 program works to ensure successful participants can achieve employment as a 1091 with the City.

The 1010 program qualifies all successful participations for entry-level technology paths in San Francisco and provides a broad swath of professional development and exposure to IT roles during its 2-year duration.

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

DT was able to bring on 10 interns this summer. Going forward, we have expanded our local outreach and learned from Citywide racial equity leader convenings on ways to eliminate barriers to entry and bring more underserved populations into technology.

We look forward to sharing the results of the 1010 and 1090 program, as well as partnering with Opportunities for All this fiscal year to provide training and professional development to the youth of San Francisco.

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

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

Templates and “best practices” for engaging interns would be ideal. DT will work on engaging its interns after they complete their tenure with the department.

In its current internship outreach, DT has been providing 1:1 consultation to interested students, reviewing applications, and providing guidance on how to find employment in San Francisco government in technology.

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

N/A

## Labor Market Context

**How do your programs fit into the local labor market?**

The Department of Technology provides hands-on training and professional development to a small cohort of college students every year. This year, one of our interns achieved further employment with the City and County of San Francisco.

## Job Quality

**How do your programs promote job quality?**

N/A

## Industry or Sector Partnership

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

At this time, DT has no industry partners outside its current internal partners, e.g. DPW, SFMTA, SFPUC, SFO, DBI, RPD

In the current fiscal year, DT has engaged local universities and community colleges to raise awareness about opportunities, answer student questions about government employment, and more.

Ideally, DT hopes to partner with more local institutions and community benefit organizations that serve residents.

## Worker Wisdom

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

This year, DT incorporated a survey to gauge internship experience and feelings about the program.

DT incorporated their feedback to make the internship experience more structured in the current fiscal year. DT aims to partner with internal stakeholders and community benefit organizations to continue making our internship experience great!

## Occupational Segregation

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

DT works hard to offer opportunities to a diverse range of candidates. In our latest cohort, we offered opportunities to multiple women, bringing out cohort gender ratio close to 1:1 for those identifying as men and women. One candidate identified as nonbinary.

DT closely monitors its applicant demographic data to inform our outreach work. As a result of this analysis, DT hopes to engage more local students by partnering with community benefit

organizations and the San Francisco Unified School District to bring more young people into technology.

## Customer Experience

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

N/A

## COVID-19 Impacts

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

Since COVID-19, our program has returned to being in-office. This limits which applicants can take opportunities with our department, but it has ensured that we can provide our interns regular engagement, professional development, and teach them about San Francisco government and technology.

## CONCLUSION

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

Nonetheless, after nine years of administering the Inventory, the Alignment Committee recognizes significant system-wide data quality and evaluation issues that will only be resolved once the collection process can de-duplicate clients across agencies<sup>28</sup>.

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

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

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<sup>28</sup> OEWD and HSA have worked towards solutions to these issues, including client matching across workforce development programs and collaboration on a data system integration project with the City Controller's Office in FY 2018-19.

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

# Appendix A: FY 2022-23 Citywide Workforce Services Inventory Instrument

### Summary

The Committee on Citywide Workforce Alignment ("Alignment Committee") was established in 2014 to undertake short- and long-term planning for the City's workforce development system, set goals and priorities for its programs, coordinate workforce development activities among City departments, and monitor their effectiveness. Using the data collected through this survey, the Alignment Committee will publish an update in June 2024.

### Purpose

As of FY 2022-23, more than (23) City departments host or fund workforce development programs. This annual inventory provides an opportunity for departments to reflect on the intended beneficiaries, outputs, and outcomes of these programs. Viewed across the years, data from the annual workforce inventory provides insights into the breadth and depth of the workforce system across these departments. These data will help the Alignment Committee establish its policy and budget priorities and create collaborative workforce development strategies across departments.

### Instructions

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

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

### Questions?

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

### Deadline

Please return completed surveys to [kayla.gordon@sfgov.org](mailto:kayla.gordon@sfgov.org) and [jennifer.hand@sfgov.org](mailto:jennifer.hand@sfgov.org) by **FRIDAY, DECEMBER 11, 2023, 5:00 p.m. PST**.

Thank you very much for your time and efforts!



### Summary

As of October 25, 2023, the Committee on City Workforce Alignment formally adopted a unified definition of workforce development for San Francisco. **Please only include programs in your submission which meet the workforce development definition.** If you have any questions, please reach out to Kayla Gordon.

"Workforce development" shall mean publicly-funded services including:

1. workforce navigation, employment, training, supportive, educational support, and youth development services;
  - 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
  - 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
  - training:** Basic Skills, English, Digital Literacy, Financial Literacy, Job/Workplace Readiness, SectorSpecific Job Readiness, Vocational, Occupational, On-the-Job, Project-Based Learning, Internship, Fellowship, Entrepreneurial, Pre-Apprenticeship, Apprenticeship, Training Scholarships (ITAs), Incumbent Worker
  - 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
  - education support:** HS Diploma/GED Attainment, Educational Testing Fees, Assistance with Education-Related Expense, College Degree Barrier Remediation
  - youth development:** 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.

Data Category	Data Element	Definition	Definition Source
Program Types	Service Delivery	A program that enables participants to acquire the knowledge, skills and attitudes needed for gainful employment or improved work performance, but is not an apprenticeship or internship.	Alignment Committee
	Apprenticeship	An apprenticeship is a combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs can be sponsored by individual employers, joint employer and labor groups, and/or employer associations.	U.S. Department of Labor
	Internship	An internship is an official program offered by an employer to potential employees. Interns work either part time or full time at an organization for a certain period of time. The main difference between an apprenticeship and an internship is that internships are more exploratory.	Alignment Committee
	Work-Order to another department	A transfer of funds from one City department to another for the purpose of providing a set of services reflected within the receiving department's mission or expertise.	Alignment Committee
Program Goals	Career and educational advancement	The program's primary goal is to advance skills and/or further educational goals to upskill the current workforce or improve career opportunities for youth or adults	Alignment Committee
	Job readiness	The program's primary goal is to prepare participants to be successful job candidates for employers industry wide, not necessarily geared toward a particular job placement	Alignment Committee
	Subsidized employment	The program's primary goal is to provide paid work experience for participants who are unable to successfully compete for an unsubsidized job, and offer employers incentives to provide work experience and On-the-Job Training for prospective employees. Subsidized employment is employment that is in any part subsidized by third-party funds. See Service Types for additional information	Alignment Committee
	Unsubsidized employment	The program's primary goal is to match participants to unsubsidized employment that best fits their skills, aptitudes and experience. Unsubsidized employment is work with earnings provided by an employer not financed by a third-party or receiving a subsidy for the creation and maintenance of the employment position	Alignment Committee
Service Populations	Adults	Individuals age 25 to 54 at program enrollment	Alignment Committee
	Older Adults	Individuals age 55 and over at program enrollment	Alignment Committee
	Transitional-Aged Youth (TAY)	Individuals age 18 to 24 at program enrollment	Alignment Committee
	Youth	Individuals age 17 and under at program enrollment. <b>Departments may adjust youth age categories based on their definitions. Please do so on the Program Metrics page.</b>	Alignment Committee
	English Language Learner (ELL)	Individuals who have limited proficiency in reading, writing, speaking, or comprehending the English language, and whose native languages are languages other than English; or who live in a family or community environment where a language other than English is the dominant language	Workforce Innovation and Opportunity Act
	Active or Formerly Justice-Involved Individuals	Adults or juveniles who have an active involvement or were formerly involved with the criminal or juvenile justice system	Alignment Committee
	Active or Formerly Foster Care Youth	Adults or juveniles who have active involvement or were formerly involved with the foster care system	Alignment Committee
	Homeless or Formerly Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are "doubled-up" in the homes of family or friends, staying in jails, hospitals, and rehabilitation facilities, and families living in Single Room Occupancy (SRO) units	Alignment Committee
	HOPE SF Residents	Individuals who reside at the Hunters View, Potrero Terrace, Potrero Annex, Sunnydale or Alice Griffith public housing sites of San Francisco	HOPE SF
	Individuals with Cognitive Disability	Individuals who have a mental impairment that substantially limits one or more major life activities; have a record of such impairment; or are regarded as having such an impairment. A mental impairment includes chronic mental illness. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself	Americans with Disabilities Act
	Individuals with Physical Disability	Individuals who have a physical impairment that substantially limits one or more major life activities; have a record of such impairment; or are regarded as having such an impairment. A physical impairment includes hearing, mobility and visual impairments, chronic alcoholism, and AIDS. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more	U.S. Department of Labor
	Public Benefits Recipients	A person who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test (e.g. CalWORKS, FSET, CAAP, and CalFresh)	Workforce Innovation and Opportunity Act
	Public Housing Residents	Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status	U.S. Department of Housing and Urban Development
	Employed	A person who performed any work at all for pay or profit during the last week. This includes all part-time and temporary work, as well as regular full-time, year-round employment. Individuals also are counted as employed if they have a job at which they did not work during the last week, whether they were paid or not, because they were: on vacation; ill; experiencing child care problems; on maternity or paternity leave; taking care of some other family or personal obligation; involved in a labor dispute; or prevented from working by bad weather.	Bureau of Labor Statistics
Underemployed	A person who is highly skilled but working in a low paying job, who is highly skilled but working in a low skill job, or who is a part-time worker who would prefer to be full time	Alignment Committee	
Unemployed	A person who does not have a job, has actively looked for work in the prior 4 weeks, and is currently available for work. Actively looking for work may consist of any of the following activities: contacting an employer directly or having a job interview; contacting a public or private employment agency; contacting	Bureau of Labor Statistics	

		friends or relatives; contacting a school or university employment center; submitting resumes or filling out applications; placing or answering job advertisements; checking union or professional registers; or some other means of active job search.	
	Women and Gender Minorities	This element includes female, trans male, trans female, or genderqueer individuals as defined in the Gender Identity section.	SFDPH
	Veterans	A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable	U.S. Code
	Other	Specific populations not already listed under this data category	Alignment Committee
<b>Service Types</b>	Barrier remediation/support services	Legal, financial, or individual support services to address barriers to employment such as criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar	Alignment Committee
	Basic skills training	Basic academic skills, remedial learning and intentional skill building programs, teaching generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy	Alignment Committee
	Career awareness	Includes job shadowing, work site visits, and career mentorships	Alignment Committee
	Employment support	Wraparound services, case management, and retention and ancillary support services that help an individual acquire and maintain employment	Alignment Committee
	Job readiness training, general	General work behavior and hard and soft skills training for employment across industries; includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job. Job readiness also includes service learning or hands-on volunteer service	Employment and Training Administration
	Job readiness training, sector-specific	Soft skills training targeted toward a specific sector or industry; for example, hospitality job readiness has a heavy emphasis on customer service, since most front of house food services and retail positions require heavy consumer interaction; health care job readiness would include aspects such as medical terminology and effectively navigating the health care system	Alignment Committee
	Job search and placement	Résumé assistance, interview preparation, online application assistance and job search strategies for individuals to help participants acquire subsidized or unsubsidized employment	Alignment Committee
	Mental & behavioral health	Behavioral health services to help participants gain and maintain employment	Alignment Committee
	Vocational assessment	Assessment of an individual's abilities and desires in order to determine needs for employment and appropriate career path	Alignment Committee
	Vocational training	Contextualized training for a particular type of industry, profession, or vocation; more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate	Alignment Committee
	Workplace training	Includes apprenticeships, internships, On-the-Job Training (OJT), and subsidized employment	Alignment Committee
<b>Homeless</b>	Homeless or Formerly Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are "doubled-up" in the homes of family or friends, staying in jails, hospitals, and rehabilitation facilities, and families living in Single Room Occupancy (SRO) units	Alignment Committee
<b>Gender Identity</b>	Female	A person with the behavioral, cultural, biological, or psychological traits typically associated with females	SFDPH
	Male	A person with the behavioral, cultural, biological, or psychological traits typically associated with males	SFDPH
	Trans Male	Transgender men, transmasculine, or transmen, sometimes referred to as 'female-to-male' or FTMs	SFDPH
	Trans Female	Transgender women, transfeminine, or transwomen, sometimes referred to 'male-to-female or MTFs	SFDPH
	Genderqueer or Gender Non-binary	Two of many reclaimed gender identities among persons who do not subscribe to conventional gender distinctions; may feel their gender as neither, both, or some fluctuating combination of male/masculine and female/feminine genders	SFDPH
	Not listed, specified	This category provides options for people to state their specific transgender identity (or identities), as well as an "additional category" which will help clarify the many possible transgender identities	SFDPH
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sex or gender identity	SFDPH
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the sex or gender question was not asked in an effort to alleviate any provider assumptions	SFDPH
<b>Sexual Orientation</b>	Straight or Heterosexual	A person who is emotionally, romantically or sexually attracted to members of the opposite gender	Human Rights Campaign
	Bisexual	A person emotionally, romantically or sexually attracted to more than one sex, gender or gender identity though not necessarily simultaneously, in the same way or to the same degree	Human Rights Campaign
	Gay, Lesbian or Same-Gender Loving	A person who is emotionally, romantically or sexually attracted to members of the same gender	Human Rights Campaign
	Questioning or Unsure	A term used to describe people who are in the process of exploring their sexual orientation or gender identity	Human Rights Campaign
	Not listed, specified	This category provides options for people to state their specific sexual orientation, as well as an "additional category" which will help clarify the many possible sexual orientations	Human Rights Campaign
	Declined to state	This category provides the individual the opportunity to opt-out from stating their sexual orientation	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the sexual orientation question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
<b>Age</b>	Age at enrollment	The period of time between a person's date of birth and program enrollment date	Alignment Committee

<b>Race and Ethnicity</b>	American Indian or Alaska Native, alone	A person who identifies with any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment. It includes people who identify as "American Indian" or "Alaska Native" and includes groups such as Navajo Nation, Blackfeet Tribe, Mayan, Aztec, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, etc.	U.S. Census Bureau / DataSF
	Asian, alone	A person who identifies with one or more nationalities or ethnic groups originating in the Far East, Southeast Asia, or the Indian subcontinent. Examples of these groups include, but are not limited to, Chinese, Filipino, Asian Indian, Vietnamese, Korean, and Japanese. The category also includes groups such as Pakistani, Cambodian, Hmong, Thai, Bengali, Mien, etc.	U.S. Census Bureau / DataSF
	Black or African-American, alone	The category "Black or African American" includes all individuals who identify with one or more nationalities or ethnic groups originating in any of the black racial groups of Africa. Examples of these groups include, but are not limited to, African American, Jamaican, Haitian, Nigerian, Ethiopian, and Somali. The category also includes groups such as Ghanaian, South African, Barbadian, Kenyan, Liberian, Bahamian, etc.	U.S. Census Bureau / DataSF
	Hispanic, Latino, or Spanish	The category "Hispanic, Latino, or Spanish" includes all individuals who identify with one or more nationalities or ethnic groups originating in Mexico, Puerto Rico, Cuba, Central and South American, and other Spanish cultures. Examples of these groups include, but are not limited to, Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, and Colombian. The category also includes groups such as Guatemalan, Honduran, Spaniard, Ecuadorian, Peruvian, Venezuelan, etc.	U.S. Census Bureau / DataSF
	Middle Eastern or North African, alone	The category "Middle Eastern or North African" includes all individuals who identify with one or more nationalities or ethnic groups originating in the Middle East or North Africa. Examples of these groups include, but are not limited to, Lebanese, Iranian, Egyptian, Syrian, Moroccan, and Algerian. The category also includes groups such as Israeli, Iraqi, Tunisian, Chaldean, Assyrian, Kurdish, etc.	U.S. Census Bureau / DataSF
	Native Hawaiian or Other Pacific Islander, alone	The category "Native Hawaiian or Other Pacific Islander" includes all individuals who identify with one or more nationalities or ethnic groups originating in Hawaii, Guam, Samoa, or other Pacific Islands. Examples of these groups include, but are not limited to, Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, and Marshallese. The category also includes groups such as Palauan, Tahitian, Chuukese, Pohnpeian, Saipanese, Yapese, etc.	U.S. Census Bureau / DataSF
	White, alone	The category "White" includes all individuals who identify with one or more nationalities or ethnic groups originating in Europe. Examples of these groups include, but are not limited to, German, Irish, English, Italian, Polish, and French. The category also includes groups such as Scottish, Norwegian, Dutch, Slavic, Cajun, Roma, etc.	U.S. Census Bureau / DataSF
	Other Race, alone	A person having origins in any of the original peoples outside of Europe, the Middle East, North Africa, Black racial groups of Africa, North America, South America, Central America, the Far East, Southeast Asia, the Indian subcontinent, and the Pacific Islands	U.S. Census Bureau
	Two or More Races	A person who identifies with more than one race	U.S. Census Bureau
	Declined to state	This category provides the individual the opportunity to opt-out from stating their race and ethnicity	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the race and ethnicity question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
<b>School Enrollment</b>	Not in School	Not enrolled in any secondary or postsecondary educational institution	Alignment Committee
	In Middle School	A person enrolled in 6th, 7th or 8th grade	SFUSD
	In High School	A person enrolled in 9th, 10th, 11th or 12th grade	SFUSD
	In GED Program	Enrolled in a training which aims to equip people with knowledge, skills and/or competencies required to pass the General Educational Development (GED) test battery	Alignment Committee
	In Vocational Education Program	Enrolled in a non-educational institution training which aims to equip people with knowledge, skills and/or competencies required in particular occupations or more broadly on the labor market	Alignment Committee
	In Postsecondary Institution	A person enrolled in any education beyond high school	Alignment Committee
	Declined to state	This category provides the individual the opportunity to opt-out from stating their school enrollment status	Alignment Committee
Question not asked	This category allows the provider to mark 'Question Not Asked' if the school enrollment question was not asked in an effort to alleviate any provider assumptions	Alignment Committee	
<b>Educational Attainment</b>	Less than High School Equivalent	A person who has not received a regular high school diploma, GED or alternative credential	U.S. Census Bureau
	High School Graduate (or equivalency)	A person whose highest level of education completed is a regular high school diploma, GED or alternative credential	U.S. Census Bureau
	Some College, no degree	A person who has received college credit but not a college degree	U.S. Census Bureau
	Associate's Degree	A person whose highest level of education is an undergraduate degree granted after typically a two-year course of study, especially by a community, junior or technical college (for example: AA, AS)	Alignment Committee
	Bachelor's Degree	A person whose highest level of education is an undergraduate degree granted after typically a four-year course of study, especially by a college or university (for example: BA, BS)	Alignment Committee
	Graduate Degree	A person whose highest level of education is a master's or doctoral degree that follows the completion of a bachelor's degree (for example: MA, MS, MEng, MEd, MSW, MBA, PhD, EdD)	Alignment Committee
	Declined to state	This category provides the individual the opportunity to opt-out from stating their educational attainment status	Alignment Committee
	Question not asked	This category allows the provider to mark 'Question Not Asked' if the educational attainment question was not asked in an effort to alleviate any provider assumptions	Alignment Committee
<b>Priority Populations</b>	English Language Learners (ELL)	A person who has limited ability in reading, writing, speaking, or comprehending the English language, and whose native language(s) are language(s) other than English; or who live in a family or community environment where a language other than English is the dominant language, as determined by client disclosure	Workforce Innovation and Opportunity Act
	Active or Formerly Justice-Involved Individuals	A person who has an active involvement or was formerly involved with the criminal or juvenile justice system; if unable to match through data sharing agreement(s), obtain through client disclosure	Alignment Committee

	Active or Former Foster Care Youth	A person who has an active involvement or was formerly involved with the foster care system; if unable to match through data sharing agreement(s), obtain through client disclosure	Alignment Committee
	Homeless or Formerly Homeless	An individual person or family is considered homeless if he/she/they are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or who are "doubled-up" in the homes of family or friends, staying in jails, hospitals, and rehabilitation facilities, and families living in Single Room Occupancy (SRO) units	Alignment Committee
	HOPE SF Residents	A person who resides at the Hunters View, Potrero Terrace, Potrero Annex, Sunnydale or Alice Griffith public housing sites of San Francisco; if unable to match through data sharing agreement(s), departments can match client addresses to public housing site addresses	HOPE SF
	Individuals with Disability	Any person who has a mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A mental impairment includes chronic mental illness. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself; or any person who has a physical impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A physical impairment includes hearing, mobility and visual impairments, chronic alcoholism, and AIDS. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself; if unable to match through data sharing agreement(s), obtain through client disclosure	Americans with Disabilities Act
	Long-term Unemployed	A person who has been looking for work for 27 weeks or more; obtain through client disclosure	U.S. Department of Labor
	Public Benefits Recipients	A person who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test; if unable to match through data sharing agreement(s), obtain through client disclosure	Workforce Innovation and Opportunity Act
	Public Housing Residents	Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status; if unable to match through data sharing agreement(s), departments can match client addresses to public housing site addresses	U.S. Department of Housing and Urban Development
	Employed	A person who performed any work at all for pay or profit during the last week. This includes all part-time and temporary work, as well as regular full-time, year-round employment. Individuals also are counted as employed if they have a job at which they did not work during the last week, whether they were paid or not, because they were: on vacation; ill; experiencing child care problems; on maternity or paternity leave; taking care of some other family or personal obligation; involved in a labor dispute; or prevented from working by bad weather; obtain through client disclosure	Bureau of Labor Statistics
	Underemployed	A person who is working in a job that is not commensurate with his/her skill level as it pertains to the type of job or pay, or who is a part-time worker who would prefer to be full time; obtain through client disclosure	Alignment Committee
	Unemployed	A person who does not have a job, has actively looked for work in the prior 4 weeks, and is currently available for work. Actively looking for work may consist of any of the following activities: contacting an employer directly or having a job interview; contacting a public or private employment agency; contacting friends or relatives; contacting a school or university employment center; submitting resumes or filling out applications; placing or answering job advertisements; checking union or professional registers; or some other means of active job search; if unable to match through data sharing agreement(s), obtain through client disclosure	Bureau of Labor Statistics
	Veterans	A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable; obtain through client disclosure	U.S. Code
<b>Performance Metrics</b>	Unsubsidized Job Placements	All records of persons who are aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully by the employer, even multiple records for the same person	Alignment Committee
	Subsidized Job Placements	All records of persons who are aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source, even multiple records for the same person	Alignment Committee
	Unique Clients Placed in Unsubsidized Employment	A person who is aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully by the employer, regardless of the number of employment records	Alignment Committee
	Unique Clients Placed in Subsidized Employment	A person who is aided by an educational institution, social service agency, military branch, employment agency or recruiter to attain employment in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source, regardless of the number of employment records	Alignment Committee
	Unsubsidized Employment at Program Exit	A person who attains or has retained employment in which wages are paid fully by the employer at program exit	Alignment Committee
	Completed the Program	A person who has fulfilled the requirements of the workforce development program and is deemed by the funding department to have successfully completed the program	Alignment Committee
	Enrolled in English Language Service(s)	A person who is enrolled in a program that uses English as the instructional language for eligible students and enables such students to achieve English proficiency and academic mastery of subject matter content and higher order skills, including critical thinking, so as to meet appropriate education, industry and occupation requirements	Alignment Committee
	Completed Basic Skills Training	A person who has completed a basic academic skills, remedial learning and/or intentional skill building program, where he/she was taught generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy	Alignment Committee
	Completed Job Readiness Training	A person who has completed a general work behavior and hard and soft skills training for employment across industries; the training includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance,	Employment and Training Administration

	getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job	
Completed Vocational and/or Occupational Skills Training in the NAICS Industries Listed Below:	A person who has completed a contextualized training for a particular type of industry, profession, or vocation. The training is more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate	Employment and Training Administration
Accommodation and Food Services	This industry comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services	NAICS
Administrative and Support and Waste Services	This industry comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services	NAICS
Arts, Entertainment, and Recreation	This industry includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises the following: establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests	NAICS
Construction	This industry comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector	NAICS
Crop and Animal Production	This industry comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats	NAICS
Educational Services	This industry comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students	NAICS
Finance and Insurance	This industry comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions	NAICS
Government	This industry consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant	NAICS
Health Care and Social Assistance	This industry comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry	NAICS
Information	This industry comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or communications; and processing data	NAICS
Management of Companies and Enterprises	This industry comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise; or establishments that administer, oversee, and manage may hold the securities of the company or enterprise	NAICS
Manufacturing	This industry comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Construction	NAICS
Mining, Quarrying, and Oil and Gas Extraction	This industry comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity	NAICS
Other Services (except Public Administration)	This industry comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services	NAICS



	Professional, Scientific, and Technical Services	This industry comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services	NAICS
	Real Estate and Rental and Leasing	This industry comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks	NAICS
	Retail Trade	This industry comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise	NAICS
	Transportation and Warehousing	This industry includes providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in this industry use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline	NAICS
	Utilities	This industry comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities	NAICS
	Wholesale Trade	This industry comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing	NAICS
<b>Placement or Employment Industry</b> The number of clients placed into...	Accommodation and Food Services	This industry comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services	NAICS
	Administrative and Support and Waste Services	This industry comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services	NAICS
	Arts, Entertainment, and Recreation	This industry includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises the following: establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests	NAICS
	Construction	This industry comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector	NAICS
	Crop and Animal Production	This industry comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats	NAICS
	Educational Services	This industry comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students	NAICS
	Finance and Insurance	This industry comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions	NAICS
	Government	This industry consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant	NAICS
	Health Care and Social Assistance	This industry comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry	NAICS

	Information	This industry comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or communications; and processing data	NAICS
	Management of Companies and Enterprises	This industry comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise; or establishments that administer, oversee, and manage may hold the securities of the company or enterprise	NAICS
	Manufacturing	This industry comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Construction	NAICS
	Mining, Quarrying, and Oil and Gas Extraction	This industry comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity	NAICS
	Other Services (except Public Administration)	This industry comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services	NAICS
	Professional, Scientific, and Technical Services	This industry comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services	NAICS
	Real Estate and Rental and Leasing	This industry comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks	NAICS
	Retail Trade	This industry comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise	NAICS
	Transportation and Warehousing	This industry includes providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in this industry use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline	NAICS
	Utilities	This industry comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities	NAICS
	Wholesale Trade	This industry comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing	NAICS
<b>Individual Employment Earnings, Pre-Program</b>	Average Hourly Employment Earnings (\$)	A person's average hourly taxable wages at program intake; a person may self-certify where necessary	Alignment Committee
<b>Individual Employment Earnings, Post-Program</b>	Average Hourly Employment Earnings (\$)	A person's average hourly taxable wage at initial unsubsidized employment placement; a person may self-certify where necessary	Alignment Committee
<b>Employment Retention</b>	Clients employed <b>1 month</b> after program exit (regardless if different position or employer).	Program participants employed 30 days after program exit, regardless of employer.	OEWD
	Clients employed <b>3 months</b> after program exit (regardless if different position or employer).	Program participants employed 90 days after program exit, regardless of employer.	Alignment Committee
	Clients employed <b>6 months</b> after program exit (regardless if different position or employer)	Program participants employed 180 days after program exit, regardless of employer.	Alignment Committee
	Clients employed <b>12 months</b> after	Program participants employed 365 days after program exit, regardless of employer.	Alignment Committee



	program exit (regardless if different position or employer).		
	Clients employed <b>18 months</b> after program exit (regardless if different position or employer).	Program participants employed one and a half years after program exit, calculated by month of employment and regardless of employer.	OEWD
	Clients employed <b>24 months</b> after program exit (regardless if different position or employer).	Program participants employed two years after program exit, calculated by month of employment and regardless of employer.	OEWD





# [INSERT NAME OF DEPARTMENT]

## FY 2022-23 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2022-23 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
<b>Program Participants ("Duplicated" Clients)</b>	<b>TOTAL</b>					0		#DIV/0!
<b>Unique Clients ("Unduplicated" Clients)</b>	<b>TOTAL</b>							100%
<b>Gender Identity</b> <i>(only for program clients age 12 and older)</i>	Female					0		#DIV/0!
	Male					0		#DIV/0!
	Trans Male					0		#DIV/0!
	Trans Female					0		#DIV/0!
	Genderqueer or Gender Non-binary					0		#DIV/0!
	Not listed, specified					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
<b>TOTAL</b>		0	0	0	0	0	0	#DIV/0!
<b>Sexual Orientation</b> <i>(only for program clients age 12 and older)</i>	Straight or Heterosexual					0		#DIV/0!
	Bisexual					0		#DIV/0!
	Gay, Lesbian or Same-Gender Loving					0		#DIV/0!
	Questioning or Unsure					0		#DIV/0!
	Not listed, specified					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	<b>TOTAL</b>		0	0	0	0	0	0
<b>Age</b> <i>(for <u>all</u> program clients)</i>	Youth (17 and under)					0		#DIV/0!
	TAY (age 18 to 24)					0		#DIV/0!
	Adults (age 25 to 54)					0		#DIV/0!
	Older Adults (age 55 and over)					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	<b>TOTAL</b>		0	0	0	0	0	0
<b>Race and Ethnicity</b> <i>(for <u>all</u> program clients; If your department captures sub-categories of race or ethnicity, consistent with recommendations from the Office of Racial Equity, please feel free to add additional lines and roll-up to the top category.)</i>	American Indian or Alaska Native, alone					0		#DIV/0!
	Asian, alone					0		#DIV/0!
	Black or African-American, alone					0		#DIV/0!
	Hispanic, Latino, or Spanish					0		#DIV/0!
	Middle Eastern or North African, alone					0		#DIV/0!
	Native Hawaiian or Other Pacific Islander, alone					0		#DIV/0!
	White, alone					0		#DIV/0!
	Other Race, alone					0		#DIV/0!
	Two or More Races					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	<b>TOTAL</b>		0	0	0	0	0	0
<b>Residence</b> <i>(for <u>all</u> program clients)</i>	ZIP Code 94102					0		#DIV/0!
	ZIP Code 94103					0		#DIV/0!
	ZIP Code 94104					0		#DIV/0!
	ZIP Code 94105					0		#DIV/0!
	ZIP Code 94107					0		#DIV/0!
	ZIP Code 94108					0		#DIV/0!
							0	

[INSERT NAME OF DEPARTMENT]

FY 2022-23 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2022-23 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
	ZIP Code 94109					0		#DIV/0!
	ZIP Code 94110					0		#DIV/0!
	ZIP Code 94111					0		#DIV/0!
	ZIP Code 94112					0		#DIV/0!
	ZIP Code 94114					0		#DIV/0!
	ZIP Code 94115					0		#DIV/0!
	ZIP Code 94116					0		#DIV/0!
	ZIP Code 94117					0		#DIV/0!
	ZIP Code 94118					0		#DIV/0!
	ZIP Code 94121					0		#DIV/0!
	ZIP Code 94122					0		#DIV/0!
	ZIP Code 94123					0		#DIV/0!
	ZIP Code 94124					0		#DIV/0!
	ZIP Code 94127					0		#DIV/0!
	ZIP Code 94129					0		#DIV/0!
	ZIP Code 94130					0		#DIV/0!
	ZIP Code 94131					0		#DIV/0!
	ZIP Code 94132					0		#DIV/0!
	ZIP Code 94133					0		#DIV/0!
	ZIP Code 94134					0		#DIV/0!
	ZIP Code 94158					0		#DIV/0!
	Other ZIP Code					0		#DIV/0!
	Homeless (using DSHS definition)					0		#DIV/0!
	Outside of San Francisco Resident					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
<b>School Enrollment</b> <i>(for all program clients)</i>	Not in School					0		#DIV/0!
	In Middle School					0		#DIV/0!
	In High School					0		#DIV/0!
	In GED Program					0		#DIV/0!
	In Vocational Education Program					0		#DIV/0!
	In Postsecondary Institution					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
<b>Educational Attainment</b> <i>(for all program clients)</i>	Less than High School Equivalent					0		#DIV/0!
	High School Graduate (or equivalency)					0		#DIV/0!
	Some College, no degree					0		#DIV/0!
	Associate's Degree					0		#DIV/0!
	Bachelor's Degree					0		#DIV/0!
	Graduate Degree					0		#DIV/0!
	Declined to state					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!

**[INSERT NAME OF DEPARTMENT]**

**FY 2022-23 WORKFORCE DEVELOPMENT SERVICES SUMMARY**

FY 2022-23 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
<b>Priority Populations</b> <i>(for <u>all</u> program clients, unless noted otherwise; these populations are not mutually exclusive, so indicate all that apply per client)</i>	English Language Learners					0		#DIV/0!
	Active or Formerly Justice-Involved Individuals					0		#DIV/0!
	Active or Former Foster Care Youth					0		#DIV/0!
	Homeless or Formerly Homeless					0		#DIV/0!
	HOPE SF Residents					0		#DIV/0!
	Individuals with Disability					0		#DIV/0!
	Long-term Unemployed <i>(age 25 and older)</i>					0		#DIV/0!
	Public Benefits Recipients					0		#DIV/0!
	Public Housing Residents					0		#DIV/0!
	Employed					0		#DIV/0!
	Underemployed <i>(age 25 and older)</i>					0		#DIV/0!
	Unemployed					0		#DIV/0!
	Women and Gender Minorities					0		#DIV/0!
	Veterans <i>(age 25 and older)</i>					0		#DIV/0!
Data Unknown or Unavailable.					0		#DIV/0!	
								#DIV/0!

# [INSERT NAME OF DEPARTMENT]

## FY 2022-23 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2022-23 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent	
<b>Performance Metrics</b> <i>(for <u>all</u> program participants)</i>	Enrolled in English Language Service(s)					0		#DIV/0!	
	Completed Basic Skills Training					0		#DIV/0!	
	Completed Job Readiness Training					0		#DIV/0!	
	Completed Training, Other (Not Voc. or Occ.)					0		#DIV/0!	
	<i>Completed Vocational and/or Occupational Skills Training For:</i>								
	Accommodation and Food Services					0		#DIV/0!	
	Administrative and Support and Waste Services					0		#DIV/0!	
	Arts, Entertainment, and Recreation					0		#DIV/0!	
	Construction					0		#DIV/0!	
	Crop and Animal Production					0		#DIV/0!	
	Educational Services					0		#DIV/0!	
	Finance and Insurance					0		#DIV/0!	
	Government					0		#DIV/0!	
	Health Care and Social Assistance					0		#DIV/0!	
	Information					0		#DIV/0!	
	Management of Companies and Enterprises					0		#DIV/0!	
	Manufacturing					0		#DIV/0!	
	Mining, Quarrying, and Oil and Gas Extraction					0		#DIV/0!	
	Other Services (except Public Administration)					0		#DIV/0!	
	Professional, Scientific, and Technical Services					0		#DIV/0!	
	Real Estate and Rental and Leasing					0		#DIV/0!	
	Retail Trade					0		#DIV/0!	
	Transportation and Warehousing					0		#DIV/0!	
	Utilities					0		#DIV/0!	
	Wholesale Trade					0		#DIV/0!	
	Other, Non-Specified					0		#DIV/0!	
	<b>Completed Vocational/Occupational Training, TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
	<b>Training Completions, TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
	Unsubsidized Job Placements						0		#DIV/0!
	Subsidized Job Placements						0		#DIV/0!
	Unique Clients in Unsubsidized Employment						0		#DIV/0!
	Unique Clients in Subsidized Employment						0		#DIV/0!
Unsub. Employment Placements at Program Exit						0		#DIV/0!	
<b>Placements and Employment, TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>	
[Define your Department's Outcome Metric if not listed above]								#DIV/0!	
[Insert your Department's Outcome Metric if not listed above]								#DIV/0!	
<b>Placement or Employment Industry</b> <i>(for <u>all</u> program clients)</i>	Accommodation and Food Services					0		#DIV/0!	
	Administrative and Support and Waste Services					0		#DIV/0!	
	Arts, Entertainment, and Recreation					0		#DIV/0!	
	Construction					0		#DIV/0!	

# [INSERT NAME OF DEPARTMENT]

## FY 2022-23 WORKFORCE DEVELOPMENT SERVICES SUMMARY

FY 2022-23 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
	Crop and Animal Production					0		#DIV/0!
	Educational Services					0		#DIV/0!
	Finance and Insurance					0		#DIV/0!
	Government					0		#DIV/0!
	Health Care and Social Assistance					0		#DIV/0!
	Information					0		#DIV/0!
	Management of Companies and Enterprises					0		#DIV/0!
	Manufacturing					0		#DIV/0!
	Mining, Quarrying, and Oil and Gas Extraction					0		#DIV/0!
	Other Services (except Public Administration)					0		#DIV/0!
	Professional, Scientific, and Technical Services					0		#DIV/0!
	Real Estate and Rental and Leasing					0		#DIV/0!
	Retail Trade					0		#DIV/0!
	Transportation and Warehousing					0		#DIV/0!
	Utilities					0		#DIV/0!
	Wholesale Trade					0		#DIV/0!
	Data Unknown or Unavailable.					0		#DIV/0!
	<b>TOTAL</b>					<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
<b>Individual Employment Earnings, Pre-Program</b> (i.e. taxable wages at program intake) <i>(only for program clients age 18 and older)</i>	Average Hourly Employment Earnings (\$)					#DIV/0!	#DIV/0!	
	Client Data Available					0	0	
	Client Data Unavailable					0	0	
<b>Individual Employment Earnings, Post-Program</b> (i.e. taxable wages at initial unsubsidized job placement)	Average Hourly Employment Earnings (\$)					#DIV/0!	#DIV/0!	
	# Client Data Available					0	0	
	# Client Data Unavailable					0	0	
<b>Employment Retention</b> <i>(for all program clients)</i>	Clients employed <b>1 month</b> after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed <b>3 months</b> after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed <b>6 months</b> after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed <b>12 months</b> after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed <b>18 months</b> after program exit (regardless if different position or employer).					0		#DIV/0!
	Clients employed <b>24 months</b> after program exit (regardless if different position or employer).					0		#DIV/0!
	# Client Data Available					0		
	# Client Data Unavailable					0		



**[INSERT NAME OF DEPARTMENT]**

**FY 2022-23 WORKFORCE DEVELOPMENT SERVICES SUMMARY**

FY 2022-23 Program Metrics	Data Element	[Program Name]	[Program Name]	[Program Name]	[Program Name]...	Total Program Participants	Dept. Unique Clients	Percent
	If the above information is unavailable for your department, please fill out the following:	[Program Name]	[Program Name]	[Program Name]	[Program Name]...			
	<i>[Describe your Department's client employment retention reporting and/or data-gathering practice. A retention practice may include a data request to a state agency, long-term client outcome tracking through self-report, longitudinal survey collection, or other.]</i>							
	<i>[Define your Department's client employment retention reporting metric. Example: Full-time, unsubsidized employment at three years post-program.]</i>							
	<i>[Describe frequency or availability of this data. E.g., quarterly, yearly, three years after exit.]</i>							
	<i>[Insert relevant fiscal year e.g., FY17-18; Program Exit FY14-15]</i>							
	<i>[Insert your Department's Retention Metric.]</i>							
	<i>[Insert your Department's Retention Metric.]</i>							
	<i>[Insert your Department's Retention Metric.]</i>							
	# Client Data Available							
	# Client Data Unavailable							

Source: FY 2022-23 Workforce Services Inventory, Fall 2023.

**CONTEXT**

The Budget and Legislative Analyst Office audited OEWD's workforce programs during FY 2019 - 2020 and FY 2020 - 2021. Among other policy points, the auditors recommended that OEWD de-duplicate client data across all workforce-serving departments. This may be accomplished through client data matching or through data system alignment. If you have additional recommendations for this project, please feel free to share in this form.

**INSTRUCTIONS**

Please share the data elements available in your data system to help us appropriately scope the request. Identify which of these elements your department has available (Y/N), in which system they are housed (e.g., database name, paper form, etc.), and whether your department has a different naming convention for the element. Please add notes where you would like to clarify any items or ask questions.

**Where did this taxonomy come from?**

OEWD and SFHSA participated in a data system mapping project with the Controller's City Performance Unit from 2018 - 2020. This request is based off of work product completed by the Controller.

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

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

# [INSERT NAME OF DEPARTMENT]

## FY 2022-23 WORKFORCE DEVELOPMENT SERVICES SUMMARY

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

*Source: FY 2022-23 Workforce Services Inventory, Fall 2023.*

# FY 2022-23 CITYWIDE WORKFORCE SERVICES INVENTORY QUALITATIVE ANALYSIS ADDENDUM (OPTIONAL)

## CONTEXT

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

**As appropriate, your responses to this optional form will be used in the FY 2022-23 Annual Inventory to spotlight your programs. In addition, data from this section may be used to build network connections among programs and departments and may be used for discussion or presentation at the Alignment Committee meetings.**

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

## INSTRUCTIONS

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

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

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

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

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

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

<b>Programs eliminate barriers to resources, social services, public benefits, and institutions.</b>	
<b>Programs advance full inclusion, belonging, and civic engagement for San Franciscans.</b>	
<b>Programs meaningfully improve the conditions of communities of color and/or preserve or strengthen the ability of San Franciscans to achieve their full potential.</b>	
<b>RACIAL EQUITY: Does your department have the ability to disaggregate demographics in outcomes analysis? If not, what support do you need to do so?</b>	
<b>RACIAL EQUITY: If your department can disaggregate demographics in outcomes analysis, what does the data demonstrate?</b>	
<b>LABOR MARKET CONTEXT:</b> Please review the labor market information included with this instrument or request updated information from Jen Hand ( <a href="mailto:jennifer.hand@sfgov.org">jennifer.hand@sfgov.org</a> ).	
<b>How do your programs fit into the local labor market?</b>	
<p><b>JOB QUALITY:</b> Job quality refers to jobs and careers with living wages, stable and predictable income, wealth-building opportunities; safe workplaces free from discrimination and harassment; stable and predictable hours; and benefits packages that facilitate a healthy, stable life, including health insurance, paid sick and vacation time, family/medical leave, an adequate retirement savings plan, disability insurance, and life insurance.</p> <p>For more information about living and self-sufficiency wages in San Francisco, check out</p> <ul style="list-style-type: none"> <li>Insight Center's Family Needs Calculator (2022) <a href="https://insightccd.org/family-needs-calculator/">https://insightccd.org/family-needs-calculator/</a></li> <li>MIT Living Wage Calculator (2022): <a href="https://livingwage.mit.edu/counties/06075">https://livingwage.mit.edu/counties/06075</a></li> </ul> <p>For more information about job quality, check out The Aspen Institute's Job Quality Tools Library: <a href="https://www.aspeninstitute.org/longform/job-quality-tools-library/">https://www.aspeninstitute.org/longform/job-quality-tools-library/</a></p>	
<b>How do your programs promote job quality?</b>	
<p><b>INDUSTRY or SECTOR PARTNERSHIP</b> is an industry-driven and locally-based collaboration between key workforce stakeholders embedded in the existing workforce and education systems.</p> <p>Read more about building industry partnerships from the National Skills Coalition: <a href="https://nationalskillscoalition.org/wp-content/uploads/2020/12/Partnering-Up-Brief-FIN-LOW-RES.pdf">https://nationalskillscoalition.org/wp-content/uploads/2020/12/Partnering-Up-Brief-FIN-LOW-RES.pdf</a></p>	
<b>Who are your key industry partners, and how do you partner with the industry to create curriculum, build coalitions, improve training and placement outcomes, and engage commitment-to-hire?</b>	

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

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

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

See more on occupational segregation from

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

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

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

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

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

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

# Appendix B: FY 2022-23 Program Inventory

Dept	FY 2022-23 Program	Program Description	Type of Workforce Program
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.	Job search and placement
APD	Young Community Developers IPO	Interrupt, Predict, organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management.	Employment support
APD	Arriba Juntos IPO	Interrupt, Predict, organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management.	Employment support
DCYF	Bridges from School to Work (Bridges from School to Work, Inc.)	Bridges from School to Work (Bridges) provides employment services to young adults with significant barriers to employment ages 16-24. Priority populations are youth who are or were in Special Education and opportunity youth with other life challenges. Bridges provides comprehensive job-readiness, job placement and 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
DCYF	Burton High School Pathways and Partnerships (Bayview Hunters Point YMCA)	Aligned to SFUSD's CTE vision and Burton's community school vision, the Bayview Y will oversee the implementation of job readiness training and WBL experiences through Burton's Pathway Program. In Health Science we will establish a subcontractor relationship with FACES for the Future Coalition (FACES) to ensure students are trained/assessed in skills that provide them access to health professions and will support ongoing partnerships. In Engineering and Media Art, we will manage Burton's current partnerships and cultivate additional industry partners as needed. We will work with lead teachers to embed our Transition Into Independent Living Life-Skills (TILL) job readiness curriculum to develop career ready skills and improve social emotional learning. Our team will work side-by-side with Burton staff to provide job readiness training, develop WBL opportunities, train and support employers, monitor student progress and link students to additional support services as needed. We will also support broad implementation of best practices with regard to implicit bias, stereotype threat, growth mindset and asset-based youth development. Family partnership will include information sessions, skill-building workshops and inclusion in program design/evaluation.	Internship
DCYF	CYC Career Awareness Pathways to Success (Community Youth Center of San Francisco)	The CAPS program will be tailored to meet individual needs through a project-based learning approach combined with a series of workshops and supports that is culturally and linguistically appropriate. Our curriculum 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 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
DCYF	CYC High School Partnerships Program at SF International HS (Community Youth Center of San Francisco)	The High School Partnerships Program at SF International HS equips youth with the knowledge, skills, abilities, and experiences that will prepare them for the world of college and career. Through a close working partnership with the SF International HS, the program will provide all 11th graders with an integration of career readiness curriculum and work-based learning opportunities. Through job shadowing and work-based learning internships, participants will develop skills and competencies needed for future workforce success. We will coordinate career spotlights where guest speakers from different sectors will come share their experiences and pathways to various careers. In addition, academic supports, job readiness and leadership development workshops will be offered to interested youth at all grade levels.	Internship
DCYF	Career Pathways Undocumented (CPU) (Bay Area Community Resources)	Career Pathways for Undocumented Youth is a workforce and education program serving youth/TAY who are undocumented or lack permanent US citizenship. The program offers job readiness and life skills training, case management, career coaching, academic support, work based learning and immigration advocacy/support.	Internship
DCYF	Careers in Science Internship Program (California Academy of Sciences)	Over 25 years ago, the Academy created Careers in Science (CIS) to help San Francisco high school 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-based 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
DCYF	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 lifted, 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. Participants who complete the program will know more about the industry and be prepared for advance training, internships and entry level opportunities. Moreover, participants who completed phase 1 will earn a free lap top to foster continued and lifelong learning upon completion of a culminating project.	Internship
DCYF	Digital Media Pathways Program (Bayview Hunters Point Center for Arts and Technology)	During the Summer 2022, Fall 2022 and Spring 2023, 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).	Internship
DCYF	ENVISION (Oasis For Girls)	Oasis For Girls ENVISION Program is an 6-10 week long 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 give 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, code switching, resumes, cover letters, time management, mental health, workplace discrimination, post-secondary options like college, financial literacy, and transition plans.	Internship
DCYF	Edible Schoolyard at Willie Mays Boys & Girls Club at Hunters Point (Boys & Girls Clubs of San Francisco)	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.  Business Development Teen Program: Through this program, teens learn fundamental skills pertaining to running and sustaining a business. Partnerships with companies like Happy Moose Juice (juice company) and Nana Joes (granola company) give our teens first hand experience working with real business owners and practicing their skills.	Service Delivery
DCYF	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	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 engage in service learning projects through our local food pantry to inspire community awareness and 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 students. And 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 a 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 programs at June Jordan and for June Jordan students.	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 4 cohorts, a total of 65, 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)	Juma's San Francisco YouthConnect Program is designed to serve Opportunity Youth, defined as youth aged 16-24 who are at risk of disconnection from school and work. YouthConnect is delivered in the context of its Earn, Learn, Connect suite of services.  EARN: Youth are employed for one year at one or more of Juma's three social enterprise businesses in San Francisco: concessions at Oracle Park and Chase Center, and at Steep Creamery & Tea Shop. During their employment, youth develop core competencies in customer service, sales and business operations. Overseen by an Enterprise Manager trained in youth development and growth-mindset principles, young people develop critical soft skills such as communication, teamwork, and reliability and have the opportunity to practice these skills in the real-life learning lab provided by the social enterprise.  LEARN: Alongside the job, youth are supported by a Program Coordinator who provides individual and group coaching. Coaching helps youth set, plan and pursue strengths-based, short and long-term personal, financial and career goals.  Youth also complete Juma's original core curriculum that teaches financial capability, foundational employment skills and job seeking basics. The curriculum delivered virtually by Juma staff via Zoom has been designed for low-income youth facing barriers to employment using Juma's logic model and learning objectives.  Once youth complete Juma's core curriculum consisting of 8 courses, they choose from 4 electives based upon their specific needs and interests. Core workshops include Communication 101, Developing a Growth Mindset and Saving and Budgeting 101 while elective workshops include Career Panels in high growth industries (healthcare, retail, hospitality, logistics and technology), College Tours and Service Learning experiences. This provides Juma the opportunity to customize a full curriculum for each youth, ensuring that we meet their needs and goals. Each young person leaves Juma with the YouthConnect Toolkit consisting of a finalized resume, a profile suitable for employment websites, and a recorded "elevator pitch."  CONNECT: 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 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 youth understand how to access and maximize their employer's training and advancement opportunities.  In response to the COVID-19 pandemic, Juma has virtualized all programming and will deliver its core curriculum via Zoom in the 2022-2023 calendar year. To enhance virtual learning, Juma uses a "Youth Self Assessment" that allows each young person to assess themselves in different programmatic areas (past job experience, financial capabilities, etc.). This tool allows youth to set and attain short- and long-term personal, financial, educational and career goals.	Internship
DCYF	LLA Workforce Development Program (Life Learning Academy)	Life Learning Academy (LLA) located on Treasure Island is a SFUSD charter high school serving 70 students ages 14-18 involved or at-risk of social involvement and/or who have challenging life problems including school failure, family instability, poverty, trauma, and substance abuse. In addition to our core academic model, we offer both site-based and community workforce programming and career/college counseling support. Additionally, Life Learning operates a student dormitory for students who need safe, supportive housing as part of their school program.	Internship
DCYF	LYRIC Fellowship (Youth Employment/Organizing Components) (Lavender Youth Recreation and Information Center (LYRIC))	Artistic Resistance is an immersive program for TGNC, non-binary, and queer youth, ages 18-24. This program is designed to prepare a new generation of creative, social justice leaders to critically engage and wrestle with their socio-political landscape through various forms of artistic expression, while supporting their emotional and mental wellness so they can become powerful agents of change in their own lives and in their dynamic, intersecting communities. Program currently operating virtually in preparation for a major renovation of LYRIC's programming space.	Internship
DCYF	LifeWorks Employment Program (Horizons Unlimited of San Francisco)	LifeWorks Employment Program is a youth workforce development program that provides job readiness, life skills, career exploration, academic support, educational/post-secondary planning and preparation, and work experience for youth, ages of 14-24, involved with the juvenile and adult justice system and with barriers to employment. The program consists of 2 cohorts, LifeWorks (ages 14-17) and TAY (Transitional Age Youth) (ages 18-24) and is offered year round: Summer (8 weeks, 20 hrs/wk), Fall (30 weeks, 10 hrs/wk). Youth work 10-12 hours per week during the Fall and up to 20 hours per week during the Summer cycle at certified worksites and are paid at the current minimum wage of \$17.34 per hour.	Internship



DCYF	Mayor's Youth Employment and Education Program (Japanese Community Youth Council)	MYEEP provides San Francisco youth between the ages of 14-17 with the opportunity to prepare for and build work experience through after school and summer employment at nonprofit and public sector organizations, as well as local businesses. MYEEP also helps participants develop job search skills, explore postsecondary education and career opportunities, and learn life skills. During the school-year, MYEEP focuses on high school freshman and sophomore and includes; 40 hours of job readiness training, 10 hour per week of employment from January through April. During the summer, MYEEP is open to all high school students and includes 10 hour of job readiness training and 136 hours of employment.	Internship
DCYF	Middle School Career Awareness Program (Boys & Girls Clubs of San Francisco)	BCGS' Middle School Career Awareness Program helps our middle school members succeed in school, explore careers, build leadership skills, and pursue diverse interests. Career exposure activities include career talks, resume building, field trips, and more. This program also includes Torch Club which is our middle school leadership program that helps middle schools build leadership skills and add to their resume by engaging in service opportunities.	Service Delivery
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)	BAV's Next Gen program is a free, after-school media arts education program available for San Francisco Bay Area residents ages 14-17 years old. Participants learn how to tell their own stories through video, and animation. Participants gain free access to industry-standard equipment and software in a collaborative environment. Under the instruction of award-winning teaching 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. Participants present their work at the end of the program culminating with a celebration that will be hosted in person (or if necessary in a hybrid or virtual format depending on the status of COVID-19 protocols).  We will continue to offer our Animation and Factory (Video Production) tracks for the upcoming program year, and are excited to welcome the addition of our new audio track, SNAP! (storytelling & narrative through audio production) into our Spring 2023 semester of programming. Our new audio track will be hosted in our 9th street space on Monday/Wednesday evenings, while our Animation and Factory tracks will maintain their current Tues/Thurs schedule at KQED.  For the 2022-23 program year, BAVC Media is in two facilities in San Francisco: 1) the Ninth Street Independent Media Center, home to Center for Asian American Media Center, the Frameline Film Festival, the Jewish Film Institute and other professional film and media producers; and 2) based space at the remodeled KQED facility. Both facilities follow ADA requirements and are close to public transportation. We are excited to be able to offer in person programming with a hybrid option should participants test positive for COVID-19 but feel good enough to participate virtually. Our teaching and other staff have become quite adept at teaching and supporting students in both formats.	Internship
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, Excelior Works!, Minnie and Lovie Ward Recreation Center, and the D11 Workforce Collaborative to strengthen local partnerships to enhance service connection for clients; maintain and create new employment partnerships with private, public, community based entities that can contribute to work placements, and compile TAY jobs/services database for information and referral.	Internship
DCYF	Occupational Therapy Training Program- San Francisco (Special Service for Groups)	OTTP provides youth programming at Buena Vista Horace Mann (BVHM), Martin Luther King Middle School (MLK), and SF Skate Club (SFSC) at their respective sites. OTTP's holistic, trauma informed, strength-based approach embodies the principles of youth development and is embedded into the school day or after-school programming. Career Awareness is conducted as a weekly group with six distinct cohorts (1-2 groups of non-duplicated youth weekly at each site of 6th, 7th, and 8th graders, for a total of 6 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, and making decisions based on self-knowledge. 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	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 work sites, 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 offered through both in-person and virtual formats throughout the 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 22-23 fiscal year, we plan to partner with Mission, Independence, Gateway, Hilltop, Burton, Balboa, KIPP, Leadership, Thurgood Marshall and Civic Center High School.  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.  We continue to expand our work-based learning placements available for youth; in 2021 we piloted five new programs, and this year we are launching new initiatives including partnerships with UCSF researchers in the medical field and our growing Climate Career Corps in the field of green jobs. Our 2022 work-based learning placements include paid internships with partners like First Republic, SPUR, Southern Exposure, SFSPCA, Old Navy Headquarters, Baywell Psychiatry, and a number of small businesses through SFMade and SF New Deal; continuing our longstanding partnership with SF Rec & Parks, in addition to expanding placement opportunities at sites teaching green skills including the Golden Gate National Recreation Area, Suthro Stewards, Presidio Trust, SF Office of the Environment, Nature in the City and more as part of our larger Climate Career Corps program; retail pathways at Old Navy through This Way Onward and direct placements; 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 Bay, City College of SF, UCSF and more; and broader Career Exploration series led in partnership with a SFUSD staff member, including career panels in financial services, healthcare, technology, art/architecture/design, on-site field trips to workplaces, 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 representing companies including Dropbox, PricewaterhouseCoopers, Gap and Red Dot Studios, who support their professional development. Enterprise staff provide follow-up support to participants, fostering a welcoming environment for youth to continue to access professional development resources. We emphasize a multi-year program model to support youth throughout high school and into college; increasingly, youth are opting to participate in internships for two and three years following their first work experience, with 121 youth returning for at least their second year enterprise internship in 2021 and over 160 planned returnees in the summer of 2022.	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 evidence-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 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 1 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	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 exploration/life skills, job coaching and client referrals to supportive services, including behavioral health, CAAP Benefits, MediCal, CalFresh, etc.	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 an as needed basis for youth who cannot attend in person groups.	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 work sites, 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 LGBTQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC))	LYRIC's Sequoia Leadership Institute (SLI) has 25 years of experience serving low-income (100%) LGBTQ youth of color (77%) facing multiple employment barriers (91% meeting DCYF's equity definition). Our highly tailored, identity-affirming training curriculum and wraparound support empower vulnerable HS youth to stay in school, and help disconnected TAY to reconnect to school, while preparing them for the work world. The program will be run virtually in preparation of a major renovation of LYRIC's programming space	Internship
DCYF	Spark Career Exploration & Self-Discovery Program (Spark Promise)	Spark is a Career Exploration and Self-Discovery Program that provides middle school students opportunities to understand, experience, and pursue what's possible for their future. Spark works to bridge the opportunity gap by bringing together diverse communities of schools, families, businesses, and volunteers to show middle school students what's possible in their future; centering our work around industry and equity. Spark Campus Engagement, Spark Discovery, Spark Mentorships, and other campus and community events use diverse industry exposure, workplace experiences, mentoring, and the CASEL social-emotional learning framework to help students explore careers, build skills, and find the right path to a successful future.	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.	Internship
DCYF	The Arc San Francisco Youth Workforce Development Education and Career Preparatory Program (The Arc San Francisco)	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 Service)	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), CityBuild, 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 HPF'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 LGBTQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC))	LYRIC's UndocuWorkforce (UWF) program is the Bay Area's first paid leadership program for undocumented LGBTQ 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 LGBTQ 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 (JISE) 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 Youth)	The program will be organized at three middle schools where HIFY has strong relationships and is built 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 quarter and semester-long, twice-weekly embedded 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 quarter or semester. In each cohort, a youth leader will design and facilitate health education workshops to explore the field.  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 systems impacted youth and young adults rekindle hope and break free from destructive patterns by providing strengths based, 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	Youth Workforce (City Youth Now)	City Youth Now's Youth Partnering for Education and Employment (YPTE) program provides educational and employment support to youth. This is completed through paid internships, college/vocational scholarships, and financial assistance for other education and employment related needs such as interview clothing, exam fees, textbooks, and transportation to school, etc. Each year, CYN also awards academic scholarships to college-bound youth to provide the financial resources necessary to begin their postsecondary education.	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 transition aged youth ("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. 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 and 1 group employment readiness training that combines job searching/interviewing and resume-writing as well as job retention tips with financial literacy training and safety 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 School Cafe)	Old School 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.	Internship
DHR	Fish Fellowship in Civic Leadership	1 year fellowship to bring a Teach For America alumnus 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	Professional Development Workshops and Leadership Development Programs for Existing City Employees	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). Leadership development training for supervisors, managers and directors in the City and County of San Francisco. 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	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	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
DHR	SEIU Work Training Program	Training and educational courses for existing City employees to advance their careers	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	Ability Information Technology Program	Employment Consultants 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	Employee Development	This program is designed to serve individuals who need basic job preparation and paid work experience in a structured group setting. Participants come to Hire-Ability's workshop setting five days a week and are assigned a Vocational Rehabilitation Counselor who provides job skills training, conducts classes and follows their progress in the program.	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 health consumer 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 Community Mental Health Academy.	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 additional community mental health related learning modules to boost their direct service work.	Service Delivery
DPH	Peer Specialist Certificate & Leadership Academy	Program prepares BHS consumers and/or family members with skills & knowledge for peer specialists/counseling roles in the systems-of-care. In addition, the program offers the Leadership Academy which is a monthly training series designed to support and educate peer providers in the behavioral health field.	Service Delivery
DPH	Peer-to-Peer Employment Program	The Peer Internship offers entry-level placements in peer direct services and administrative support roles. In a collaborative learning and supported environment, peer interns work with other peer providers in a variety of DPH programs	Internship
DPH	Addiction and Recovery Counseling	This is a 26.5-unit California Consortium of Addiction Programs and Professionals (CCAPP) accredited certificate that will prepare students to work as credentialled counselors in Substance Use Disorder Programs. This program is designed for working adults, new and returning students.	Service Delivery
DPH	Unpaid Academic Internship Placements	The San Francisco Department of Public Health (SFDPH or the Department) offers academic internships as an opportunity to expose students and community members to educational and professional development experiences in the public health field. This includes learning and career advancement opportunities in a clinical and non-clinical setting. Many internships are mandatory for students to complete their educational degree.	Internship
DPH	Non Academic Youth Internship Placements	DPH is a host site for community based organizations serving San Francisco youth.	Internship
DPH	Career Advancement Webinars	DPH provides in-house career advancement information and assistance to existing DPH employees, contractors, interns, and anyone doing work on behalf of the Department. The objective is to train the workforce on the civil service system to promote within the Department, and create a path for temporary employees and interns to obtain permanent employment with DPH.	Service Delivery
DPW	Pitstop-Civic Centers (No longer in operation)	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	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	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	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 et Hunters Point Family Pit Stop program goal is to employ adults with meaningful employment for local hires that would lead to permanent job growth, in addition to providing the City and County of San Francisco with needed municipal services.	Service Delivery
DPW	Summer Youth Program-Hunters Point Family	Hunters Point Family Pitstop Internships for the Department of Public Works (DPW) provided employment and training opportunities for sixty (60) youth during the summer of 2023. This marked the 17th year of the citywide summer youth employment program. This year's program provided 7 weeks of employment and employment training to youth ranging in age from 13 - 19. Summer Environmental Service Workers had the opportunity to receive on the job training and mentoring from Hunters Point Family's field supervision team. These efforts were supported by a seasoned group of DPW employees in a safe and supportive working environment that kept participants motivated and engaged over the summer.	Internship
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 American Programs. 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
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 SFDD provides one EMS lieutenant to be the lead instructor.	Service Delivery
FIRE	9910 - EMT Internship	EMT Internships on City Ambulances for the Department of Public Works (DPW) provided employment and training opportunities for sixty (60) youth during the summer of 2023. This marked the 17th year of the citywide summer youth employment program. This year's program provided 7 weeks of employment and employment training to youth ranging in age from 13 - 19. Summer Environmental Service Workers had the opportunity to receive on the job training and mentoring from Hunters Point Family's field supervision team. These efforts were supported by a seasoned group of DPW employees in a safe and supportive working environment that kept participants motivated and engaged over the summer.	Internship
HRC	Opportunities for All	Mayoral initiative to provide paid work-based learning opportunities for youth and people ages 13-24.	Internship
HSa	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
HSa	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
HSa	Transitional Employment Support Services (TESS)	Job readiness training provided by community-based organizations to participants in the Public Service Trainee program	Service Delivery
HSa	CJP for Justice-Involved TAY	Internships at City & County of San Francisco agencies for justice-involved participants.	Service Delivery
HSa	Wage Subsidy/OTI	Provides wage reimbursement to participating private-sector and non-profit employers when hiring clients on public benefits or are low-income and unemployed in San Francisco. Also includes reimbursement to employers for on-the-job training	Service Delivery
HSa	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
HSa	Youth Employment Services (YES)	Youth employment program for former foster youth and General Assistance recipients ages 18-24. Provides intensive case management, subsidized employment, education, and/or behavioral health services.	Service Delivery

HSA	Individual Referral (IR) Vocational Training	Provides training for specific occupations for CalWORKs, General Assistance, and CalFresh clients.	Service Delivery
HSA	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
HSA	Transitional Employment	1-month work experience program for CalWORKs clients unengaged from work participation requirements.	Service Delivery
HSA	Work Participation Activities	Case management of CalWORKs clients to help them become and remain engaged in work activities.	Service Delivery
HSA	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
HSA	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
HSA	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
HSA	Department of Rehabilitation (DOR)	Provides vocational rehabilitation services to HSA clients with disabilities	Service Delivery
HSA	Refugee Employment Services	Provides benefits and services linkages to newly arrived refugees, asylees, and trafficking victims resettled in San Francisco County	Service Delivery
HSA	Job Readiness Assessment (JRA) & Employment Plan Development	Assess clients' skills, education, and job readiness. Develop individualized employment plans. May include vocational testing.	Service Delivery
HSA	Job Search/Job Club	Individual and group job search/job readiness assistance provided to CalWORKs, General Assistance, CalFresh, and MediCal clients. Includes prevocational and/or behavioral health services provided through a community-based organization.	Service Delivery
HSA	Workfare	Required community service activity for General Assistance and selected CalFresh clients determined to be able to work.	Service Delivery
HSA	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
HSA	Interview Clothing	Provides business suits and professional attire to clients for job interviews.	Service Delivery
HSA	Domestic Violence Counseling	Provides counseling and support to CalWORKs clients who have experienced domestic violence.	Service Delivery
HSA	Prevocational & Behavioral Health Services	Provides counseling, assessment and behavioral health support to CalWORKs, General Assistance and CalFresh clients.	Service Delivery
HSA	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
HSA	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	Service Delivery
HSA	Smart Money Financial Coaching	Provides financial coaching to families and individuals to support movement towards self-sufficiency and financial literacy/empowerment.	Service Delivery
HSA	Individualized Legal Services	Provides individual legal services to address barriers to employment	Service Delivery
HSA	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
HSA	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
HSA	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/Formely Homeless	Work-Order to another department
HSA	Immigrant Self Sufficiency Services	Provide job readiness trainings, workshops, and coaching to support available income-generating opportunities	Service Delivery
HSA	Digital Services Program	Provides technology equipment, digital literacy training, and technical support. Clients, referred by HSA, will receive a laptop upon completion of 10 hours of training.	Service Delivery
HSH	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 6	Service Delivery
MOHCD	Transition Opportunities and programs for Success (TOPS)	Life skills, educational skills and case managements 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 Jobs Center	Skill building, primarily for homeless residents of District 6	Service Delivery
MOHCD	Educational Support- Community Based Services	Academic skill building and GED preparation, primarily for Latinx residents citywide	Service Delivery
MOHCD	MLVS Vocational Preparation	Academic skills 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 Tenderloin	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 Visitation Valley	Service Delivery
MOHCD	Advancing Economic Equity Program	Skill building and enhanced information and referral services for residents of Treasure Island	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 generation youth.	Service Delivery
MOHCD	AWS ASSIST (Access to Services and Skills-Building for Immigrant Survivors of Trauma) Program	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 Trafficking	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/Ingleside (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	Life skills training and service connection for Limited English Proficiency Blind and Low Vision San Franciscans	Service Delivery

	Proficiency Blind and Low Vision San Franciscans		
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	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 programs.	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 Besse Carmichael/Filipino Education Center students, including in-school, after-school and summer programming.	Service Delivery
MOHCD	LGBTQQ+ TAY Youth Advocacy	Youth advocacy and short-term case management, primarily for LGTBQQ TAY citywide	Service Delivery
MOHCD	Digital Equity for Parent Ambassadors	Provide digital literacy training and device distribution to African American, Latinx and Chinese newcomer parents/caregivers	Service Delivery
MOHCD	NextStep: Digital Literacy Training for Underserved Individuals with Disabilities	expand the NextStep digital literacy program	Service Delivery
MOHCD	Digital Navigator Program	Provide devices, support with internet connectivity, and digital literacy training to Fiber to Housing residents to close the digital divide	Service Delivery
MOHCD	Frontline Digital Equity	Provide digital literacy classes, computer devices, and connectivity for low-income homeless shelter workers, who are unstably housed, formerly incarcerated, or people of color.	Service Delivery
MOHCD	Community Media Grant	Purchase equipment to support Bayview YMCA Studio Workforce Program.	Service Delivery
MOHCD	SECC Access Grant & Cyber Services	Managing access to SECC Cyber Hub technology resources and programs.	Service Delivery
MOHCD	Administrative Overhead		
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 Job Centers (CJC)	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.	Service Delivery
OEWD	Neighborhood Job Centers (NIC)	Neighborhood Job Centers 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 Job Centers (SJC)	Specialized Job Centers offer workforce services for immigrants, people experiencing homelessness, Veterans, people with criminal justice involvement, persons with disabilities, LGTBQI individuals and more. 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 Job Centers offer workforce services for transition age youth with an emphasis on career exploration. YAJCs 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 Occupational Skills Training	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	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-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 Specialty 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. FY22-23 included the following specialized training cohort: India Basin Chort 2.	Service Delivery
OEWD	CityBuild Construction Southeast Coordinator	The 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. Primary targeted clients are those who reside in District 10.	Service Delivery
OEWD	CityBuild Pro (Construction Administration & Professional Services Academy)	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	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 On-Ramps 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	Transportation Occupational Skills Training (Industries of Opportunity)	CityDrive includes Class B permit preparation training, SFMTA application assistance, training to understand jobs associated to Class B and Class A, and supplies case management and supportive services.	Service Delivery
OEWD	Advanced Manufacturing Occupational Skills Training (Industries of Opportunity)	Connects low-income job seekers to employment in the advanced manufacturing industry through job placement assistance and training opportunities. Offers a 12-week advanced manufacturing training program which begins with basic computer literacy and then proficiency in either CNC Machining or 3D printing	
OEWD	Advance Manufacturing On-Ramp		
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 Francisco 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 or 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-shop 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. Employers 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	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	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 displaced worker assistance, tailored vocational training and employment placement.	Service Delivery
OEWD	Pilot Occupation Skills Training (Emerging Industries)	Pilot OST supports the Non-profit, Property Management, and Janitorial/Custodial sectors to create jobs and career pathways for local residents. Connects job seekers to employment through job placement assistance and training opportunities. Offers paid internships and work experience. Provides innovative training and employment models to meet the needs of job seekers and workers who have not been successfully connected to the labor market in entrepreneurship or worker cooperatives.	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
OEWD	Equity Pilot	Allocated across programs by fund source	
PDR	Volunteer Attorney Program (VAP)	Full-time Attorney Volunteers & Provisionally Licensed Lawyers are assigned to represent felony clients from arraignment through preliminary hearing with the attorney of record. Participants receive extensive training before starting the program and throughout.	Apprenticeship
PDR	Legal Internship and Externship Program & Mentorship Program	Law students and recent graduates perform legal work under the supervision of a staff attorney for credit, for work-study, for a school stipend or as a volunteer for experience. Program is Full-time only during the summer and part-time or full-time during the school year. Onboarding orientation, regular training sessions and weekly intern meetings are required. A limited number of high school and college students are referred from various programs - MYEEP, SFJU Willie Brown Fellowship, Paralegal Programs, SFJSD and Nueva.	Internship
PDR	Litigation Warriors	Building off of the current intern program, PDR Volunteer Attorney Program (VAP) and fellowship programs, the Litigation Warriors program creates specific paid legal internships for AA/Black students and graduates. With the allocation of DKJ Funding, the Public Defender seeks to recruit and improve career pathways for African American/Black (AA/Black) students and interns.	Internship
PRT	Public Service Aides	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, Commercial Property Management field, Maritime Industry, and Legislative and Governmental Affairs.	Internship
PRT	Student Design Trainees	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	Recognizing the need to enhance the training and job opportunities in San Francisco, the budget includes a workorder 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	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	Maintenance 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	Rising T.I.D.E.S. Intern and Mentorship Program	Rising TIDES Intern and Mentorship Program 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	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 (SFSF) 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	Accountant Intern Program (1649)	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	Junior Engineers (5201)	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	Student Engineer Trainees (5380, 5381, 5382)	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	Apprentice Electronic Instrumentation Technician I, Water Pollution Control (7304)	Assists the Electronic Instrumentation Technician in the operation and maintenance of a wide variety of complex machinery and equipment in a water pollution control sewage treatment plant or pumping station; and performs related duties as required	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 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. Through experience in on-the-job training and related instruction become fully accomplished in the craft, and qualified for journey-level status.	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, machinist instruments, castings 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 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 WVE -SEP/OSP/NPTU/525 GG - Living Machine	Apprenticeship
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	Watershed Workers (Seasonal 7542)	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	Graduate Student Intern Program (9910)	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)	The positions in the Public Service Aide-Admin 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	Public Service Aide (9920, 9922)	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	Project Learning Partnership Grants	Grant program to support project-based learning about SFPUC services and utility career exposure at community-based organizations' youth workforce programs.	Service Delivery
PUC	John O'Connell CTE program	The John O'Connell CTE program supports educators to implement career awareness and preparedness curriculum through project-based lessons while also offering work-based learning opportunities to students.	Service Delivery
PUC	SFUSD Fellow	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
RPD	Workreition	Trainees perform entry level work in one of five (5) institutional 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 requity 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	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
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 High School, Undergraduate, Legal Internship Program (unpaid)	The San Francisco District Attorney's Office offers unpaid internship positions for high school, Undergraduate students, legal students interested in criminal justice who seek exposure to the unique and diverse opportunities the SFD'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). 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	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, victim support, information technology, depending on assignment.	Internship
SFDA	San Francisco Sentencing Community Initiatives Data Fellow	San Francisco's support from the San Francisco Foundation, the SFDA offers two college- or graduate-level students with data analytics experience to serve as fellows with the SFDA Data, Research and Analytics, and Strategic Planning and Community Initiatives teams. Fellows will conduct neighborhood-based data analysis to better understand public safety trends in the City of San Francisco. The fellowship will last twelve weeks and may have the possibility of extension.	Fellowship
SFMTA	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
SFMTA	Genesys Works Young Professionals Internship	SFMTA's program with GenesysWorks gives underserved students the opportunity to succeed in a professional work environment while still in high school or college. All Genesys Works Young Professionals receive 8-weeks/120 hours of technical and professional skills training the summer before their internships. As a component of their training, students receive three college credits and a micro certification from Golden Gate University.	Internship
SFMTA	SFMTA Youth Transportation Advisory Board (YTAB)	SFMTA's Youth Transportation Advisory Board (YTAB) aims to explicitly and intentionally elevate the lived experiences of young people from across the city of San Francisco to better inform our policies and practices.	Internship
SFMTA	San Francisco Unified School District Career Technical Education Summer Internship	Partnership with SFUSD for a paid internship intended for sophomores and juniors to extend their learning outside the classroom in a Career Technical Education setting.	Internship
SFMTA	SFMTA Planning & Engineering Internship Program (5380-5382 job classes)	Planning & Engineering Internship Program geared toward community college and university students pursuing degrees in transportation planning, engineering, urban planning, and urban studies	Internship
SFMTA	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
SFMTA	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 system, interface with local CBOs and schools, and are prepared and trained not only for internal opportunities including 9166, 9167, and 9168 as well as other similarly situated programs such as the BART civilian ambassadors/patrol and other City roles involving service in community or to communities.	Internship
SFMTA	9940 Pre-Apprenticeship Automotive Mechanic Training Program	Pre-Apprenticeship Automotive Mechanic perform semi-skilled trainee work designed to introduce career options and roles including in connection with the operation, maintenance and repair of automotive vehicles. As part of a collaboration with City College of San Francisco and Jewish Vocational Service, students enroll in Automotive Technology courses and receive job-readiness support throughout an 18-week on-the-job training program.	Apprenticeship
SFO	SFO Business and Career Center (BCC)	The BCC is a resource center for airport tenant employees, job seekers, and employers. The center provides services such as job connections, access to transportation discounts, and staffing support for employers.	Service Delivery
SFO	Opportunities for All (OFA)	An internship program managed by the Human Rights Commission, San Francisco Mayor's Office, HOPE SF, and other community agencies, that connects young people of all backgrounds to paid employment, job training, and mentorship opportunities.	Internship
SFO	Through SFO's partnership, OFA interns are placed in a variety of SFO host offices where participants will gain valuable job-readiness experience.		
SFO	Trainee Programs - Student Design	SFO trainee programs focus on providing on the job training, enabling trainees to meet the minimum qualifications for specific job classifications.	Internship
SFO	SFO Internships - College, High School, Career Advance	Internship programs for high school students (including graduating seniors), college students, and recent graduates in which participants gain work experience and airport career exposure.	Internship
SFPL	Basic Computer Skills Classes	Basic computer training for adults focused on building computer comfort, using the internet and common computer programs such as the 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)	Ten 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) account or 529/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 for 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
SHF	Horticulture Program (SF Sheriff's Department & SF-PUC) FY 2022/23 - PUC	The SFSD Horticultural Training Program is a joint program of the San Francisco Public Utilities Commission (SFPUC) and the San Francisco Sheriff's Department (SFH) that seeks to fund an organization, that provides workforce development training, life skills, and 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
SHF	Horticulture Program (SF Sheriff's Department & SF-PUC) FY 2022/23 - Sheriff's Office	The SFSD Horticultural Training Program is a joint program of the San Francisco Public Utilities Commission (SFPUC) and the San Francisco Sheriff's Department (SFH) that seeks to fund an organization, that provides workforce development training, life skills, and 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
TIS	Citywide Summer College Internship	Summer internships for current college students in engineering, planning, or other technical fields.	Internship

# Appendix C: Community-Based Partners by Funding Department

Service Provider Name	APPD	DCYF	DHR	DPH	DPW	FIRE	HRC	HSA	MOHCD	OCEIA	OEWD	PORT	PUC	SEMTA	SHF	COUNT
A. Philip Randolph Institute San Francisco											X					1
Academy of Truck Driving								X								1
African Advocacy Network										X						1
African American Art & Culture Complex									X		X					2
African American Shakespeare Company											X					1
Alive & Free										X						1
APA Family Support Services									X							1
Arriba Juntos	X							X								2
Asian and Pacific Islander Wellness Center, Inc. (dba San Francisco Community Health Center)									X							1
Asian Women's Shelter									X							1
Balance								X								1
Bay Area Community Resources		X									X					2
Bay Area Legal Aid								X								1
Bay Area Video Coalition (BAVC)		X									X		X			3
Bayview Hunters Point Center for Arts and Technology (BAYCAT)		X									X		X			3
Bayview Hunters Point Foundation for Community Improvement													X			1
Bayview Opera House											X					1
Behavioral Health Services				X												1
Behavioral Health Services - South of Market MH Clinic				X												
Bernal Heights Neighborhood Center									X							1
Booker T. Washington Community Service Center									X							1
Boys & Girls Clubs of San Francisco		X														1
Bridges from School to Work		X									X					2
Brightline Defense											X					1
California Academy of Sciences		X														1
California Lawyers for the Arts		X														1
Catholic Charities of SF										X						1
Charity Cultural Services Center								X			X					2
Children's Council											X					1
Chinatown Community Development Center (CCDC)									X				X			2
Chinese for Affirmative Action											X					1
Chinese Progressive Association, Inc., fiscal sponsor of Excelsior Works!									X							1
City College of San Francisco			X	X							X					3
City EMT						X										1
City Planning OFA internship (City department)							X									1
City Youth Now		X														1
Civic Centers					X											1
Collective Impact											X					1





Hospitality House												X						1
HumanMade												X						1
Hunters Point Family		X			X			X										3
Immigrants Rising												X						1
Independent Arts & Media (Code TL)												X						1
Interfaith Movement for Human Integrity												X						1
Japanese Community Youth Council (JCYC)		X						X					X	X				4
Jarmstead Unlimited												X						1
Jewish Vocational Service		X										X						2
John O'Connell High School														X				1
Jubilee Immigration Advocates												X						1
Juma Ventures		X																1
La Casa de las Madres								X										1
La Raza Centro Legal, San Francisco									X	X								2
Laborers' Local 261			X															1
Laborers Training and Retraining Trust Fund for Northern California												X						1
Larkin Street Youth Services		X										X	X					3
Lavender Youth Recreation and Information Center (LYRIC)		X							X					X				3
Legal Services for Children											X							1
Life Learning Academy		X																1
LightHouse for the Blind and Visually Impaired									X									1
Literacy for Environmental Justice (LEJ)														X				1
Mercy Housing California									X									1
Mission Bit												X						1
Mission Economic Development Agency (MEDA)								X		X	X							3
Mission Hiring Hall												X						1
Mission Language Vocational School												X						1
Mission Neighborhood Centers, Inc.		X							X					X				3
Mujeres Unidas y Activas									X	X								2
National Coalition of 100 Black Women												X						1
Native American Health Center, Inc.									X		X							2
New Door Ventures		X										X						2
Northridge Community Gardens														X				1
Oasis For Girls		X																1
Oasis Legal Services											X							1
Old Skool Cafe		X												X				2
One Treasure Island								X	X									2
Pangea Legal Services											X							1
Parents for Public Schools of San Francisco									X									1
Peer Resources		X																1
Peninsula Auto Machinist Lodge No. 1414			X															1
PODER														X				1

Pomeroy Recreation and Rehabilitation Center									X									1
Potrero Hill Neighborhood House		X																1
PRC									X		X							2
Public Health Institute				X														1
Rafiki Coalition for Health and Wellness							X				X							2
RDJ, Inc												X						1
Richmond Area Multi-Services (RAMS)		X		X					X									3
Richmond District Neighborhood Center		X																
San Francisco Clean City Coalition									X									
San Francisco Community Empowerment and Support Group, Inc.										X								1
San Francisco Conservation Corps		X										X		X		X		4
San Francisco Housing Development Corporation										X		X						2
San Francisco LGBT Community Center									X			X						2
San Francisco Unified School District																X		1
Self Help for the Elderly									X			X						2
SF Bay Area Theatre Company												X						1
SF CLOUT										X								1
SFMade												X						1
Southeast Asian Community Center										X								1
Southeast Asian Development Center										X		X						2
Spark Promise		X																1
Special Service for Groups		X																1
State of California Department of Rehabilitation									X									1
Success Center of San Francisco (Centers for Equity and Success)		X								X		X						3
Sunset District Community Development (DBA Sunset Youth Services)											X			X				2
Sunset Youth Services		X																1
Swords to Plowshares												X						1
The ARC of San Francisco		X								X		X						3
Toolworks												X						1
Transgender, Gender Variant, Intersex Justice Project (TGJJP)											X							1
UCSF				X														1
UCSF Citywide Employment Program				X														1
Upwardly Global												X						1
Urban Ed Academy												X						1
Urban Services YMCA		X										X						2
Urban Sprouts		X																1
Veterans Alley												X						1
We Rise SF/Labor Center for Immigrant Justice												X						1
West Bay Pilipino Multi-Services, Inc.											X							1
YMCA of San Francisco (Bayview Hunters Point Branch)		X									X		X		X			4

YMCA of San Francisco (Chinatown Branch)										X								1
Young Community Developers	X	X							X	X		X						5
Youth Art Exchange (YAX)														X				1
Youth Leadership Institute (YLI)														X				1
Zaccho SF												X						1
<b>Total</b>	<b>3</b>	<b>40</b>	<b>3</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>22</b>	<b>47</b>	<b>15</b>	<b>64</b>	<b>3</b>	<b>20</b>	<b>2</b>	<b>1</b>	<b>231</b>		

# Appendix D: FY 2022-23 Program Outcomes

Depart.	Program	Program Participants ("Duplicated" Clients)	Unique Clients ("Unduplicated" Clients)	Enrolled in English Language Service(s)	Completed Basic Skills Training	Completed Job Readiness Training	Completed Training, Other (Not Voc. or Occ.)	Completed Vocational /Occupational Training, TOTAL	Training Completions, TOTAL	Unsubsidized Job Placements	Subsidized Job Placements	Placements and Employment, TOTAL
APD	Goodwill CASC Employment Services	304	304			24		0	24	201		201
APD	Young Community Developers IPO	76	76			56		0	56	39		39
APD	Arriba Juntos IPO	71	71			57		0	57	27		27
DCYF	Bridges from School to Work (Bridges from School to Work, Inc.)	65	65			14		0	14	48	3	51
DCYF	Burton High School Pathways and Partnerships (Bayview Hunters Point YMCA)	377	377			262		0	262			0
DCYF	CYC Career Awareness Pathways to Success (Community Youth Center of San Francisco)	66	66			56		0	56			0
DCYF	CYC High School Partnerships Program at SF International HS (Community Youth Center of San Francisco)	160	160			99		0	99	33		33
DCYF	Career Pathways Undocumented (CPU) (Bay Area Community Resources)	10	10			12		0	12		15	15
DCYF	Careers in Science Internship Program (California Academy of Sciences)	53	53			15		0	15		35	35
DCYF	Code on Point - Coding Bootcamp (Formerly Code Ramp) (Success Center San Francisco)	9	9			5		0	5		7	7
DCYF	Digital Media Pathways Program (Bayview Hunters Point Center for Arts and Technology)	23	23			26		0	26			0
DCYF	ENVISION (Oasis For Girls)	43	43			48		0	48		47	47
DCYF	Edible Schoolyard at Willie Mays Boys & Girls Club at Hunters Point (Boys & Girls Clubs of San Francisco)	264	264			280		0	280			0
DCYF	Employment & Education Reengagement Program (Young Community Developers)	29	29			12		0	12		22	22
DCYF	Experiment In Diversity (EID) (Potrero Hill Neighborhood House)	51	51			18		0	18			0
DCYF	First Graduate - First Career (First Graduate)	63	63			41		0	41			0
DCYF	Future Links (Hearing and Speech Center of Northern California)	0	0					0	0			0
DCYF	High School Explainer Program (Exploratorium)	92	92			98		0	98			0
DCYF	JJSE Educator Pathway (Peer Resources)	104	104			0		0	0		2	2

DCYF	Job Readiness for English Language Learners (Community Youth Center of San Francisco)	102	102			38		0	38	1	13	14
DCYF	Juma Ventures - YouthConnect (Juma Ventures)	149	149			128		0	128	82		82
DCYF	LLA Workforce Development Program (Life Learning Academy)	29	29			55		0	55	9	30	39
DCYF	LYRIC Fellowship (Youth Employment/Organizing Components) (Lavender Youth Recreation and Information Center (LYRIC))	5	5			10		0	10		16	16
DCYF	LifeWorks Employment Program (Horizons Unlimited of San Francisco)	23	23			15		0	15			0
DCYF	Mayor's Youth Employment and Education Program (Japanese Community Youth Council)	775	775			771		0	771		795	795
DCYF	Middle School Career Awareness Program (Boys & Girls Clubs of San Francisco)	656	656			687		0	687			0
DCYF	New Door Ventures Youth Workforce Development (New Door Ventures)	23	23			20		0	20	14	28	42
DCYF	Next Gen Tracks (Bay Area Video Coalition)	30	30			11		0	11		30	30
DCYF	OMIE Beacon TAY Job Connection Program (Urban Services YMCA)	14	14			32		0	32	1	6	7
DCYF	Occupational Therapy Training Program-San Francisco (Special Service for Groups)	38	38			18		0	18			0
DCYF	Opportunities for All Intermediary (Japanese Community Youth Council)	1000	1000			0		0	0		1236	1236
DCYF	Pathways (Enterprise for Youth)	277	277			41		0	41	23	218	241
DCYF	Primed and Prepped: Culinary Arts Program (Bayview Hunters Point YMCA)	16	16			0		0	0			0
DCYF	RAMS' NextGen Workforce Program (Richmond Area Multi-Services)	16	16			0		0	0		18	18
DCYF	RDNC Beacon (Richmond District Neighborhood Center)	47	47			18		0	18		47	47
DCYF	SF STEM Academy (Japanese Community Youth Council)	22	22			0		0	0		8	8
DCYF	SFCC Youth Workforce Development (San Francisco Conservation Corps)	75	75			13		0	13			0
DCYF	Safe Haven (Mission Neighborhood Centers)	10	10			9		0	9			0
DCYF	San Francisco YouthWorks (Japanese Community Youth Council)	334	334			341		0	341		351	351

DCYF	School Partner Model - Downtown High School (Jewish Vocational Service)	102	102			49		0	49	41	8	49
DCYF	School Partner Model - John O'Connell High School (Jewish Vocational Service)	197	197			172		0	172	153		153
DCYF	Sequoia Leadership Institute for LGBTQQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC))	32	32			23		0	23		39	39
DCYF	Spark Career Exploration & Self-Discovery Program (Spark Promise)	100	100			27		0	27			0
DCYF	Spotlight on the Arts (California Lawyers for the Arts)	20	20			16		0	16		20	20
DCYF	The Arc San Francisco Youth Workforce Development Education and Career Preparatory Program (The Arc San Francisco)	18	18			17		0	17	6	3	9
DCYF	Transitional Age Youth Early Care and Education (TAYECE) Program (Jewish Vocational Service)	35	35			8		0	8	4		4
DCYF	Ujamaa Training and Employment (Hunters Point Family)	34	34			19		0	19		3	3
DCYF	Ujima Urban Agriculture Project (Hunters Point Family)	20	20			20		0	20			0
DCYF	UndocuWorkforce for LGBTQQ and Ally Youth (Lavender Youth Recreation and Information Center (LYRIC))	14	14			0		0	0			0
DCYF	Urban Sprouts (Urban Sprouts)	28	28			29		0	29	3	27	30
DCYF	What is Health to You? Exploring Careers in Community Health (Health Initiatives for Youth)	159	159			119		0	119			0
DCYF	Work Readiness Program (WRP) (Jewish Vocational Service)	209	209			81		0	81	49	53	102
DCYF	Workforce Development (Sunset Youth Services)	78	78			40		0	40	1	68	69
DCYF	Youth Workforce (City Youth Now)	8	8			0		0	0		17	17
DCYF	Youth Workforce Development (Larkin Street Youth Services)	39	39			33		0	33		51	51
DCYF	Youth Workforce Training and Employment (Old Skool Cafe)	24	24			26		0	26		20	20
DCYF	Youthline Tech (Bay Area Community Resources)	8	8			10		0	10		12	12
DHR	Fish Fellowship in Civic Leadership	1	1					1	1			0
DHR	Access to City Employment (ACE) Program	27	27					27	27			0
DHR	Diversity Recruitment Community Outreach and Career Fairs	5409						5409	5409			0

DHR	Apprenticeships SF	57	57					57	57			0
DHR	Professional Development Workshops and Leadership Development Programs for Existing City Employees	1553						1553	1553			0
DHR	SF Housing Authority Job-Matching Program and City Job Application Support	194	194					194	194			0
DHR	San Francisco Fellows	26	26					26	26			0
DHR	Dream Keeper Initiative Cohort Support	27	27					27	27			0
DHR	SEIU Work Training Program	57	57					57	57			0
DOSW	Public Policy Fellowship/Internship	3	3			3		0	3			0
DPH	i-Ability	38	31					0	0			0
DPH	Janitorial	38	37					0	0			0
DPH	Clerical & Mailroom	42	41					0	0			0
DPH	Employee Development	17	17					0	0			0
DPH	TAY	22	22					0	0			0
DPH	First Impressions	11	11					7	7			0
DPH	Café Catering	27	27					11	11			0
DPH	GROWTH	8	8					5	5			0
DPH	Comm MH Certificate	145	145					0	0			0
DPH	Faces for the Future	80	80			80		0	80			0
DPH	Grad Interns	60	60					0	0			0
DPH	Psych Fellowship Prgm	2	2			2		0	2			0
DPH	SF FIRST voc prgm	12	12					12	12			0
DPH	Child & Adol Comm Psych Trng Prgm	7	7					0	0			0
DPH	Comm Health Academy	75	75					0	0			0
DPH	Peer Spec. Cert. Lead Acade	243	44					0	0			0
DPH	Peer to Peer Employment	16	16					0	0			0
DPH	Addiction & Recovery Counseling	264	136					30	30	30		30
DPH	Academic Internships	90	90					0	0			0
DPH	Non Academic Youth Internship Placements	6	6					0	0			0
DPH	Career Advancement Webinars	320						0	0			0
DPW	9916 Pre-Apprenticeship Program	121	121	n/a	n/a	n/a	n/a	0	0	0	0	0
DPW	Apprenticeship Programs	14	14	n/a	n/a	n/a	n/a	0	0	0	0	0
DPW	Pitstop-Civic Centers & Hunters Point Family	398	398	0	225	0	0	0	225	0	0	0
DPW	Summer Youth Internship-Hunters Point Family	65	65	0	65	0	0	0	65	0	0	0
DPW	2023 Summer College Internship Program	53	53	n/a	n/a	n/a	n/a	0	0	0	0	0
DPW	Citywide Refuse Receptacle Litter Reduction, Pressure Washing Cleaning and Workforce Development	23	23	23	23	23	0	0	69	0	23	23
ENV	Public Service Trainees (9920s)	17	17					0	0			0



ENV	Fellows	2	2					0	0			0
FIRE	City EMT	35	35			35		35	70			0
FIRE	9910	19	19			19	19	19	57			0
HRC	Opportunities For All	2,671	2,671					2671	2671		2671	<u>2671</u>
HSA	Community Jobs Program (CJP), CJP for Justice-Involved TAY	462	437			302		0	302	49	8	<u>57</u>
HSA	PST, Career Pathways, Transitional Employment Supportive Services	884	515			274		0	274	64	20	84
HSA	Wage Subsidy/OJT	428	420			190		0	190		420	420
HSA	Job Search/Job Club, Job Readiness Assessment & Employment Plan Development	3462	3022			1084		0	1084	83	376	459
HSA	Youth Employment Services	81	75			36		0	36	10	**	10
HSA	Employment Services to Currently At-Risk and Formerly Homeless Individuals	315	314			222		0	222	155	**	155
HSA	Individual Referral (IR) Vocational Training	201	190			97		86	183	10		10
HSA	Refugee Employment Services, Immigrant Self Sufficiency	118	118					0	0			0
HSA	Vocational Immersion ESL (VIP)	228	126			85		0	85	11	**	11
HSA	Transitional Employment	291	244			203		0	203	11	17	28
HSA	Educational Instruction and Academic Support Services (JN educational support, Cal-Learn educational support)	44	43			29		0	29			0
HSA	Clean City Neighborhood Beautification, Park Stop, Worker-owned Cooperative	241	241			53		0	53	50	**	50
HSA	Workfare, Light Duty Community Services	1178	1066			68		0	68		**	0
HSA	Prevocational & Behavioral Health Services. Domestic Violence Counseling, Department of Rehabilitation (DOR)	837	743			108		0	108			0
HSA	Smart Money Financial Coaching	692	659					0	0			0
HSA	Individualized Legal Services	176	173					0	0			0
MOHCD	Expanded Support for the Working Poor - 193952-22	140		0			0	0	0			0
MOHCD	Employment Law Project - 181643-22	130		0			0	0	0			0
MOHCD	Access to Worker Justice - 181669-22	38		0				0	0			0
MOHCD	Family Economic Success - 181556-22	179		22			94	0	116			0
MOHCD	House of Thrive (HOT) - 181557-22	33		0			0	0	0			0
MOHCD	A Woman's Place Drop In Center Gender Inclusive Re-Entry Program - 181602-22	21		0			0	0	0			0

MOHCD	Transition Opportunities and programs for Success (TOPS) - 181607-22	98		0		0	0	0		0
MOHCD	Community Resources and Adult Education Program - 181616-22	146		0		0	0	0		0
MOHCD	ECS Jobs Center - 181617-22	99		0		0	0	0		0
MOHCD	Educational Support- Community Based Services - 181667-22	102		0		0	0	0		0
MOHCD	MLVS Vocational Preparation - 181666-22	20		0		0	0	0		0
MOHCD	Discovery, Soft Skills, and Educational Attainment - 181726-22	40		0		8	0	8		0
MOHCD	Pre-Employment Program - 181679-22	20		0		0	0	0		0
MOHCD	Portola-Based Community Services - 181686-22	198		0		51	0	51		0
MOHCD	Southeast Asian Support Services - 181701-22	244		24		0	0	24		0
MOHCD	Access to Opportunity - 181703-22	24		0			0	0		0
MOHCD	The Arc's Resiliency In Action - 181708-22	192		0		0	0	0		0
MOHCD	English as a Second Language (ESL) Workshops, Training and/or Classes - 181699-22	94		37		0	0	37		0
MOHCD	Transgender, Gender Variant, Intersex (TGI) Community and Clinical Services Program - 181737-22	105		0		0	0	0		0
MOHCD	Comprehensive Service Connection and Core Skills Development - 181596-22	130		31		14	0	45		0
MOHCD	RAD Workforce Development Services at Plaza-Scattered Sites - 193924-22	4		0		0	0	0		0
MOHCD	Self Determination Project - 181626-22	60		0		0	0	0		0
MOHCD	Sunnydale Youth Center - 181658-22	67		0			0	0		0
MOHCD	Advancing Economic Equity Program - 181674-22	69		0		46	0	46		0
MOHCD	Western Addition Community-Based Services - 181688-22	39		0			0	0		0
MOHCD	SOMA - College Prep Program - 175263-21	0					0	0		0
MOHCD	AWS ASSIST (Access to Services and Skills-Building for Immigrant Survivors of Trauma) Program - 181565-22	64		12		15	0	27		0
MOHCD	Immigrants and Transition Aged Youth (ITAY) - 181623-22	50		0		0	0	0		0
MOHCD	TULAY SF: Bridging Filipino Families to Services and Resources in San Francisco - 181622-22	132		0		0	0	0		0
MOHCD	Pin@y Educational Partnerships (PEP) - 181625-22	49		0		0	0	0		0

MOHCD	Employment Training for API Survivors of Domestic Violence, Sexual Assault and Human Trafficking - 181631-22	14		0		0	0	0			0
MOHCD	Skill-building and Service Connection for Gum Moon SRO Residents - 181632-22	32		0		0	0	0			0
MOHCD	Skill-building and Service Connection in Richmond and Sunset Neighborhoods - 181633-22	281		0		0	0	0			0
MOHCD	Booker T. Washington Family Sustainability Center - 181578-22	259		0			0	0			0
MOHCD	Access to Opportunity Career Center - 181586-22	40		0		0	0	0			0
MOHCD	Ma'at Youth Leadership Initiative - 181634-22	5		0		0	0	0			0
MOHCD	Ubuntu Resource and Eban Programs - 181553-22	15		0			0	0			0
MOHCD	100% College Prep - Alice Griffith Education Liaison Project - 181721-22	55		0		0	0	0			0
MOHCD	OMI Job Center - 181722-22	25		0		0	0	0			0
MOHCD	Addressing Educational and Employment Barriers for Young Adults - 181574-22	110		0			0	0			0
MOHCD	Service Connection and Skills Training - 181576-22	98		0		0	0	0			0
MOHCD	Access to Opportunity for Low-income Immigrant Communities - 181619-22	263		0		0	0	0			0
MOHCD	2-Gen Education Program - 181629-22	78	78			0	0	78			0
MOHCD	HOMEY HUB - 181639-22	213		0		0	0	0			0
MOHCD	LightHouse Language Connections: Outreach and Training for Limited English Proficiency Blind and Low Vision San Franciscans - 181724-22	8		0			0	0			0
MOHCD	Native Health Community Development - 181671-22	55		0		0	0	0			0
MOHCD	TransLatinas Workforce - 176524-21	5		0			0	0			0
MOHCD	Expanding Computer Access and Computer Literacy - 178699-21	120		0		120	0	120			0
MOHCD	WHY Digital Hub - 181594-22	46		0		12	0	12			0
MOHCD	Digital Essentials PLUS - 181630-22	83		0		0	0	0			0
MOHCD	SOMA - Filipino Education Center (FEC) Galing Bata Program - 175287-21	0					0	0			0
MOHCD	LGBTQQ+ TAY Youth Advocacy - 181650-22	23		0		0	0	0			0
MOHCD	Digital Equity for Parent Ambassadors - 181521-22	112		0		102	0	102			0

MOHCD	NextStep: Digital Literacy Training for Underserved Individuals with Disabilities - 181531-22	45		0		17	0	17			0
MOHCD	Digital Navigator Program - 181529-22	243		0		86	0	86			0
MOHCD	Frontline Digital Equity - 181530-22	101		0		101	0	101			0
MOHCD	Community Media Grant - 181527-22	23		0			0	0			0
MOHCD	SECC Access Grant "Cyber Services - 184414-22	3		0		0	0	0			0
OCEIA	Community Ambassadors Program	74	74	0	74	74	0	222			0
OCEIA	DreamSF Fellows Program	19	19			19	19	57			0
OEWD	Comprehensive Job Centers (CJC)	586	586			0	0	0	323		323
OEWD	Neighborhood Job Centers (NJC)	2239	2239			0	0	0	1198		1198
OEWD	Specialized Job Centers (SJC)	1249	1249			0	0	0	595		595
OEWD	Young Adult Job Centers (YAJC)	927	927			0	0	0	442		442
OEWD	Young Adult Subsidized Employment Program (YASE)	111	111			0	0	0	32		32
OEWD	Reconnecting All through Multiple Pathways (RAMP)	71	71			0	0	0	65		65
OEWD	TechSF Occupational Skills Training	217	217			0	137	137	82		82
OEWD	TechSF On-Ramp	400	400			387	0	387	46		46
OEWD	HealthCare Academy (HCA)	327	327			0	244	244	244		244
OEWD	Hospitality Initiative (HI)	466	466			0	0	0	367		367
OEWD	CityBuild Job Readiness Training (CB JRT)	134	134			129	0	129			0
OEWD	CityBuild Academy (CBA)	97	97				77	77	67		67
OEWD	CityBuild Specialty Trainings	21	21				16	16	10		10
OEWD	CB Southeast Sector	214	214			40	0	40			0
OEWD	CityBuild Pro (Construction Administration & Professional Services Academy)	41	41				26	26	11		11
OEWD	CityBuild Employment Network CityBuild Construction Career Development Services-Retention	76	76				76	76	69		69
OEWD	CityBuild Employment Network Services (ENS)	1,536	1011				0	0	657		657
OEWD	CityBuild On-Ramps High School Program	63	63			22	0	22			0
OEWD	CityBuild On-Ramps Violence Prevention	78	78			29	0	29	51		51
OEWD	Transportation Occupational Skills Training (Industries of Opportunity)	372	372			0	235	235	134		134
OEWD	Advanced Manufacturing Occupational Skills Training (Industries of Opportunity)	55	55			0	40	40	16		16
OEWD	Advance Manufacturing On-Ramp	14	14			14	0	14	0		0
OEWD	First Source	1780	1780				0	0	1780		1780
OEWD	Rapid Response	363					0	0	363		363

OEWD	Employer Concierge Services	51	51	0	0	0	0	0	0	51		51
OEWD	WorkforceLinkSF	5294	5294					0	0	1831		1831
OEWD	Dream Keeper Business Arts	78	78			0		0	0	27		27
OEWD	Dream Keeper Community Arts	124	124			0		0	0	0		0
OEWD	Dream Keeper Educational Pathways	148	148			0		0	0	0		0
OEWD	Dream Keeper Health Services	72	72			0		67	67	32		32
OEWD	Dream Keeper Industries of Opportunity	124	124			0		112	112	83		83
OEWD	Dream Keeper Research Institute	68	68			0		0	0	0		0
OEWD	Economic Recovery Pilot	134	134			0		124	124	108		108
OEWD	Equity Pilot	135	135			0		46	46	59		59
OEWD	Pilot Occupation Skills Training (Emerging Industries)	208	208			0		191	191	162		162
PDR	VAP	5				5		0	5			0
PDR	Internship	150				150		0	150			0
PDR	Litigation Warriors	2				2		0	2			0
PORT	Public Service Aides	5	5					0	0			0
PORT	Student Design Trainees	5	5					0	0			0
PORT	City Hall Fellows	1	1					0	0			0
PORT	CityBuild Training Program	0	0					0	0			0
PORT	Greenagers	0	0					0	0			0
PORT	Maintenance Youth Employment Program	11	11					0	0			0
PORT	Rising T.I.D.E.S. Mentor and Internship Program	18	19					0	0			0
PUC	Project Pull (High School and College)	66	66			66		0	66		66	66
PUC	Accountant Intern Program (1649)	1	1			1		0	1		1	1
PUC	Junior Engineers (5201)	26	26			26		0	26		26	26
PUC	Student Engineer Trainees (5380, 5381, 5382)	57	57			57		0	57		57	57
PUC	Apprentice Electronic Instrumentation Technician I (7304)	3	3			3		0	3		3	3
PUC	Apprentice Automotive Machinist 1 and 2 (7320, 7321)	2	2			2		0	2		2	2
PUC	Apprentice Maintenance Machinist (7327, 7331)	2	2			2		0	2		2	2
PUC	Apprentice Stationary Engineer, Sewage) 7375, 7356	3	3			3		0	3		3	3
PUC	Utility Plumber Apprenticeship (7463, 7464)	6	6			6		0	6		6	6
PUC	Watershed Workers, Seasonal, (7542)	27	27			27		0	27		27	27
PUC	Graduate Student Intern Program (9910)	6	6			6		0	6		6	6
PUC	Public Service Aide-Admin (9914)	1	1			1		0	1		1	1
PUC	Public Service Aide (9920, 9922)	40	40			40		0	40		40	40
PUC	Project Learning Grants	496	496				496	0	496	22	77	99
PUC	John O'Connell CTE program	319	319			319		0	319			0

PUC	SFUSD Fellow	2	2				2	0	2			0
RPD	Workrecreation	237	237					0	0			0
RPD	Gardener Apprentice Program	16	16					0	0			0
RPD	San Francisco State Internship Program	3	3					0	0			0
RPD	Student Design Trainee Program	6	6					0	0			0
RPD	Able Body Workforce Program	1	1					0	0			0
RPD	University of San Francisco McCarthy Fellow	3	3					0	0			0
SFDA	Summer 2022 Paid 2L's	6						6	6		6	6
SFDA	Summer 2022 Unpaid	71						71	71			0
SFDA	Fall 2022 Post Bar Fellows	7						7	7	7	7	14
SFDA	Fall Unpaid	14						14	14			0
SFDA	Victim Services	12						0	0			0
SFDA	Spring 2023	29						29	29			0
SFDA	Data Fellowship	2						2	2		2	2
SFDA	9914 Public Service Admin Aide	19						19	19		19	19
SFMTA	HSA Public Service Trainee 9910	48	48					48	48		48	48
SFMTA	Genesys Works Young Professionals Internship	13	13		13			0	13	13		13
SFMTA	Youth Transportation Advisory Board (YTAB)	25	25		25			0	25	25		25
SFMTA	SFUSD CTE Summer Internship Program	12	12					12	12	12		12
SFMTA	Planning & Engineering Internship Program	35	35					35	35	35		35
SFMTA	SF Machinist Apprenticeship Program	2	2					2	2	2		2
SFMTA	Muni Transit Ambassador Program (MTAP)	31	31		31			0	31	31		31
SFMTA	Pre-Apprenticeship Automotive Mechanic Training Program	10	10					10	10	10		10
SFO	Business and Career Center	2561						0	0			0
SFO	Interns - College, High School, Opportunities for All	32			32	32		0	64			0
SFO	Trainee Programs - Student Design	17			17	17		0	34			0
SFPL	Basic Computer Skills Classes	4218	0		4218			0	4218			0
SFPL	Career Online High School	52	52			52		0	52			0
SFPL	Project READ	47	47		47			0	47			0
SFPL	ESOL Tutoring	80	80	80				0	80			0
SFPL	Y.E.L.L. (Youth Engaged in Library Leadership)	41	41			41		0	41			0
SFPL	Summer Youth Volunteers	308	308					0	0			0
SFPL	Resume Workshops	371	0		371			0	371			0
SFPL	Special jobs & career programs	1350	0		1350			0	1350			0
SHF	SFPUC	7	7		7	7	7	26	47	1	7	8
SHF	SFSO/SFPUC	26	26		26	26	26	81	159	5	26	31
SHF	ECOJOBS	50	50		50		50	0	100		50	50
SHF	Citywide Summer College Internship	10	10					11	11	1		1

TIS												
TOTAL	Total Program Participants	62,493	38,928	307	6,824	8,150	1,496	12,010	28,787	10,277	7,265	17,542
TOTAL	Percent			0.79%	17.53%	20.94%	3.84%	30.85%	73.95%	26.40%	18.66%	45.06%