



**Workforce Innovation and Opportunity Act**  
**San Francisco Local Plan**  
**2025-2028**

Ken Nim

Interim Director, Workforce Development

[Ken.Nim@sfgov.org](mailto:Ken.Nim@sfgov.org)

(628) 652-8400

## Introduction

The Office of Economic and Workforce Development (OEWD), on behalf of Workforce Investment San Francisco (WISF), has prepared this Strategic Local Plan for Program Years 2025-2028 (“Local WIOA Plan”), as required by the Workforce Innovation and Opportunity Act of 2014 (WIOA)<sup>1</sup>. The plan is laid out in accordance with the guidance and requirements outlined in the California Employment Development Department (EDD)’s Workforce Services Draft Directive 262 (“Local and Regional Planning Directive”)<sup>2</sup>.

San Francisco’s Workforce Development Board (WISF)<sup>3</sup>, which is designated by the State as a High Performing Board, has responsibility for the local workforce development system (“San Francisco Workforce Development System”). WISF provides a forum for business, labor, education, government, community-based organizations and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the workforce and local economic development. The WISF’s operational arm is the Office of Economic and Workforce Development (OEWD). As a local government agency, OEWD leverages WIOA, local General Fund, and other funding to provide a diverse portfolio of services in the San Francisco Workforce Development System. This Local WIOA Plan describes this network with particular emphasis on specific populations and programs impacted by WIOA funding and in congruence with the Local and Regional Planning Directive. As reciprocal partners in overseeing the San Francisco Workforce Development System, OEWD and WISF are referred to interchangeably throughout this plan.

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

1. Fostering “demand-driven skills attainment.”
2. Enabling upward economic mobility.
3. Aligning, coordinating, and integrating programs and services.

The WISF envisions a San Francisco Workforce Development System that is the bridge between employers and job seekers and follows a dual-customer approach, ensuring that workforce development programs and services are tailored to the needs of job seekers and provide a skilled and ready workforce for local businesses.

The mission of OEWD’s Workforce Development Division is to build public-private partnerships that create and guide a continuum of workforce services that improve economic vitality for people and businesses. In order to ensure that job seekers and local businesses are well served, and to meet performance accountability goals based on WIOA performance

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<sup>1</sup> Workforce Innovation and Opportunity Act of 2014, H.R. 108, 113th Cong. § 108 (2014).

<https://www.congress.gov/113/bills/hr803/BILLS-113hr803enr.pdf>

<sup>2</sup> California Employment Development Department. (2024 October). Workforce Services Draft Directive 262, Regional and Local Planning Guidance for PY 25-28.

[https://edd.ca.gov/siteassets/files/jobs\\_and\\_training/pubs/wsdd-262.pdf](https://edd.ca.gov/siteassets/files/jobs_and_training/pubs/wsdd-262.pdf)

<sup>3</sup> City and County of San Francisco. (2024). Workforce Investment San Francisco.

<https://www.sf.gov/departments/workforce-investment-san-francisco-wisf-board>

indicators, OEWD’s strategy is to work closely with regional WDBs and organizations, core partners and other stakeholders to align resources in order to foster sector-based career pathways and to achieve the strategic vision of the local and regional plan. Furthermore, OEWD’s work is grounded in labor market information and analysis as well as qualitative and quantitative information from local businesses and industry groups and other stakeholders.

The San Francisco Workforce Development System is designed to be accessible to diverse job seekers and employers through OEWD’s network of Comprehensive, Neighborhood, and Specialized Job Centers, and complementary employment and sector training workforce programs carried out by community-based service providers.

Each Job Center plays an important role within the San Francisco Workforce Development System, customizing services and facilitating access to residents of target neighborhoods, job seekers with barriers to employment, and those seeking to enter or advance in a specific industry sector. Additionally, OEWD has certified five American Job Centers of California (AJCC) sites, including a Comprehensive AJCC, two Affiliate AJCCs, and two Specialized AJCCs. These sites are further described later in this plan.

Collaboration and coordination of service offerings among the Job Centers is critical in developing flexible and responsive programs and services that meet the needs of all San Francisco job seekers. The Job Centers are complemented by several dozen community-based programs for youth and adults that help prepare, train, and connect San Franciscans through specialized programming to career pathways into strong local industry sectors that provide opportunities for living wage employment and economic self-sufficiency.

On behalf of the City and County of San Francisco (CCSF), OEWD leads the Committee on City Workforce Alignment (“CCWA”), a 17-member body with representation from a City elected official, City directors from ten departments with the largest workforce investments, four executives from community-based providers, and two labor leaders with deep expertise in apprenticeship programs. In 2024, the CCWA published its [Citywide Workforce Development Plan FY 2024-2029](#) (“CWDP”)<sup>4</sup>, a unified strategy to address the needs of workers who are unemployed, underemployed, or have been historically excluded from the workforce, including justice-involved workers, immigrants, individuals with limited English proficiency, people with disabilities, unhoused individuals and families, youth and young adults, older adults, women and gender minorities, and Black, Indigenous, and worker of color communities (BIPOC). The CCWA aligned the CWDP with existing federal, State, and Local mandated plans—including the San Francisco WIOA Plan—and CCWA intends to bring alignment among the nearly 300 programs offered by 24 City departments that reach over 80,000 participants, with the goal of gaining a better understanding of City-funded workforce services, including outcomes, gaps, and redundancies.

On a regional level, OEWD partners closely with the Bay-Peninsula Regional Planning Unit (BPRPU) in the administration of WIOA funds for the San Francisco, San Mateo, and Santa

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<sup>4</sup> City and County of San Francisco. (2024). Citywide Workforce Development Plan FY 2024-2029. <https://www.sf.gov/sites/default/files/2024-06/CWDP%202024-29%20-%20Citywide%20Workforce%20Development%20Plan.pdf>

Clara County region. Strategies and projects related to BPRPU are further described in the Regional WIOA Plan.

Additionally, OEWD is a member of the Bay Area Good Jobs Partnership for Equity (BAGJPE)—an informal association of 10 workforce development boards (WDBs) and regional workforce planning units across the nine-county Bay Area region. In support of the Governor’s California Jobs First initiative, BAGJPE is the Fiscal Agent for the Bay Area Jobs First Collaborative (BAJFC) with the San Francisco Office of Economic and Workforce Development (OEWD) as the Fiscal Lead. BAGJPE and OEWD provide contract administration staffing and infrastructure to the BAJFC. The BAJFC has been working with over 500 organizations for regional economic and workforce development planning toward the Governor’s vision for the California economy. Through the California Jobs First Initiative, OEWD and BAGJPE have uplifted the ways in which workforce development can meet the specific skillset needs of the State’s and our region’s priority industry sectors, particularly in the most disinvested communities in the Bay Area

### Commitment to Equity

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 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.

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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 two to three times higher than the average rate.

## WIOA Core and Required Partners

*The Local Plan Content shall include discussion of WIOA Core and Required Partner Coordination as outlined in WIOA Section 121): How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12 - WIOA Memorandums of Understanding; How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 - Strategic Co-Enrollment – Unified Plan Partners; How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means; How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services; How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01 - Nondiscrimination and Equal Opportunity Procedures.*

### Coordination of MOU services

The WIOA Core Partners are critical partners in the San Francisco Workforce Development System. WISF envisions a system where there is no “wrong door,” and OEWD service providers as well as partner organizations seamlessly cross refer and serve job seekers in a coordinated manner. WISF works with WIOA Core and Required Partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

While the San Francisco Workforce Development System implements a “no wrong door” approach to service delivery, the Comprehensive Job Center—also referred to as the Comprehensive AJCC—provides the full menu of workforce development services in the San Francisco Workforce Development System and provides opportunities for formal and informal co-location with WIOA Core Partners.

WIOA Core Partners include the EDD Field Office, Department of Rehabilitation (DOR) District Office, City College of San Francisco (CCSF), and San Francisco Human Services Agency (SFHSA). WIOA Required Partners include WIOA partners who are receiving specific WIOA source funds, including Self-Help for the Elderly, Five Keys Charter School, Refugee and Immigrant Transitions, CCSF, Felton Institute, Treasure Island Job Corps, Success Centers, and Native American Health Center. All WIOA Core and Required Partners are invited to quarterly One-Stop Operators.

The One-Stop Operator plays a leadership role in facilitating these partnerships, holding at-least quarterly WIOA Core and Required Partner meetings to ensure the successful implementation of services across the San Francisco Workforce Development System to enhance collaboration amongst partners. In addition to WIOA Core and Required partners, attendees include the Comprehensive Job Center, which has deep expertise in serving justice-involved individuals, veterans, and parents paying child support, as well as State Strategic Partners attend. At these meetings, partners discuss shared initiatives and common challenges. Recent examples of

collaborative efforts include but are not limited to: SFHSA and OEWD's collaboration on client co-enrollment, OEWD's certification of EDD's San Francisco Workforce Service site as an Affiliate AJCC location, and OEWD assisting the Department of Rehabilitation (DOR) with outreach to underserved areas of San Francisco. OEWD and CCSF also collaborate closely on coordinated sector programming for tech and construction.

For PY 2022-2025, OEWD developed a Memorandum of Understanding (MOU) with the WIOA Core and Required Partners to define their respective roles and responsibilities in meeting policy objectives and service goals. As an important note, this MOU is in process for update for PY 2025- 2028 and will be completed in June 2025. The MOU outlines all parties' agreement to support the state plan's objectives of fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating and integrating programs and services; and ensuring that individuals with barriers to employment and those in target populations are able to access the services they need in order to eventually achieve economic mobility. Furthermore, all parties agreed to participate in joint planning and strategic plan development, and to make modifications as needed to ensure continuous partnerships building; responsiveness to state and federal requirements; responsiveness to local economic conditions; and adherence to common data collection and reporting needs. The following outlines the contributions of each MOU partner to the San Francisco Workforce Development System.

**Employment Development Department (EDD):** EDD offers Employment Services (including but not limited to CalJOBS and labor exchange services, Unemployment Insurance services, California Training Benefits, and Rapid Response), Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Act assistance. The client population of EDD includes UI and disability insurance claimants, job seekers through Wagner Peyser, veterans, people with disabilities, youth, and TAA participants. EDD provides cross training of One-Stop staff. OEWD staff work closely with EDD staff in the provision of Rapid Response and other services.

**Department of Rehabilitation (DOR):** DOR works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living, and labor equity for individuals with disabilities in California. DOR provides a comprehensive menu of services to eligible clients, including but not limited to: training, self-advocacy training, assessments, career counseling/exploration, on the job training (OJT)/work experience, job placement services, assistive technology, and benefits counseling. DOR clients include individuals who may have the following disabilities: blind or visually impaired; cognitive disabilities; learning disabilities; intellectual or developmental disabilities; deaf or hard of hearing; physical disabilities; psychiatric disabilities; traumatic brain injury; and other disabilities. DOR is physically co-located through regular DOR orientations at the Comprehensive Job Center, as well as through a system for referrals between OEWD's contracted Disabilities Services Coordinator (currently Toolworks) and DOR for the Ticket-to-Work and SSDI programs.

**City College of San Francisco (CCSF):** Programs on offer at CCSF include those administered with Carl D. Perkins Act funds, as well as Career Technical Education (CTE) programs, the community college CalWORKs program, and Disabled Student Programs and Services. CCSF also offers adult basic education services which may include adult secondary education, adult basic education, English as a Second Language courses, classes for adults with disabilities, and

high school equivalency/GED preparation. The client population of the community college is very diverse, including students who: seek to transfer to four-year institutions; seek basic skills attainment; have limited English proficiency; or need short-term vocational training. CCSF provides on-site staffing and coordinated services through physical colocation, communication technology, and cross training for Comprehensive Job Center staff on the CCSF application process and college policies. OEWD reviewed CCSF's most recent Adult Education Block Grant (AEBG) funding application and supported development of the Strong Workforce Program Strategic Plan 2024 - 2028 to ensure alignment of workforce development goals.

**San Francisco Human Service Agency (SFHSA):** SFHSA is the primary provider of safety net programs in San Francisco and is responsible for providing employment services for San Francisco's public assistance recipients, as well as offering services to the general public through its Career Link Centers. SFHSA works jointly with OEWD to identify models of CalWORKS (TANF) partnership and best practices that improve client outcomes. Both parties provide support and technical assistance to facilitate the development of sector-based career pathway programs specifically geared toward CalWORKS (TANF) recipients. SFHSA coordinates services through cross-referral, remote communication tools, and cross-training of Comprehensive Job Center and Affiliate Job Center (EDD AJCC) staff.

#### Co-Enrollment and Coordinated Case Management

WISF recognizes the critical importance of coordinated service delivery, both for the success of clients as well as the efficient use of limited resources. WISF and its partners are continuously striving toward a workforce system that is collaborative, well-integrated, and seamless to the customer. In stakeholder engagement for this Local Plan, partners continued to identify collaboration as a high priority in order to best serve clients.

All OEWD-funded grantees are required to collect, store, review, and report complete and accurate data on programs and services, including: operational, administrative, and program performance; services; and participant demographics, progress, and outcomes. Because all WIOA grantees are required to enter data into OEWD's data management system, Workforce Central (WFC), OEWD grantees are able to easily share case file information across the San Francisco Workforce Development System, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD's specific funding requirements and interacts with the State's CalJOBS system to ensure alignment with State requirements. WFC captures participant credential attainment, including for partner organizations that are set up in the system.

Since 2019, WIOA Core Partners have worked together to enhance cross-training, coordinated intake and referral, and co-enrollment. Partners agreed that the following items will be the focus on ongoing efforts: ensuring high-quality experiences for clients and cross-training partners on service offerings and eligibility.

#### Facilitating Access to Services in Remote Areas through Technology

Although San Francisco is geographically small, and the Neighborhood Job Centers—which are described in greater detail in the overview of Adult and Dislocated Worker employment and training activities—are designed for geographic coverage, technology is also being used to



facilitate access to services. The San Francisco WorkforceLinkSF, a Salesforce-based job platform and client management system, connects job seekers with the best employment opportunities to help them achieve their career goals and economic sufficiency and provide employers with customized recruitment services to find the right talent that will grow and sustain their companies. WorkforceLinkSF enables independent job seekers and OEWD grantees to connect their clients with up-to-date job postings in order to facilitate full access to all employment opportunities developed within the system by participants while rapidly filling open recruitments for employers. The goal for the digital tool is the more efficient connection of employers to all of the job seekers in the workforce development system through the use of a technological platform that allows service providers to see specific requirements and match their participants to jobs appropriate for them, as well as share info about events and trainings with the other providers in the system.

The pandemic accelerated the system’s ability to offer services remotely through technology, including the use of a telephone “hotline,” virtual hiring events, and virtual workshops. Many service providers that moved their services, classes, and training to an online format at the start of the pandemic have all returned to fully in-person or hybrid models of service to provide options that best suit participant needs.

Significant skills gaps necessitated the return to fully in-person and/or hybrid models: providers and community members report training needs for digital literacy. While San Francisco may have a small square mileage, it has high population density and a bi-furcated labor market where workers may possess advanced education and very high-wage jobs or lower educational attainment and poverty wage jobs, with a shrinking middle wage and middle career pathway. These conditions promote increasing income inequality and disparities in digital literacy. Despite proliferation of the information and communication technology sector, one in seven San Franciscans do not possess basic digital literacy skills, and one in eight San Franciscans do not have access to high-speed internet at home. Those who are low-income, seniors, limited English proficient, or having a disability are most at risk. In consideration of these conditions, the City and County of San Francisco released a Digital Equity Strategic Plan 2019-2024. The plan covers access to affordable, reliable, and high-quality internet access; digital literacy; and long-term community benefits of technology. OEWD’s TechSF Sector Academy Manager sits on the Advisory Committee for this project and provides a workforce development lens to strategic planning efforts to promote digital literacy and equity for low-wage workers. As OEWD expands its virtual and digital services offerings, it will pull from the expertise of this Advisory Committee and conform its approach to the upcoming Digital Equity Strategic Plan 2025-2029, which OEWD participated in developing.

### Supportive Services

As part of a client’s assessment, case managers identify what supportive services, if any, are necessary to help participants enter, participate and succeed in workforce services. In addition to the Comprehensive Job Center and Neighborhood Job Centers, partner agencies and community-based organizations provide supportive services. A supportive services provider works with participants to address those life issues impacting the participants’ ability to obtain or retain employment and remediate any systemic barriers to work. Providing supportive services in a

community setting allows for services to be delivered in a culturally humble and community-sensitive approach. For greater detail on the types of supportive services available, please see the description under the “Adult and Dislocated Worker Employment and Training Activities” section.

### Accessibility for Individuals with Disabilities

The Disability Coordinator (described in greater detail in the overview of Adult and Dislocated Worker employment and training activities) works to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Furthermore, contracts with service providers and MOUs with AJCC partners will require compliance with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990*.

### State Strategic Partner Coordination

*This section applies to coordination with the state strategic planning partners that were added during the last Local Plan modification and includes: How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access Cal Fresh E&T services; How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents; How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities; How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign born, and/or refugees. How the Local Board will coordinate with Local Veterans Affairs, community-based organizations, and other local partners who serve veterans. How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.*

San Francisco’s State Strategic Partners include San Francisco Human Services Agency (SFHSA) in support of CalFRESH participants; Department of Child Support Services (DCSS) in support of parents paying and receiving child support; the Department of Rehabilitation and its Local Partnership Agreement partners; community-based organization supporting English language learners, foreign-born, and refugee workers; and local Veterans Affairs and community-based organizations serving veterans.

Many State Strategic Partners convene at least quarterly through the One-Stop Operator, individually with OEWD Workforce leadership, or through other City strategic planning. Where OEWD and State Strategic Partners have identified opportunities for collaboration, partners work on special projects together, such as an ongoing cross-referral project with the Comprehensive AJCC and DCSS, participation in the Local Partnership Agreement quarterly strategic planning meeting facilitated by DOR and Golden Gate Regional Center, and ongoing strategic planning and implementation with SFHSA to support CalFRESH participants in the CCWA. As is discussed later in this plan, the San Francisco Workforce Development System supports veterans through the Comprehensive AJCC Veterans Program (Goodwill Industries), the Affiliate AJCC

(EDD), and the Veterans Specialized AJCC (Swords to Plowshares). As part of this strategic planning process, the Local Area initiated partnership conversations with the local Veterans Affairs office.

#### Coordination with SFHSA and CalFRESH

Per the CWDP, the San Franciscan median income is high, but many San Franciscans do not make a living wage. According to ACS, the median income for San Francisco is \$136,692, while the median income for California is \$91,551. In San Francisco, the median income for families is \$167,861 and the median income for nonfamily households is \$102,409. Despite these high median incomes, 10.4% of all people in San Francisco County live at the federal poverty level. Poverty is higher than the city average in Bayview Hunters Point, Chinatown, Japantown, Lakeshore, McLaren Park, Mission, South of Market, Tenderloin, Treasure Island, Visitacion Valley, and Western Addition neighborhoods. The San Francisco Human Services Agency serves over 250,000 San Franciscans—or 1 in 4 San Franciscans—annually with public benefits including CalFRESH, CalWORKs, and Medi-Cal.

Consequently, San Francisco’s Human Service Agency (SFHSA) is an important partner of OEWD and the local administrator of Temporary Assistance for Needy Families (TANF, “CalWORKs”). SFHSA and OEWD continue to explore options which will move clients through supportive systems more expeditiously and with improved outcomes.

At the agency-level, deputy directors in both organizations meet at least quarterly to discuss ways to braid resources, plan programming, and strategize about serving mutual clients, including through public CCWA meetings and its five working groups focused on discrete topics around coordinating strategic plans, services for vulnerable populations, services for job seekers at all career stages, and City data sharing.

In addition to quarterly coordinating meetings, both organizations also attend quarterly One-Stop Operator Meetings, which include the following partners: Goodwill Industries functioning as the local America Job Center of California (AJCC), OEWD Deputy Director of Workforce Programs, OEWD Adult Programs Manager, OEWD Workforce Impact Manager, SFHSA Director of Economic Self-Sufficiency, SFHSA Acting Jobs Now Director, DOR District Administrator, all Higher Education Consortium & Adult Education Programs, and EDD representatives. This group convenes regularly to strategize for system coordination and alignment, especially towards WIOA-related outcomes.

Furthermore, SFHSA maintains an open invitation to attend the WISF board meetings to present on or address pertinent issues affecting public benefits recipients. Similarly, OEWD attends SFHSA Welfare-to-Work Committee meetings convened by EDD San Francisco Cluster Manager for information-sharing and to act as a resource for program development. Through these frequent opportunities to collaborate across systems, the two organizations are able to leverage existing service delivery infrastructure for CalFRESH recipients. Updated release of information forms as well as a system for “warm handoffs” have improved service delivery for mutual clients.

CalFRESH recipients in San Francisco are regularly connected to the AJCC and Job Center system in order to access job search assistance, sector training, supportive services, and retention services. SFHSA and the AJCC maintain a cross-referral relationship to ensure reciprocal referral to public benefits programs and is co-located at the AJCC to ensure referral to public benefits programs, and the AJCC is in close proximity to the CalWORKs and CalFRESH offices. Moreover, SFHSA and OEWD align procurement strategies and mutually-fund community-based organizations to provide complementary workforce services to public benefits recipients.

### Coordination with Child Support Agencies

In Federal Fiscal Year 2022, 7,275 children in San Francisco depended on child support secured by DCSS. Although the barriers facing parents paying child support and parents receiving support are significant, the San Francisco Department of Child Support Services (DCSS) and OEWD both offer necessary services and supports to assist parents with finding and keeping employment, to comprehensively respond to the needs of parents pursuing employment. DCSS currently offers the following services which promote family system health, stability, and child welfare: establishing paternity regardless of marital status; seeking child support court order for immediate payment and court advocacy; and enforcing orders through financial collection, bank account reviews, and wage assignment adjustments. Services cost \$35/year for non-TANF parents receiving child support to access this legal support, promoting an accessible alternative to costly litigation for families in need.

During the local WIOA planning process in 2018-19, OEWD and DCSS reactivated a previously existing partnership. Using this foundation, partners developed a cross-referral strategy, cross-system information sharing practices, and established a workforce pilot program to connect payment delinquent non-custodial parents who were enrolled in unemployment insurance to employment through the workforce development system. The workforce pilot program created service delivery system linkage and referral, and prioritized clients for individualized career services. The pilot was successful in placing parents into employment. Through the lessons learned from this initiative, partners are expanding the service delivery strategy to a second phase that includes referral to neighborhood-based and Spanish, Cantonese, Mandarin, and Vietnamese language services. The partnership is ongoing and routinized.

Outside of this cross-referral workforce program, the San Francisco Workforce Development System can provide parents with a wide range of job search, training, and supportive services, including barrier remediation and specialized services through the AJCC and the Reentry Job Center. According to DCSS, OEWD's CityBuild Construction Pre-Apprenticeship Academy is a strong program currently serving parents and assisting parents to enter a career pathway in a high-demand sector for the region. Opportunities for enhanced collaboration and coordination exist. OEWD and DCSS have established ad-hoc director-level meeting schedules for continued system integration efforts and further program development.

### Competitive Integrated Employment

Per the CWDP, nearly 12% (94,202) of San Franciscans manage a disability. Women have a slightly higher rate of disability than men, and Black or African American, Asian, and Native Hawaiian and Pacific Islander San Franciscans have higher rates of disability than the Citywide

total. Moreover, administrative data from the San Francisco Human Services Agency report that nearly 34,000 low-income clients manage a disability.

The Department of Rehabilitation (DOR) San Francisco District Administrator identified OEWD as a key partner for development of the Local Partnership Agreement (LPA) for Competitive Integrated Employment (CIE), and OEWD participated in the LPA development process. The LPA describes how partners will work together to serve individuals with intellectual and developmental disabilities (ID/DD), especially in partnership with local educational agencies, DOR districts, and regional centers. Though the LPA concluded, partners continue to meet quarterly in good faith to support continuation of LPA strategies and initiatives. LPA participants include many of OEWD's primary workforce development partners: Goodwill (AJCC), The Arc of San Francisco, Independent Living Resource Center, Toolworks, Jewish Vocational Services, Psychosocial Rehabilitation and Recovery Center at the San Francisco Veterans Affairs Health Care System, Community College of San Francisco, San Francisco Unified School District, and Golden Gate Regional Center (GGRC).

OEWD currently provides services to individuals with intellectual and/or developmental disability (ID/DD) through three community-based organizations. Workforce development services include job placement, job readiness, and training services. OEWD's Specialized Job Center for people with disabilities, is co-located with the AJCC to provide new client orientation for individuals with disabilities. The Specialized Job Center has developed a training for San Francisco Workforce Development System service providers to streamline service delivery at a client's entry point to the Workforce System and to limit referral to multiple agencies. The Specialized Job Center also coordinates service delivery with the Department of Rehabilitation (DOR) and leverages DOR funding for client enrollment in training.

OEWD and DOR share an MOU which includes a description of the services provided in the workforce system, how services will be coordinated and delivered to meet the needs of customers, the role of the partners and methods for referral between partners, and a cost-sharing agreement. San Francisco falls within DOR's San Francisco District, which includes the counties of Marin, San Francisco, and San Mateo. DOR is a mandated partner on WISF and meets regularly with OEWD through the aforementioned One-Stop Operator and Local Partnership Agreement meetings.

OEWD and DOR have assigned points of contact to keep the agencies and other partners informed of events and services available. All partners work together to share information and ensure smooth cross-referral between workforce providers and DOR, including providing updated materials and postings at the AJCC and other service provider locations and mandating Job Center and OEWD staff training on systemic issues and best practices relevant to individuals with disabilities. Additionally, OEWD and DOR provide training to the San Francisco Workforce Development System on an at-least biannual basis on trauma-informed care and services to support participants with disabilities and employers with employees managing disabilities.

### Coordination on Services for English Language Learners, the Foreign Born and Refugees

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

A primary strategy to reach LEP workers, English Language Learners, the Foreign Born, and Refugee workers are the Neighborhood Job Centers (described in further detail under Adult and DW employment and training activities), which are embedded within trusted community-based organizations in San Francisco. Through the Neighborhood Job Centers, OEWD has been able to identify and form collaborative relationships with the stakeholders who are providing services to LEP individuals. Over the past several years, through the Chinatown, Mission, and Visitacion Valley Neighborhood and Specialized Job Centers, agencies provide workforce services that are targeted toward these communities. Services include job readiness preparation (such as interview preparation and resume development), computer skills, case management, job placement assistance, and vocational English as a second language (VESL) training. Some providers have also been trained in referring participants to City College of San Francisco to access free or reduced cost English language training.

Currently, OEWD offers multilingual training programs for the health care, hospitality, and other services sectors. Additionally, OEWD has integrated VSEL coursework into the CityBuild Academy Construction training program through City College of San Francisco, though this program is not funded by WIOA investments. Sector training programs may use designated course materials translated into multiple languages and/or bilingual staff who may translate course material into Chinese (Cantonese and/or Mandarin) or Spanish. Current program availability in Chinese includes: Food Prep and Production, Chinese Cooking Training, Western Cooking Training, Japanese Cooking Training, Custodial Training, Hospitality Vocational Training, Healthcare Career Preparation, Home Care Provider II, Home Care Provider III, and Appliance Repair trainings. The Certified Home Health Aide training, which leads to a state certification, includes combined English and Cantonese classroom instruction and course materials. The Certified Nursing Assistant training, though offered in English, works with bilingual Spanish speakers and individuals who are at ESL Level 3 to complete their certification. Current program offerings in Spanish include: Culinary Academy, Home Care Provider II, Home Care Provider III.

In addition, LEP individuals are eligible for barrier remediation services to assist in addressing the barriers to find and maintain employment. The services that are specifically tailored to the needs of LEP individuals include the following characteristics:

- Vocationally-oriented and directly relevant to the vocational goals of the individual
- Include an assessment of both written and verbal language skills
- Include an assessment of the individual's literacy in their native language

- Emphasize contextually-based learning with substantial time allocated to the practice and utilization of English language skills in a safe learning environment
- Relevant to the learning needs of the individual/target population
- Delivered in a culturally competent and sensitive manner

### Coordination on Services for Veterans

In December 2024, EDD released the California Veterans in the Workforce Dashboard. OEWD will use this data resource for strategic planning moving forward. EDD reports that San Francisco County has 21,435 residents who are veterans per the U.S. Department of Veterans Affairs (September 2023). Using U.S. Census Bureau American Community Survey Five-Year Estimates (2022), EDD reports that the veteran labor force population demonstrates a slightly lower than average unemployment rate (4.0%); there are estimated 6,353 veterans in the San Francisco labor force and 256 are unemployed.

OEWD is committed to serving the veteran and military spouse community. The Comprehensive AJCC is co-located with EDD, allowing for smooth coordination with the Comprehensive AJCC's Veterans' Service representative. Furthermore, another Veterans Affairs staff member is housed within SFHSA, one of OEWD's core partners. SFHSA is also physically co-located at the Comprehensive AJCC and at the EDD Affiliate AJCC.

As described later in the Local Plan, OEWD provides a Veterans' Specialized Job Center (SJC) that works closely with the CJC, NJCs, the Veterans Administration (VA), EDD's veterans' programs, community-based organizations serving veterans, other veteran services locally, and education providers. The role of the Veterans' SJC is to:

- Liaise with the VA to provide outreach to veterans, especially those newly re-entering the civilian workforce, and to align employment services across the veterans and workforce systems.
- Provide or facilitate access to a wide range of services to address the needs of veterans, including vocational skills training, housing, health, mental health, transportation, substance abuse, childcare, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.
- Provide legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring and advancing veterans.

### Collaboration with Partners to Address Environmental Sustainability

OEWD has been participating in regional planning efforts in order to align on climate goals across the region. The Bay Area Jobs First Collaborative's Regional Plan Parts I and II ) provides a comprehensive baseline assessment of the Bay Area, its stakeholders, and the factors influencing its economic, environmental, and health conditions. A comprehensive understanding of the region's present conditions is necessary to formulate effective strategies that will help the Bay Area transition to a sustainable economy that creates

high-quality employment opportunities. The report includes an overview of the regional economy, public health, climate and environmental impacts, and a regional SWOT analysis.

In addition to taking part in regional efforts, the City and County of San Francisco maintains a Climate Action Plan, and OEWD is supporting implementation by integrating the Justice40 Initiative into local policy in partnership with Department of the Environment.. The Justice40 Initiative, established in [Executive Order 14008: Tackling the Climate Crisis at Home and Abroad](#), created the following federal goal: 40% of the overall benefits of certain federal investments (including training and workforce development) should flow to disadvantaged communities.

To support environmental justice planning, the State of California produces several data assets. The California Office of Environmental Health Hazard Assessment (OEHHA) CalEnviroScreen 4.0 identifies communities that are disproportionately burdened by multiple sources of pollution and is a tool to assess cumulative impacts of pollution in California communities. The map below identifies that the Tenderloin, South of Market (SOMA), Mission, Bayview Hunters Point, Visitacion Valley, and Oceanview-Merced Heights-Ingleside (OMI), and Treasure Island neighborhoods are particularly burdened by pollution. The OEWD Job Center network align with these areas, and OEWD partners with Treasure Island Job Corps to serve the Treasure Island community.

San Francisco is currently working to understand how environmental justice requirements will be applied to federal funding opportunities and where San Francisco’s Environmental Justice Communities and City Departments can align to prioritize San Francisco’s most burdened communities for federal investments.

The San Francisco Environmental Justice Framework (EJ Framework) was adopted to help decision makers identify environmental justice policy priorities that can be incorporated throughout the San Francisco General Plan. The EJ Framework highlights policy priorities that environmental justice community members have identified as essential to improving the health of their communities. These community priorities are categorized within the following policy topic areas:

- Healthy and Resilient Environments;
- Physical Activity and Healthy Public Facilities;
- Safe, Healthy, and Affordable Homes; and
- Equitable and Green Jobs.

With regards to Equitable and Green Jobs, the policy endeavors to build a network of jobs and workforce opportunities that contribute to the development of healthy communities while meeting the growing need for a diversity of jobs that provide livable wages and workforce development and training opportunities. In doing so, the policy also recognizes the significant disparities in income and workforce participation.

As one example of how OEWD is working to embed climate modifications to existing programs, the CityBuild Academy is working to develop and resource the CityBuild GreenPro program concept. “GreenPro” is designed to address the urgent need for a skilled workforce capable of



thriving in San Francisco’s emerging low-carbon economy. Grounded in a commitment to economic equity, climate resilience, and the creation of high-quality jobs, the program seeks to empower individuals from disadvantaged communities by providing them with critical skills that lead to increased wages, benefits, job quality, and job security.

GreenPro aims to establish a sustainable and replicable framework that offers innovative skills training tailored to the needs of the architecture, engineering, and construction (AEC) sectors. Goals include the development of the GreenPro curriculum, which equips participants with essential skills for high-demand occupations such as Engineering Technician, Building Performance Analyst, and Carbon Data Coordinator. This curriculum will incorporate advanced training in Lifecycle Assessments (LCA), enabling participants to evaluate and reduce embodied carbon throughout the design and construction processes.

To ensure that training aligns with the evolving demands of the low-carbon economy, staff foster collaboration with key industry partners. Our focus is on providing accessible training opportunities for priority populations, including low-income individuals and communities disproportionately affected by environmental challenges. Comprehensive support services—such as mentorship, barrier removal, and financial assistance—will facilitate participants’ success in the full project lifecycle from recruitment, training, completion of training, placement and retention.

While still in development, GreenPro intends to facilitate immediate and eventual greenhouse gas (GHG) emission reductions. By building climate and economic resilience, addressing economic, environmental, and social justice goals, and developing a workforce with industry-led skill sets, the program empowers both workers and firms to compete and thrive in San Francisco’s low-carbon economy.

## WIOA Title I Coordination

*This section must describe the following information: Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning; Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations; How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04 - Rapid Response and Layoff Aversion Activities; A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in [WSD15-14 - WIOA Adult Program Priority of Service](#); A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in [WSD17-07- WIOA Youth Program Requirements](#). This includes any strategies the Local Board has on how to increase the digital literacy and fluency of youth participants, including youth with disabilities; The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities; A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in [WSD19-13 - Selection of AJCC](#)*

*Operators and Career Services Providers. This should include the name(s) and role(s) of any entities that the Local Board contracts with.*

### Training and Professional Development

OEWD aims to support grantees in their efforts to continuously improve their practice, programs and services. OEWD regularly offers technical assistance and capacity-building activities in a variety of subjects related to program improvement and quality assurance. These include but are not limited to: digital fluency and capacity building, cultural competencies, trauma-informed care, and racial equity. The following list is a sampling of the capacity building opportunities held in the past 12-24 months or planned for the coming 12 months:

- Using Motivational Interviewing Techniques to support Climate Job Career Exploration
- Talking Job Quality for Employer Partners
- Trauma and Resilience Foundations
- Trauma and Resilience Action Lab
- EDD Labor Market Information Training
- Future of Work Training Part I (foundation in emerging trends)
- Future of Work Training Part II (applicability to current work)
- Best Practices in Reentry Services with Reentry Specialized Job Centers
- Best Practices in Disability Services with Disability Specialized Job Centers
- Windmills Training - Disability Etiquette and Awareness (Department of Rehabilitation)
- OEWD Racial Equity Workshop (available to all OEWD staff to support practices cultural humility)
- WIOA Data Validation, Measurable Skills Gains, and Credential Attainment Training
- Ongoing training on OEWD proprietary case management system (WorkforceCentral)
- Navigating the Intersection of Reentry, Disability, and Youth Services

OEWD intends to continue professional development offerings for staff and San Francisco Workforce Development System providers as funds are available. Where possible, OEWD will leverage other City-sponsored trainings across departments and staff will cross-train each other to improve professional development offerings.

### Rapid Response Activities

The Federal Worker Adjustment and Retraining Notifications (WARN) Act requires employers to give a 60-day notice to affected employees and both State and Local representatives in advance of a plant closing or mass layoff. OEWD receives WARNs on behalf of the Local Area. In FY 23-24, OEWD received 79 WARNs affecting 6,682 total employees.

In the event of a layoff, outplacement services are provided through Rapid Response and Job Transition Assistance Services, connecting affected workers quickly with resources and information on topics including Unemployment Insurance, bridged health insurance (COBRA), job counseling, training opportunities, and rapid reemployment. Quickly utilizing Rapid Response services helps ensure companies comply with State and Federal WARN Act requirements and aids affected workers in quickly transitioning to new employment, minimizing the length of their unemployment insurance claims.

OEWD promotes Rapid Response workshops and other Employer Services through the WISF, email blasts and newsletters, and ongoing relationships with business partners, city agencies, grantees, and employers. OEWD's Employer Services staff participate in employer events, industry association meetings, community-based events, job fairs, employer-based spotlights, and open house employer-focused activities to promote Rapid Response and other Employer Services.

OEWD will continue to partner with the Employment Development Department to serve companies projecting or planning layoffs to ensure they are aware of Rapid Response, Employer Services, WIOA services, and the Trade Adjustment Assistance program application process. OEWD is also an active member of the Greater Bay Area Rapid Response Roundtable (GBARRR), a group of Rapid Response coordinators, planners, and practitioners who work locally and regionally on behalf of the many workforce development boards to deliver timely rapid response services to employers and dislocated workers. The Roundtable meets quarterly and engages in discussions and activities by sharing best practices and establishing a network of professionals that facilitate service delivery across county boundaries.

#### Adult and Dislocated Worker Employment and Training Activities

The following is an overview of the Job Center System, and includes the Comprehensive Job Center, Neighborhood Job Centers, Specialized Job Centers, the One-Stop Operator and their services. An overview of OEWD's sector initiatives is also provided.

Individually, each OEWD Job Center plays a specialized role within the San Francisco Workforce Development System. The system by design allows for integration of services and braiding of resources. The main components of this system are:

- **Comprehensive Job Center (CJC):** The CJC forms the central hub of San Francisco's workforce system and encompasses all of the WIOA-mandated service elements of an America's Job Center of California (AJCC). Further, it coordinates the services of all of the Job Centers within San Francisco's workforce system to ensure individuals seeking services are connected to the programs and opportunities that help them to achieve their full potential.
- **Neighborhood Job Center (NJC):** The NJCs are located in geographic areas that are physically isolated from the CJC or that chronically suffer from higher unemployment rates than San Francisco's average. NJCs allow community-based access to an array of workforce services.
- **Specialized Job Center (SJC):** The SJCs serve specific target populations (people with disabilities, veterans, people in reentry) with customized career services that respond to a unique set of needs by job seekers in their specialized population. SJCs may be physically co located with the CJC or NJCs.
- **Young Adult Job Centers:** The Young Adult Job Centers target young adults ages 17-24 and offer a variety of workforce, education, wrap-around, barrier-removal, and supportive services to support young adults in achieving economic stability and general well-being. In addition, through either direct service provision or referral to partner organizations, the Young Adult Job Centers offer the ten WIOA youth program elements.

- Sector Coordinators: The Sector Coordinators specialize in a specific demand-industry sector that represents a significant employment area within San Francisco. Sector Coordinators are experts in occupations within that sector and can quickly identify training needs and/or job opportunities appropriate for job seekers interested in entering that sector. Sector Coordinators are responsible outreach, orientation and referring clients to job training opportunities within the respective sector initiative.

### Comprehensive Job Center (Comprehensive AJCC, “CJC”)

The CJC serves as the central hub for all WIOA Title I workforce system services and other services delivered by the CJC, NJCs, SJs, Sector Coordinators, Young Adult Job Centers, Employer Services Coordinators, and Core Partners. In addition to providing direct customer services via a comprehensive menu of on-site workforce preparation activities, the CJC is charged with improving and facilitating coordination of and access to workforce services across the City. The CJC serves as a centralized source of career assessment services, supportive services, on-the-job Training (OJT) contracts, and individual training accounts (ITAs, “training scholarships”) for the broader workforce system. Additionally, the CJC offers comprehensive job readiness training (JRT) services, computer and financial literacy services available for referral by other job centers that do not have the capacity to offer the full suite of such services. Job readiness training is soft skills training to prepare individuals to be personally effective at work.

The CJC serves three primary functions:

1. Collaboration with WIOA Core Partners to co-locate all workforce system services.
2. Delivery of Comprehensive Job Center services at a fully-staffed, “one-stop” career resource center.
3. Coordination of the NJCs, SJs, Sector Coordinators, and Employer Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system. Through this effort, they act an “entry-point” to the workforce system, representing it at community events (e.g., employment and resource fairs).

Together, the Job Centers form a system of workforce services designed to quickly and effectively facilitate a diverse array of job seekers to enter, re-enter, or advance in the labor market in a manner that maximizes their full economic potential.

OEWD targets the majority of its resources to support and prepare job seekers with barriers to employment. Those with barriers to employment will require the most intensive services to realize their employment goals. All Job Centers must design their services in a manner which includes strategies to effectively assist eligible individuals with barriers to employment. Barriers range from those that present significant challenges to those able to be addressed with short-term or minimal guidance and support.

Examples of barriers that often require higher levels of support include:

- First time transition into the workforce
- Limited work skills and experience

- Academic skills lower than 8<sup>th</sup> grade proficiency
- Long-term unemployment or under-employment
- Personal safety issues, such as domestic violence, gang affiliation, or turf issues
- Lack of childcare or transportation
- Lack of a valid driver's license
- Limited English language skills
- Limited digital literacy
- Involvement with the justice system

Target populations who may face one or more of the above barriers include: displaced homemakers, low-income individuals, Native Americans, people with disabilities, older workers, formerly incarcerated individuals, homeless individuals, foster youth, LEP individuals, migrant/seasonal farm workers, people within two years of exhausting TANF benefits, single parents, long term unemployed. All Job Centers work closely with core partners as well as other community-based organizations to ensure successful outreach to target populations, and to ensure that they access the services and supports needed to assist them in moving toward greater economic self-sufficiency and career success.

### One-Stop Operator (OSO)

OEWD funds a One-Stop Operator (OSO)--or America's Job Center of California (AJCC) Operator, as mandated by WIOA--to lead coordination of services among the Comprehensive Job Center (CJC) and WIOA Core Partners.

The OSO plays a role in facilitating partnerships, providing training and technical assistance, and monitoring the successful implementation of services across San Francisco's Workforce Development System.

Highlights of OSO responsibilities include the following:

- Monitor and ensure Implementation of Core Partner services at the CAP as outlined in MOUs negotiated by OEWD.
- Following OEWD guidance, coordinate and facilitate technical assistance and training, including new providers/staff member on-boarding, refresher training, interactive training on OEWD technology systems, etc., in a variety of formats to accommodate a diversity of adult learner needs.
- Coordinate service provider events to share best practices and allow for networking and resource-sharing among providers.

### Neighborhood Job Centers (Satellite AJCCs)

A network of seven NJCs allows the workforce system to leverage neighborhood assets to enhance core programs and services. These neighborhood-based employment centers offer a combination of workforce, education, barrier-removal, referral, and supportive services to support residents in achieving economic stability and general well-being. In addition to delivering an extensive menu of WIOA workforce services on-site, the NJCs serve as geographically accessible entry-points into San Francisco's larger public workforce and education systems.

The NJCs allow for specialized outreach to Limited English Proficient (LEP) communities who are concentrated in certain San Francisco neighborhoods. All NJCs are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

NJC services include the following:

- An accessible, community-based facility delivering comprehensive workforce services, including referral to adult basic education.
- In-person and online services relevant and customized to neighborhood-specific needs and assets.
- Staff who are culturally humble (and, as needed, multilingual) personnel who serve as workforce experts, reach neighborhood residents through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of neighborhood residents and connect them to the Job Center; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Relationships with local businesses and with businesses whose hiring needs match the skills of neighborhood job seekers; close coordination with OEWD's Employer Services provider to facilitate connections to larger, regional businesses allow job seekers to understand, prepare for, and connect to job opportunities within the San Francisco labor market.

### Specialized Job Centers (SJs)

Specialized Job Centers target specific at-risk populations, as detailed below. SJs identify clients through the CJC and NJCs, and cross referrals are encouraged. All SJC service providers are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services appropriate and tailored to the client's particular assets, needs, and barriers.

SJs must identify the industries and occupations that are most appropriate for the targeted groups they serve, with an emphasis on industry-recognized certificate attainment. At a minimum, a Re-Entry SJC, a Disability SJC, and a Veterans SJC are key elements of San Francisco's Job Center network. Other SJs may be added for other identified needs. Providers are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference is given to high-quality partnerships, subcontracting arrangements, or collaborations that leverage from other sources.

### Reentry SJC

Employment is a key criminogenic factor in recidivism. To that end, OEWD funds a Reentry Specialized Job Center (SJC) to provide job readiness and employment services for job seekers with criminal convictions or a history of involvement in the criminal justice system. The Reentry SJC works with existing programs, policies, tools, and services, including but not limited to: counseling services, workshops, and job placement assistance targeting the employment needs of

job seekers with criminal records, especially those newly re-entering the workforce from the criminal justice system.

Reentry SJC providers deliver the following:

- Liaise with the Adult Probation Department to provide outreach pre-release and to align re-entry employment services across the probation and workforce systems.
- Provide or facilitate access to a wide range of services to address inadequate/outdated vocational skills, low literacy and numeracy skills, limited digital literacy, mental or behavioral health issues, and substance abuse issues, as appropriate.
- Provide or facilitate access to cognitive behavior interventions, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.
- Provide or facilitate access to legal and practical assistance to obtain a Certificate of Relief and Good Conduct, rap sheet reclassification, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring the re-entry population.
- Place job seekers in transitional employment for up to 6 months, with an ultimate goal of unsubsidized employment.
- Provide follow-up retention services up to 24 months following placement in unsubsidized employment.

#### Disability SJC

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

The San Francisco job market is very focused on highly skilled individuals, which can be particularly challenging for people with disabilities (PWD) with limited skills and work experience. This makes it difficult to decide between returning to work in a low-wage job and/or staying out of the workforce. The overarching challenge with job placement involves job matching and ensuring that PWD are not underemployed. Disability Specialized Job Centers (SJCs) and a Disability Coordinator deliver and coordinate workforce and employment services targeting people with disabilities (PWD). The Disability SJCs and Disability Coordinator work closely with the Department of Rehabilitation, CBO's, and other service providers to ensure coordination of efforts.

The Disability Coordinator is responsible for the administration of San Francisco's Ticket to Work program. Ticket to Work is a Federal program that supports career development for Social Security disability beneficiaries aged 18 through 64 who want to work. The program helps people with disabilities progress toward financial independence and is free and voluntary.

Disability SJCs deliver the following:

- Conduct targeted outreach to PWD, including adults on Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI).

- Act as a resource for job seekers, businesses, government agencies, and community-based organizations regarding the unique assets and barriers of the disabled job seeker population.
- Collaborate and coordinate alignment with disability-serving partner organizations to better serve PWD.
- Collaborate with DOR to align employment services and resources.
- Collaborate with educational and training institutions to support individuals' access to education and attainment of in-demand credentials.
- Ensure accessibility of facilities, services, and materials provided at and through referral via the CJC and NJCs.
- Provide Ticket to Work services to participants enrolled in San Francisco's Disability Employment Initiative, including career planning, job accommodations, job coaching/training, job placement/job assistance services, ongoing employment support/job retention, special language capacity, and other employment-related services.
- Provide on-going disability awareness training for staff at the CJC, NJCs, other SJs, and sector-based service providers.
- Engage employers with interest in hiring and advancing individuals with disabilities; train employers on supporting employees with disabilities; and facilitate job placement and retention, including any necessary accommodations.

#### Veterans SJC

According to the July 2023 Census estimate, approximately 20,000 veterans reside in San Francisco. The Veterans' Specialized Job Center (SJC) delivers job readiness and employment services targeting veterans, especially those newly re-entering the civilian workforce. The Veterans' SJC works closely with the CJC, NJCs, the Veterans Administration (VA), EDD's veterans' programs, community-based organizations serving veterans, other veteran services locally, and education providers.

The Veterans SJC delivers the following services:

- Liaise with the VA to provide outreach to veterans, especially those newly re-entering the civilian workforce, and to align employment services across the veterans and workforce systems.
- Provide or facilitate access to a wide range of services to address the needs of veterans, including vocational skills training, housing, health, mental health, transportation, substance abuse, child care, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.
- Provide legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring and advancing veterans.

#### Overview of Job Center Services

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



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

#### Outreach and Referral

Outreach and referral services identify eligible participants to be enrolled in workforce programs and services, including WIOA identified target populations, low-income, unemployed, underemployed, and dislocated workers. Outreach and referral efforts are coordinated with other direct service providers and/or agencies responsible for these programs to ensure a process for making job opportunities available to program participants. All service providers including Specialized Job Centers are required via contract to assist with outreach and referral services. Furthermore, each coordinator for the sector academies is responsible for outreach efforts.

#### Orientation and Assessment

Orientation and assessment are the first enrollment activities a participant encounters in the San Francisco Workforce Development System.

*Orientation:* Orientations provide information on the full array of services available through all Job Centers and the larger workforce ecosystem, including those provided by other agencies and organizations. Information is provided on how to access other workforce services available within the community and the larger workforce services ecosystem.

*Assessment:* Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define/redefine career goals and identify barriers to employment relevant to each individual participant. Any needed supportive services are also identified during the assessment process. Initial assessment will help determine the incoming participants' eligibility and appropriateness for workforce programs and supportive services.

An objective assessment must include a participant's: education, basic and occupational skills, prior work experience, interests, employability, aptitudes, supportive service needs, and developmental needs. Approved OEWD assessment tools include ACT's job skills assessment system, WorkKeys, KeyTrain, National Career Readiness Certificate, CASAS, and TABE.

#### Information and Guided Referral Services

All Job Centers provide information and referrals on how to access services within the Job Center and in the larger public workforce system. Information regarding supportive services, including childcare and transportation, are also accessible. Information on employment opportunities include employment statistics, labor market (local/state/national) information, training opportunities, job vacancy listings, required job skills, and available services. Information on unemployment claims, eligibility for CalWORKS (TANF) employment activities, and financial aid assistance for training and education programs is also provided. Information may be made available in a self-service resource room, through individualized referrals, case management, and/or in group workshops.

Participants are referred to services and workforce programs for which they are eligible and prepared, and which are most appropriate to their goals, abilities and needs, based on the results

of assessment(s). When appropriate, referrals are made from the Job Centers to the Sector Coordinators.

OEWD provides an approved list of qualified service providers (the Eligible Training Provider List) for Job Centers to refer individuals to approved providers when WIOA-funded technical or occupational training is identified as appropriate for the client. For example, job seekers assessed to have limited academic skills and/or English proficiency must be referred to an OEWD-approved basic skills provider. OEWD provides technical assistance and staff development to service providers to ensure they are familiar with providers on the ETPL as well as other agencies providing specialized and/or complimentary services in order to facilitate relationships and strong referral networks amongst approved providers.

#### Individual Career Planning and Case Management

All Job Centers provide individual career planning and case management services to customers in an integrated manner across programs, utilizing the workforce system partners as appropriate. These services are intended to ensure that the program experience and outcomes for each participant are aligned with their unique educational and occupational goals; and that services are provided in a manner that addresses the individual needs of each participant, including services designed to help individuals overcome barriers to post-secondary or employment success.

Service providers work jointly with eligible program participants to develop individual employment plans (IEPs) or individual service strategies (ISSs) (for WIOA Youth eligible participants) that, at a minimum, specify an employment goal, objectives, all barriers to employment, the mix and sequence of services that should help the customer overcome the barriers identified, supportive services to be provided, and expected employment outcome(s) or goals. As appropriate to a participant's goals and needs, individual planning involves case management staff from relevant service providers to ensure that no services are duplicated. Individual planning helps the participant to identify an industry sector of interest to the individual and create an individual career plan for potential career paths within the job seeker's selected industry.

The plan must include the training and skill development needed to succeed in the specific industry and must recommend a path for advancement and/or refer job seekers directly to a sector academy, other training via an ITA also known as a "training scholarship", or direct placement.

Through integrated case management services, the Job Center tracks participants' progress, assists participants in overcoming barriers, provides career and motivational counseling, refers participants to other resources that can meet identified needs, follows up on all referrals and placements, and act as an advocate on behalf of participants. As needed, a participant's IEP/ISS is modified to reflect changing needs or circumstances.

#### Supportive Services

As part of a client's assessment, case managers identify what supportive services, if any, are necessary to help participants enter, participate and succeed in workforce services. Supportive services are provided by NJCs as well as the CJC. The supportive services provider works with participants to address life issues impacting the participants' ability to obtain or retain

employment. Supportive services should be delivered in a culturally competent and sensitive manner.

Supportive services may include (but are not limited to):

- Testing fees
- Childcare services
- Transportation assistance
- Driver's license acquisition or driving record remediation
- Drug testing
- Assistance with work-related expenses (uniforms, supplies, tools, etc.)

#### Job Readiness Training

Job Readiness Training (JRT) helps prepare job seekers for success in vocational programs and employment by equipping them with effective workplace and classroom survival skills, attitudes, and behaviors. Ideally, JRT will motivate job seekers to identify and address their identified employment barriers; be relevant and customized to the learning needs of the individual or target population; and be delivered in a culturally competent and culturally sensitive manner.

Training includes topics such as learning and communication skills, employers' expectations, appropriate work attire, life skills, and job search skills.

#### Basic Digital Literacy Training

Basic computer skills training is designed to equip participants with the skills and support they need to fully access workforce system services, conduct an effective self-directed job search, and achieve employment and career advancement. Training may include:

- Basic computer skills & literacy
- Internet use for the job search and job applications
- Email skills for the job search
- Basic skills training in Outlook, Word, Excel, Access, and PowerPoint

#### Financial Literacy Services

Financial literacy services and training prepare participants to manage employment income and a household budget. Financial literacy services include the following topics:

- Ability of participants to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals;
- Ability to manage spending, credit, and debt, including credit card debt, effectively;
- Awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy and effect on credit terms
- Ability to understand, evaluate, and compare financial products, services and opportunities;

- Activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial literacy and education materials.

#### Direct Job Search, Placement and Retention Services

When individuals are ready to apply for jobs, job search, placement and retention services assist them in obtaining employment, assessing their progress, and determining the need for additional services to help them adjust to their new work environment.

*Job Search and Placement:* Job search services prepare job seekers to conduct an effective job search, and make them aware of available employment opportunities as they conduct their searches. Each Job Center provides a variety of job search services, including (not limited to) the following:

- Information and assistance regarding job search strategies, resume development, and interviewing techniques
- Individual and small group counseling and coaching
- Computer access and assistance to support the job search
- Employment leads and access to employer relationships
- In coordination with Employer Services staff/providers, career and hiring fairs, and on site one-on-one and/or group job interviews

Each Job Center markets job seekers to local employers and facilitates the application and hiring process to the extent feasible. The Job Center maintains a roster of referral-ready participants who can quickly be contacted when appropriate employment opportunities become available.

*Retention Services:* Retention services include follow-up activities to determine whether program participants are still working and/or in school, and if they are in need of additional support to achieve positive program participation and employment outcomes. Retention services identify and address barriers that may jeopardize the participants' new employment, offer coaching services to assist both employers and participants to address new or on-going barriers that may interfere with employment, and provide reemployment services if the participant has quit or been terminated. Each OEWD-funded grantee coordinates with other appropriate service providers to help participants address obstacles to continued employment or reasons for job loss, and implement appropriate solutions to secure employment. Follow-up and retention services are available for up to 12 months and are provided to all participants placed in unsubsidized employment.

#### Individual Training Accounts

WIOA funds may be used for Individual Training Accounts (ITAs, "San Francisco Training Scholarships") to provide individuals with skills to enter the workplace and retain employment. Training services may include:

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials.
- "Earn and Learn" models such as On-the-Job training.

- Programs that combine workplace training with related instruction.
- Training programs operated by the private sector.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Adult education and literacy activities in combination with services described above.
- Customized training.

The CJC has primary responsibility for ITA administration. In coordination with the CJC and following WIOA program guidance, each Job Center informs eligible job seekers about ITAs and facilitates their access as appropriate. Job seekers—in consultation with a Job Center case manager—must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to their career goals as determined through an assessment.

### Sector Workforce Programs

In alignment with the state policy strategies of targeted sectors and career pathways, OEWD funds coordinated workforce employment and training services in several priority industry sectors that have been identified through OEWD’s strategic planning process and validated by labor market data. OEWD’s Sector Workforce Programs are designed to improve the responsiveness of the workforce system to the demands of sustainable and growing sectors employing a significantly large number of employees, projecting high growth and/or facing staffing shortages while providing career pathways leading to self-sufficiency and economic mobility.

Sector Academies or Initiatives—as these programs are marketed to job seekers and employers—deliver a full spectrum of services necessary to develop job seekers’ industry-relevant skills, experience and knowledge, and to help them secure and maintain unsubsidized employment within that sector. Sector Workforce Programs provide sector-specific job preparation services, occupational skills training, job readiness training, incumbent worker training, customized training, contextualized work-based learning strategies, employment retention, and other workforce services in order to develop a pipeline of skilled workers for in-demand occupations.

OEWD has built and invested in five sector portfolios: CityBuild Academy (construction), San Francisco Healthcare Academy, TechSF (information and communication technology), the Hospitality Initiative (accommodations and food service), and Industries of Opportunity (social services, other services, trade/transportation/logistics, utilities, early childhood education, among others). San Francisco residents that access and participate in a Sector Program receive the supports and training necessary to secure a job with a career path for self-sufficiency. By preparing residents to enter a growth sector, these services will assist residents to gain the skills and certifications necessary for employment and career advancement. In FY 2023-24, 1,618 individuals were enrolled into OEWD’s sector programs and 883 were placed in employment, for a placement rate of 69% and average placement wage of \$25.

Brief summaries of the Construction, Healthcare, Technology, Hospitality, and Industries of Opportunity sector initiatives appear below. Please refer to the RPU Regional Plan for further labor market analysis.

### Construction

Established in 2005, CityBuild is OEWD’s longest established sector initiative. CityBuild offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back-office functions on construction sites or home base offices. CBA and CAPSA have established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry. The CityBuild Women's Mentorship Program is a volunteer program that connects women construction leaders with experienced professionals and student-mentors who offer a myriad of valuable resources: professional guidance; peer support; life-skills coaching; networking opportunities; and access to community resources. The program encourages women in their early careers, as well as more experienced professionals, to discover their leadership potential, enhance professional development skills, and provide a strong support network. This industry offers middle skill jobs that provide above median wages as well as benefits, as well as career pathways to advancement, and employs over 29,000 in San Francisco County. The average annual wage for Construction occupations is \$120,325 (Lightcast; 2024 Quarter 4). One of OEWD’s key strategies to promote construction careers is to focus on San Francisco’s First Source Hiring requirements and to ensure that construction projects comply with local hiring requirements.

### Health Care

The health care industry and health care occupations have been identified on the national, state, and local levels as priorities for workforce investment due to increasing demand for new workers, replacement of retirees, and skills development in response to new technologies, treatment options, and service delivery options. OEWD’s San Francisco HealthCare Academy prepares San Francisco job seekers for both clinical and non-clinical positions in a wide variety of settings and across levels of education and skill. Health Care and Social Assistance employs almost 93,000 individuals in San Francisco County. Healthcare is known for its many access points, career ladders and lattices, and high wages. Average annual wages for healthcare are over \$82,000, higher than the national average (Lightcast; 2024 Quarter 4). It is accessible to a variety of individuals – from those who want to provide direct patient care to those who want to work in an office setting within the health care field. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential. OEWD’s strategies to promote healthcare careers post-pandemic include expanding training and internship opportunities, implementing career pathways programming (with a skills enhancement incumbent worker training) within the San Francisco HealthCare Academy, and increasing employer engagement efforts with the city’s largest medical facilities.

Healthcare trainings and pathways include home care provider with career advancement tracks, certified home health aide, certified nursing assistant, certified dental assistant, medical administrative assistant, certified phlebotomist, certified medical assistant, emergency medical technician, dental assistant, care supervisor, and support retention coordinator.

## Hospitality

According to the San Francisco Economic Recovery Dashboards, which use EDD Labor Market Information data, in January 2020 the Accommodation and Food Services industry employed 122,200 people in the San Francisco-Redwood City-South San Francisco Metropolitan Division. By April 2020, employment had dropped dramatically, increasing through 2023 until the most recent figure of 106,200 employed in October 2024. EDD projects that this industry will grow to 145,400 employed by 2030 for the Metropolitan Division.

For San Francisco County alone, almost 73,000 individuals are employed in Accommodation and Food Services (Lightcast; 2024 Quarter 4). The average earnings are above the national average at \$51,743 (compared to \$32,260). Within this industry, 72.9% of jobs are Food Preparation and Serving Related occupations.

San Francisco offers a number of Hospitality Initiative training programs, open to both new entrants and experienced hospitality workers. A Hospitality Sector Coordinator is available to assist with job placements, and training programs are available in custodial, culinary, and bartending.

## Information and Communication Technology (ICT)

ICT is a major economic driver for both San Francisco and the region overall, with job numbers having grown 15% from 2018-2023. Almost 67,000 individuals are employed in the Information sector in San Francisco County, about four times more than other areas of comparable size. The average earnings per job are over \$307,912 (Lightcast; 2024 Quarter 4).

TechSF is a citywide economic and workforce initiative that provides education, training, and job placement assistance to both job seekers and employers, so that all benefit from the major job growth in technology occupations and opportunities. TechSF has existing employer, education, training, and community-based partners that provide collaborative services to job seekers and employers in tech occupations across sectors in the pursuit of three goals: 1) Address the local technology workforce talent supply and demand through a coordinated labor exchange; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in the industry; and 3) Partner with secondary, postsecondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers. TechSF offers a wide range of tech trainings with an emphasis on serving long-term unemployed and individuals who are currently underrepresented in the IT sector.

Among OEWD's strategies to advance tech careers are expanding and growing apprenticeship opportunities with local technology companies; continued collaboration with CCSF and SFUSD to expose underrepresented/neglected communities to careers in the tech industry; and developing regional systems to support tech apprenticeships. OEWD and TechSF staff were the program lead for the Regional Implementation grants 2.0 and 3.0 which focused on developing tech apprenticeships. TechSF training and pathways include digital marketing, software and web development, apprenticeship and work-based learning, multimedia and design, Salesforce and database administration, IT and networking.

### Industries of Opportunity (IOO)

IOO prepares people for a variety of careers in manufacturing, commercial driving, barbering, and appliance repair by offering training programs at no cost to participants.

Programs explore pilot sectors and emerging industries including transportation, personal maintenance, and other services.

### Sector Coordinator (Sector Lead)

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

Each Sector Coordinator collaborates with Sector Occupational Skills Training Providers and Sector On-Ramp Programs (if applicable) to create a comprehensive Sector Academy that offers a seamless delivery model for all employer and job seeker customers. The Sector Job Center is the “hub” for job seekers interested in pursuing a career in the relevant sector, with clear referral mechanisms and pathways to available trainings and service options for individuals from a variety of educational and employment backgrounds. Staff serve as sector subject matter experts; with a dual-customer approach, staff provide services to both job seekers and employers in order to effectively support the industry’s workforce supply and demand needs. The Occupational Skills Training Providers and Sector On-Ramp Programs are described below.

### Occupational Skills Training Provider(s)

To complement the sector initiatives described above, OEWD funds sector-specific occupational skills training providers that create, vet and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training-related employment.

Occupational Skills Training providers are responsible for achieving participant program completion, job placement and employment outcomes. Occupational Skills Training curriculum must be vetted and validated through industry employers and linked to appropriate credential(s), certification(s) or degree upon successful completion of training and testing. Training providers will provide information on career pathways that exhibit opportunities for upward mobility, career growth and self-sufficiency within a given industry.

### Sector On-Ramp Programs

To further ensure participant success in sector career pathways, OEWD funds Sector On-Ramp Programs. Sector On-Ramp Programs equip participants with basic academic and technical skills contextualized to a targeted industry sector. Sector On-Ramp Programs provide an articulated path to postsecondary education/degree or further industry-recognized sector training (resulting in stacked certifications) sector-related employment, and serve as feeders into one of the OEWD Sector Job Centers. Successful models incorporate post-secondary education enrollment,



financial incentives, and work-based learning opportunities, so that participants can build education credentials while accumulating skills and earning money.

Sector On-Ramp Programs have formal partnerships with local community colleges and other post-secondary institutions, including formal articulation of programming to postsecondary degree pathways and lifelong learning, formal connections to industry-recognized sector training (with stackable certification) or direct connections to unsubsidized sector-related employment that, if entry-level, is part of a long-term career pathway in a given industry.

### Young Adult Workforce Services

According to San Francisco's Safety Net Services Scorecard, in 2022, 5.7% of San Franciscans under the age of 18 live in poverty. San Francisco's high school graduation rate has been improving in recent years, reaching 90.2% in 2021-22. Total public school enrollment in 2022-23 was approximately 49,000 students. Although the total number of young people has been on the decline, those that still call San Francisco home need significant supports to achieve economic self-sufficiency.

Young Adult Workforce Services are designed to provide services to job seekers ages 16-24 who live or work in San Francisco. OEWD contracts community-based organizations to provide youth services. Further, services provided in these programs prioritize the target populations identified by the WISF, which include:

- Formerly incarcerated and justice system involved youth
- Homeless individuals
- Public housing residents
- Residents receiving public assistance
- Youth with disabilities
- Individuals with limited English proficiency
- Out-of-school youth
- In-school youth not on track to graduate
- Youth in the foster care system
- Pregnant and parenting teens

Numerous efforts across the City provide services to help young adults along the path to economic security. Through Young Adult Workforce Services, OEWD seeks to complement and build upon existing service models that strengthen communities and support young adults in achieving economic stability and general well-being. Youth and young adults who do not meet WIOA eligibility criteria can be served via other programs and funding streams, such as those housed at the Department of Children, Youth, and their Families.

OEWD funds three program areas addressing the needs of young adults in San Francisco's workforce system:

1. Young Adult Job Center
2. Reconnecting All through Multiple Pathways (RAMP)
3. Young Adult Subsidized Employment

According to a UC Davis evaluation funded by the California Workforce Investment Board to evaluate the state's youth workforce development system (9/2006), the most successful programs commonly utilize strategies which include a holistic approach combining employment preparation with personal support; learning experiences blending work with the chance to build self-confidence and learn what it takes to be a good employee; and caring adult supervision. San Francisco's Young Adult Workforce Services incorporate all of these best practices.

### Young Adult Job Centers

Through a network of five Young Adult Job Centers, employment services offer a variety of workforce, education, wrap-around, barrier-removal, and supportive services to support young adults in achieving economic stability and general well-being. In addition to delivering a comprehensive menu of WIOA workforce services on-site, the Young Adult Job Centers serve as entry points into San Francisco's larger public workforce and education systems.

Each Young Adult Job Center offers to young adults the same menu of services that is available through adult Job Centers. However, Young Adult Job Centers ensure that these services are tailored to the needs of young adults, including opportunities to attach to post-secondary education systems, and that young adults are engaged in the Job Center through targeted outreach and recruitment. Young adults may be served by other Job Centers, although the Young Adult Job Centers are exclusive to young people. For example, young people with disabilities may be served either via a Young Adult Job Center, the Disability Coordinator, or both – whatever best meets the needs of the young person. Close coordination across these resources ensures seamless service delivery for the participants. Digital literacy is considered a job readiness component, and all youth service providers have job readiness incorporated into their programming.

### Young Adult Job Centers:

- Manage and coordinate an accessible, community-based facility delivering comprehensive workforce services that target young adults ages 16-24.
- Coordinate partnerships among multiple stakeholders and service providers, including youth-serving community-based organizations.
- Provide culturally competent personnel who serve as workforce experts, reach young adults through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Conduct outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of young adults and connect them to the Job Center; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Conduct youth-friendly intake processes that determine if WIOA services are appropriate for the individual participant, including plans for referral of youth who are ineligible or are not selected to participate in OEWD-funded activities.
- Develop relationships with local businesses and with businesses whose hiring needs match the skills of young adult job seekers; while coordinating closely with OEWD's Employer Services provider to facilitate connections to larger, regional businesses.
- Additionally, offer - through direct service or guided referral - the following WIOA Youth program elements:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies
2. Alternative secondary school services
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience which may include: summer employment, pre-apprenticeship programs, internships, job shadowing, on-the-job training
4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster
6. Leadership development opportunities, community services and peer-centered activities
7. Supportive services
8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation
9. Follow up services for no less than 12 months after the completion of participation
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area
14. Activities that help youth prepare for and transition to post-secondary education and training.

#### Reconnecting All through Multiple Pathways (RAMP)

RAMP is a workforce and educational development program that provides youth with supports to positively attach to the workforce and address barriers to employment within the context of a work environment. Targeting young people who are involved with the justice system, reside in public housing, are exiting foster care, and/or have dropped out of school, the program model combines job readiness training, paid work experience, educational services, and intensive support. RAMP equips participants with the skills and opportunities they need to get on a path towards self-sufficiency and productive participation in society.

All young adult participants receive a core set of program components that comprise the RAMP model. These include a comprehensive assessment, job readiness training (JRT), work experience, and unsubsidized job search and placement assistance. Following completion of JRT, each participating young adult is placed in a transitional job, internship or skill-focused training program which includes a stipend to allow for earning income while continuing the process of becoming fully work-ready. During this work experience component, an assigned coach works individually with participants to monitor their performance, assist them with any challenges they are facing, connect them with outside support services as needed (e.g. childcare, transportation, substance abuse services, etc.), and prepare them to seamlessly transition to the workforce. Young adult participants also have access to on-site high school diploma/GED completion support.

### Young Adult Subsidized Employment Program (YASE)

YASE provides a continuum of services for young adults who have previously participated in internships, on-the-job trainings, and subsidized employment programs and are “aging-out” of those programs. The purpose is to engage young adults in various experiences including work readiness training, technical skills training, educational support, youth leadership development activities, and meaningful work-based learning opportunities, with a heavy emphasis on San Francisco’s targeted sectors. The program aims to provide young people exposure to the workplace, work readiness training, and a valuable work experience that enhances their employability skills and career awareness while supporting their overall personal development.

YASE providers connect each participating young adult with subsidized employment in a specific industry sector and occupation targeted by the program. Targeted sectors must have accessible career pathways, and the entry-level, subsidized positions provided to participants must connect to opportunities for advancement. Targeted industries may include the WISF priority sectors (information technology, health care, construction, and retail/hospitality), as well as other promising sectors. Participants are also provided with financial literacy training.

### WIOA Title I Administration

OEWD is responsible for the disbursement of all funds, including Workforce Innovation and Opportunity Act funds, under this plan. OEWD procures services from community-based organizations and other eligible parties utilizing competitive Request for Proposal (RFP) and Request for Qualification (RFQ) documents. Each solicitation document issued by OEWD clearly describes the services being procured; required criteria that bidders must meet; expected outcomes per program or service category as appropriate; anticipated investment levels for each program or service category; proposal submission requirements; a summary of the review criteria; conditions under which bidders may protest the funding decisions; and the process they must follow to protest a funding determination. OEWD leverages multiple funding sources in support of San Francisco’s workforce development system, including WIOA, federal Community Development Block Grant (CDBG) funds, OEWD general funds, and San Francisco County Transportation Authority funds. Programs that help individuals enter sector-based career pathways through a range of education and training programs leading to industry-recognized certifications and degrees are prioritized in the procurement process.

All RFP/RFQs are advertised extensively through local news outlets, through direct outreach mail and email lists, and through the department’s website to ensure maximum numbers of potential applicants are reached. For large RFP solicitations, it is the department’s practice to hold a public technical assistance conference to clarify programming, submission requirements and answer questions concerning the solicitation from potential bidders. Information provided at the conference is also publicly posted to ensure that all interested parties have access to the documents and guidance provided. Regardless of the size or type of the solicitation, OEWD’s practice is to allow interested parties to submit questions during a specific time period set forth in the RFP/RFQ document. The department subsequently posts all questions, answers, and additional guidance as noted above quickly to give bidders a chance to incorporate the guidance into their proposals.

Standard scoring rubrics are created for each solicitation and provided to all proposal readers with extensive directions to ensure that the review process is fair and equitable. Reviewers are

asked to disclose all conflicts of interest and proposals are assigned accordingly to avoid any potential conflicts. Proposals are evaluated according to the criteria set forth for the RFP/RFQ and funding recommendations are presented to the WISF for discussion and confirmation where required.

Once grantees are selected and enter into contracts, OEWD's Workforce Programs team is responsible for monitoring programmatic outcomes; OEWD's Contracts and Fiscal Administration team ensures compliance with fiscal aspects of contractual agreements.

As described previously, the role of the One-Stop Operator and Career Service Providers are filled through competitive procurements. The current operator of the Comprehensive Career Center is Goodwill Industries of San Francisco, San Mateo and Marin Counties and the OSO is Social Policy Research Associates. OEWD also contracts with over 60 other providers to run Neighborhood Job Centers and to offer workforce services. OEWD is in the process of an RFP to update their contracted service providers.

## Appendices

Appendix A: Stakeholder and Community Engagement Summary

Appendix B: Public Comments that Disagree with the Local WIOA Plan

Appendix C: Signature Page