



OAKLAND WORKFORCE DEVELOPMENT BOARD MEETING

Thursday, November 1, 2018

8:30 a.m. – 11:00 a.m.

Hearing Room 3
Oakland City Hall
One Frank H. Ogawa Plaza



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OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)

REGULAR MEETING NOTICE

City Hall, 1 Frank H. Ogawa Plaza, Oakland, CA

Hearing Room 3

Thursday, November 1, 2018

8:30 a.m. – 11:00 a.m.

AGENDA

Members of the public wishing to address the Board on issues shall complete a Speakers Card. Members of the public who wish to address the Board on published issues should do so at the time the agenda item is being discussed. Issues that the public wishes to address that are not published on the agenda will be heard during the Public Forum section.

I. PROCEDURAL ITEMS

- a. Call to Order and Roll Call
- b. Chair Remarks
- c. Adoption of the Agenda
- d. Approval of Minutes (Action)
 - i. August 2, 2018 (OWDB Regular Meeting)
 - ii. September 21, 2018 (OWDB Special Meeting/Retreat)

II. PRESENTATION ITEM

- a. City of Oakland Department of Violence Prevention & Oakland Unite (OU)

III. ACTION ITEMS

- a. Approve Contract for Professional Services to Support RFP Development
- b. Receive Summer Jobs Update & Consider Formation of *Ad Hoc* Committee for 2019

IV. DISCUSSION ITEMS

- a. Updates on Local/Regional Plans, Citywide Workforce Assessment, and RFP Processes

V. PUBLIC FORUM

(For items that members of the public wish to address that are NOT on the agenda)

VI. STAFF REPORTS

VII. ANNOUNCEMENTS

VIII. CLOSING REMARKS & ADJOURN

NEXT SCHEDULED REGULAR OWDB MEETING

THURSDAY, FEBRUARY 7, 2019

8:30AM-11:00 AM

These WIOA Title I financially assisted programs or activities are "Equal Opportunity Employers/Programs". Auxiliary aids and services are available upon request to individuals with disabilities.

ITEM I.d.i. – APPROVAL OF MINUTES

Thursday August 2, 2018

8:30 a.m. – 11:00 a.m.

Minutes

Members in Attendance: John Brauer, Kori Chen, Herb Garrett, Zeydi Gutierrez, Darrien Louie, Doreen Moreno, Chudy Nnebe, Brian Salem, Lynn Vera

Absent Members: Matt Alexander, Kathleen Burris, Dan Ferreira, Polly Guy, Derreck Johnson, Jowel Laguerre, Gilbert Pete, Ruben Rodriguez, Obray Van Buren

The City of Oakland Workforce Development Board convened on August 2, 2018 at Oakland City Hall located at One Frank H. Ogawa Plaza, Oakland, CA 94612 in Hearing Room 3.

1. The Board meeting was called to order at 8:49 am.
 2. Board staff called roll. A Board quorum was met.
 3. The Board Chair called for the adoption of the agenda: Item I.c. Adoption Agenda.
 4. The Board Chair addressed the first action item: Item III.a. Adopt FY 2018 – 2019 Budget & Funding Recommendations
 - a. A motion was made by John Brauer to: Approve the OWDB fiscal year (FY) 2018-2019 revised budget included recommended “up to” (maximum) funding levels for contracted services providers as presented and forward to consideration for adoption/approval by the Oakland City Council
 - b. The motion was seconded by Darrien Louie.
 - i. Ayes: 9
 - Nays: 0
 - Abstentions: 0
 - The motion carried.
 5. The Board Chair addressed the second action item: Item III.b. Adopt FY 2018-2019 Annual Calendar
 - a. A motion was made by Brian Salem to: Adopt the 2018 – 2019 Fiscal Year (FY) annual operating calendar.
 - b. The motion was seconded by Chudy Nnebe.
 - i. Ayes: 9
 - Nays: 0
 - Abstentions: 0
 - The motion carried.
 6. The Board Chair addressed the first discussion item: Item IV.a. FY 2017-2018 Program Performance Report
 7. The Board Chair addressed the Public Forum.
 8. The Board Chair addressed the Staff Reports.
 9. The Board Chair addressed Announcements.
- The Board Chair called to adjourn the meeting.
The meeting was adjourned at 11:05 am.

ITEM I.d.ii – APPROVAL OF MINUTES

Friday September 21, 2018

8:30 a.m. – 3:00 p.m.

Minutes

Members in Attendance: John Brauer, Kori Chen, Zeydi Gutierrez, Darien Louie, Chudy Nnebe, Doreen Moreno, Gilbert Pete, Brian Salem, Lynn Vera

Absent Members: Matt Alexander, Kathleen Burris, Dan Ferreira, Herb Garrett, Polly Guy, Derreck Johnson, Jowel Laguerre, Ruben Rodriguez, Obray Van Buren

The City of Oakland Workforce Development Board convened the Board Retreat Meeting, September 21, 2018 at The California Endowment Center for Healthy Communities, 2000 Franklin Street, Oakland, CA 94612.

1. The Board meeting was called to order by Kori Chen on behalf of the Board Chair, Herb Garrett, at 9:14 a.m.
2. Board staff called roll. A Board quorum was met.
3. Kori Chen called for the adoption of the agenda: Item I.b. Adoption of the Agenda
4. Kori Chen addressed the first action item: III.a Authorizing the Executive Committee to Select Profession Development Consultants
 - Discussion:
 - i. Lazandra Dial: Need to hire a consultant for RFP. Issued RFQ last week for consultant to assist with RFP development and local plan update. RFQ response due back next week. Intend to notify successful bidder by mid-October. Not in time before next board meeting, therefore we are asking the executive committee to approve. Next big item is citywide analysis of workforce investments. We will need contractor consultant for that. Should that contract become finalized or written before WDB full meeting, we're asking that the executive committee can vote on that contract.
 - ii. John Brauer: What is the goal for the workforce development aspect for the homeless folks who are going to be hired to do this work. You are getting them out there to do something significant, certainly the need is out there. But from their own development what is the goal?
 - iii. Stephen Baiter: We will have a response on that item coming up
 - iv. John: What is the process for doing the RFP from 2019 – 2022. When do those go out? Is there a point when we comment on the parameters of those?
 - v. Lazandra Dial: Tentatively time line is to release in January. Community engagement in November. Goal to let it in January. Executive committee will highly likely approve contract. We can release to board members before it's public. Hopefully all of you are involved in these community process and have an idea the direction the RFP is going in.

- vi. Stephen: Part of intent of this conversation is to lay the groundwork
- Vote:
 - i. Ayes: 9
 - ii. Nays: 0

5. Kori Chen addressed the second action item: III.b Approving Human Services Department Funding for Homeless Workforce Development Program

- Kori Chen: Recommendation follows the opinion of the city attorney's office, concluding that as the designated body as oversight for workforce development programs, staff submits this recommendation to Oakland Workforce Development Board (OWDB) for approval. Staff recommends OWDB support this action by approving the allocation of funds and forwarding report to city council for final review and approval.
- Stephen: Presenters from City of Oakland Human Services Department to talk more about this item. We are trying to do what we can inside the city to more effectively coordinate and align efforts of workforce development efforts to leverage those and be more impactful in the community. Pages 7 – 26 in packet.
- Laura Tannenbaum (Manager, City of Oakland Community Housing Services) and Daryel Dunston (City of Oakland Planner) Human Services: Every two years we are federally mandated to do a count of homeless people. 2017 found almost 2,000 people sleeping on the streets in Oakland, a 26% increase from 2015, since the last time the count had been done. The situation is getting worse. Part of the last count was to do surveys and extrapolate that to the larger population. 68% of people identified lack of financial resources as number one reason why they are homeless, 36% said employment programs may have prevented their homelessness. In the mid cycle budget in June, \$85k added to human services dept. to pilot an employment program. Partially in desire to do beautification work, partially to pilot an employment program. This money added to the budget and turned over to human services to allocate. With the funding, today we can partner with AC OCAP to run a pilot project and get this off the ground quickly. This isn't going to be our only workforce program for homeless folks, we want it to be our first program. Downtown street teams are a bay area based org, currently working with 11 cities around the bay. Model is to have crews with unsheltered homeless folks with a team leader to do voluntary beautification and earn a stipend. This is a gateway to employment, to move people into more stable employment and housing. Offer opportunity to develop good work habits, practice showing up, being on time, take direction. Stipend is meant to meet basic needs; i.e. gift cards for food. Help to meet people's basic needs and find physical respite. Included in the program is a case manager and employment specialist with the goal of the program to get people jobs. The scale of this project = crews of 25 people at a time, serving 100 people over course of year. This is a pilot. This is only one part of our strategy, city is doing many things to address homelessness, most of which are housing based. First standalone effort to do employment program.
- Lynn Vera: Individuals are unsheltered while they are working on this? I assume they will remain unsheltered unless they find housing?
- Laura T: Program itself doesn't have housing component but the goal is if people move to employment, they will eventually find housing. We have funding through other

programs to help people find housing. It's all about whether the person can sustain it long term

- Doreen Moreno: I think it's a great idea to move people to a setting to get financial resources they don't currently have. I think there are more opportunities to connect them to other resources. Some can benefit more than others in terms of taking their situations to that next level, provided there are already linkages in place. Either more advanced possibilities for housing, to educational opportunities that would get them into a place where they can hopefully move into something more permanent around job employment.
- Laura: This program can be an entry way, not an end all, be all. Folks engaged in this program as first step to get engaged into a range of other services.
- Doreen: I'd like to offer the idea, that rather than wait. We have the chancellor of Peralta Community College District, reach out to him, make him aware, and see what resources are available right now. Some of these individuals that could be great candidates to move into opportunities for certification, or education. Think a little bit more creatively about departments or agencies that can be added to this pilot to take it to the next level.
- Darrien Louie: Trying to get a sense of overall budget, including other funding. Is that the source that will be paying for stipends? You stated they may not be paid in cash but may be paid in gift card values.
- Laura: Plan is to pay stipends out of grant from us
- Darrien: Will they be off setting that with other funds? Second question, when you did survey, how many were already registered on SSA and how many were formerly incarcerated?
- Laura: I don't think they asked about being incarcerated.
- John: How long are the folks in the program?
- Laura: I think it varies. I don't think there is a length of stay. They are in it until they get employment or housing.
- Lynn: That 25 isn't a discreet group? It's rolling?
- Laura: It operates on a day by day basis. They have several slots. There may be regulars and may be drop ins.
- John: Is case management offered in the field or is there a site?
- Laura: there is a site
- John: Question for Stephen: how do you envision this aligning to the work of the board and broader initiatives?
- Stephen: Our existing footprint of career centers and providers and how we coordinate with this pilot and more broadly with organizations serving homeless individuals and how to better tighten up network of referrals and layered services to support needs. No doubt we'll see a higher level of need, particularly as homeless number increases. Need to be more creative to how we approach it.
- Daryel HHS: This is a pilot program. Looking to how we can improve program, collaborating with OWDB, incorporating ideas that have been mentioned.
- John: Housing strategies for folks often end up for people to get housing in Sacramento and we want people to stay in our community and it may require a regional approach.
- Kori: Have downtown street teams worked with other workforce boards?
- Yes

- Zeydi Gutierrez: Planning a neighborhood cleanup in October and partnering with this company. They are going to give us homeless people to help us with the cleanup and they'll get a stipend. Is this what the pilot will do or will they try to get them into regular full time employment
- Laura: The work crews will be happening, they will be out at the lake every day, and will also work with case managers and employment specialists
- Chudy Nnebe: While you are working on pilot program, time to work on next steps. When money runs out, downtown streets ends, it will be good to begin now to think of next steps, partner with workforce board, partner with community colleges. While being case managed track what the barriers they are facing to gainful employment. If program is successful what happens? If it is not successful what happens? Economy is doing well but so many people are left out. Needs to be a comprehensive approach. If people don't have shelter they can go work but they still have a barrier. This is a great idea but when you do a onetime thing, money runs out, you lose the steam. But if it is sustained and sustainable with as many resources as possible so people can work. Other resources are available, community colleges, American job center of CA.
- John: One of the pieces as a board members and someone in labor, I am more than happy to help facilitate discussion with labor and the city around a larger conversation on this.
- Michael Katz: From an equity perspective, I used to live by lake, now I live in deep east and have perspective of seeing this population grow over the past years. Thinking about equity, there are folks residing at the lake, folks in deep east, was there a typology assessment of who can benefit from this? Their readiness level?
- Laura: No there is no analysis of employment readiness by city. This was generated in large part by desire to do clean up at the lake and pilot a program for people experiencing homelessness. For sure moving forward we want to include other areas of the city
- Kori: Call for a vote.
- Doreen: is it possible to call for a motion with some of the additional items, when it goes to council so they can have a sense of the conversation and comments that were surfaced around
- Stephen: Add partnership with Peralta, engaging with labor, collaboration with workforce providers at large.
- John: add adult schools too
- Doreen: and relevant county agencies
- Darlene Flynn: when we start to look at an equity analysis
- Vote:
 - i. Ayes: 9
 - ii. Nays: 0

6. Agenda: Moved item V.a to right after action items.

7. Item V.a: Barb Leslie Oakland Chamber of Commerce: Oakland Economic Forecast and Trends
- Chamber does annual reports, deep dives, on Oakland economy, trends, and forecast. Chamber has been doing this report for four years. Next report comes out in January. Occupational analysis, sector focus. The report is on the website.
 - We're in a tremendous period of development.

- Darlene: Have you run a model on this trickle down housing theory? How many market rate housing units do we need until people working in the service sector can afford housing?
- Barb: statewide, need 200k units per year
- Michael Katz: what's your definition of affordable housing?
- Barb: very low income, low income, medium. They are federal categories
- Darlene: when we write housing policy, who are we writing it for? We see too many people living under bridges
- Michael: want to make sure nexus of housing and workforce makes sense.
- Barb: BART has a commitment of development around BART stations, goal of 30 – 40% of affordable around BART
- John: I think the most appropriate and maybe most effective dialogue to have with the chamber would be the issue around job quality. I work with hotel and restaurant workers in Ia. We have models that certainly involve organized labor. If folks have a living wage and a pension. Part of our charge is to make investments to improve job quality. Clearly affordability for housing of folks making under \$50k is important. We need to put more income into folks' pockets. We need more housing to be built.
- Doreen: question on demographic breakdown. I didn't see Latinos on the slide, which is obviously important information.
- Darlene: is probably the way the census counts. They are showing up here if they market white, black, Hispanic or some other race. American Community Survey does better job of breaking down demographic categories. There are other surveys that do a good job with keeping up of changing demographics of communities
- Darrien: with the immigration climate, people may be reluctant to participate. Have your developers talked about the impact of tariffs for construction. Cost of construction going up so high, impacting retail. Have they talked about if this continues or escalates how that will effect building?
- Barb: when it became financially able to be penciled out, big influx of development community, even though they aren't SF. Tariffs are only exacerbating problem of materials o produce. I'm not sure it's all that, there may be a cooling trend happening. Great thing of Oakland business eco system, it is broad and varied. Oakland tech community is 10%, not like SF which is heavy tech. We're lucky that we have this diverse eco system, because in the next cycle, we are a little more protected because we are not vulnerable to just one industry. Blue Shield will be in by October 2019. Tariffs absolutely make a difference, it's impacting the port, but there is also a general sense there may be a slow down or softening.

8. Item IV.a: Retreat Goals and Objectives

- Stephen: review and recap strategic plan process
- John: I think we need to have a larger conversation with OUSD and Peralta, in terms of how we can strengthen those partnerships and understand what is going on already
- Zeydi: AM Bay area meetings: as much as workforce is doing and have to be able to help businesses to find candidates, there is a disconnect between companies looking for people and they don't see this group as a group that can help them out and help them out for free. I think there's a disconnect there, maybe a need for marketing and communication. I don't think they realize how workforce can help them out.

- Lynn: second what Zeydi is saying, specifically from today's race and equity discussion, looking for the base information that I'm sure we'll get, and I think some of the point is, what we on the OWDB can do for that, but also as an employer looking for info that I can take to my company and develop individual action plans to support that effort. Action items we can take forward as a company
- Darrien: tracking local and state legislation that impacts workforce resources
- Chudy: strengthen our partnership with city council, better align strategy as it relates to workforce dev
- Stephen: page 68 of packet, EDD Directive – Regional and Local Plan. We did our strategic plan two years ago, we need to update it now. The directive is included in the packet for reference and perspective the weeds we need to walk through as staff. One of main components is about how our board and boards around the state are working with corrections system.

9. Item IV.b: 2017 – 2020 Local & Regional Plans – accomplishments & opportunities ahead.

Strategic plan feedback:

- Chudy: Will the new plan be a part of the original plan; will it be ongoing?
- Stephen: with this mid cycle plan update, two-year update is to get key pieces tied down and formal relationships with institutional partners and doing more to connect with reentry population. We aren't rewriting or revamping the plan. over the course of the day today I think we are going to see some places where we want to focus attention and effort and energy and investment on what this board does to support closing the gaps in the city. For better or worse we are stuck with our plan framework
- Lazandra: we want to have meaningful conversations with community
- Michael: heart of the regional plan is prison to employment initiatives. Will embark on planning process and will receiving funding. We've been building system capacity, building understanding of working with supervised population. We'll also do a self assessment around our regional work, and work with building trades around MC3 curriculum.

10. Item VI. Workforce Development – National & State View: Bob Lanter – CWA Executive Director

- sharing things going on at state and federal level
- CWA is not a state agency, not state workforce board, CWA is state nonprofit designed to advance local workforce development systems, thru advocacy, capacity building and training, strategic partnerships
- Focus on breaking down silos and increasing partnerships throughout the state. Building systems that link demand side with supply side
- Federal:
 - i. Workforce and workforce development continues to be a bipartisan issue.
 - ii. Looks like, for the first time in decades, we may have budget without having to go into a continuing resolution (minibus that links labor HHS to defense spending). Those bills are working their way through. Senate has voted and passed overwhelmingly a spending measure, house will take it up next
 - iii. Gives flat line funding to WIOA title I. small increases to apprenticeship, vocational rehab, adult ed, CTE

- iv. Perkins CTE reauthorization: congress passed and signed by president in July. Better aligns outcome measures and planning process. Requires CTE to go through similar planning process as WIOA
- v. President signed executive order creation of national council of American worker, council to create a federal agenda and policies around workforce. CWA working to ensure local perspectives are on that council
- vi. TANF reauthorization – remains some what of a political debate. Ways and means approved jobs for success act in May. Legislation aligns TANF outcomes to WIOA outcomes in several ways: employment metrics (same WIOA metrics), removal of limitations on time spent on job training, expands activities to include apprenticeships, expands transfer
- vii. Higher education act needs to be reauthorized. Education committee chairman, Virginia fox, prosper act, not enough votes to bring it to the floor. Democrats introduced the Aim Higher Act. Probably looking at next calendar year before movement on HEA
- Statewide
 - i. CWA in partnership with Policy Link, BMOC, La Cooperatives, sponsored AB 111 – breaking barriers initiatives. Working on this for two years. Primary purpose is to provide individuals with barriers employment services they need to find: finding and obtaining high wage career pathway jobs, entrance and enrollment in post-secondary ed, entrance and enrollment in pre-and apprenticeship programs.
 - 1. Funds go to a partnership between workforce boards, cbo
 - 2. Currently have \$16 million in gen fund money to go to this proposal over next two years
 - 3. Want to develop community engagement strategy to ensure the RFA is written properly to ensure money is being used for its intent
 - 4. 13 populations can be served by this initiative
 - Lynn: can I suggest that we bring some employers into this community. Employers can add to the perspective of getting folks into good jobs.
 - Doreen: taking a more holistic approach to what we're doing. The need to expand job growth and opportunities, certainly higher ed and certification piece is needed here, so again, partnership with community colleges and higher ed. That's another partner that should be at the table. What is the process to recommend individuals or stakeholders to be a part of this
 - Bob: community engagement before RFP is being written, so we can get it right. Large groups of people not in post secondary or high school, and how do we get them back in our systems.
 - Doreen: community college system just put out a new vision/strategy. They did outreach to broad based stakeholders that I think would be a great document to look at, and touches on what we just discussed rn.
 - Bob: on the verge of something good, these systems are starting to come together
 - Bob, Statewide continued...
 - o Emergency response MOUs. We don't have that for workforce development but we need it. During fires, many bay area workforce boards wanted to help but there were many questions on how to pay, etc.

- MOU on shifting resources and personnel during emergencies
 - Prison to employment: currently money out to 14 workforce regions in state of CA to do planning for prison to employment. State workforce and corrections partnership to move people from incarceration back into society, back into jobs.
 - Legislature approved \$37 million in budget, 1.75 is out now for planning grants, shortly there after money rolls out for programs.
 - Plan is due March 15, 2019
- Stephen: state is doing this in two phases, year 1 and year 2 roll out, we want to get in year 1 roll out so we don't have to wait a whole year
- Bob:
 - \$150 million in strong workforce money targeted to dept of ED, K – 15. Actually \$164 million. Collaborative approach between K-12 and community colleges to support high quality technical education programs that are aligned to ensure systems are working with one another
 - Gubernatorial election
 - Goal to increase apprenticeships, trying to break into non-traditional apprenticeships industries (IT, manufacturing, etc.)
 - There is an apprenticeship task force
 - Developing regional and economic development strategies
 - Adult education system going through transformation, implementing WIOA program, gathering and getting ready to update strategic plan for adult education bloc grant
 - Data field team
 - Regional collaboration field team
 - Professional development
 - Developing career pathways
 - Member effectiveness
 - Apprenticeship model: focusing on how to build what community colleges are already doing to support more industries to ensure people are working and learning at the same time, how to get paid relatively good wages while working, so it can become closer to a true apprenticeship model. Apprenticeship model has good design to protect workers and get good ROI from businesses
 - Regional workforce development: CA has been investing in regional workforce development for 4 years, started with sling shot model, now has morphed into how you implement local and regional plans. You plan to strategically, you implement programmatically. Programs you design to meet demand are local but connected to bigger strategic demand.
 - Focus on equity: serving victims of domestic abuse, supports for LGBTQ community,
 - Regional strategic work is the work boards should be concerned with. You all are focusing on race and equity, that is the work of the OWDB

11. Item VIII. Draft Equity Outcomes

- Darlene Flynn, Director of Race & Equity for the City of Oakland, led a discussion with OWDB members about indicators and outcomes in the City's recently developed Race & Equity Indicators Report. Board members were asked to think about and respond to the following questions:
 - What condition of well-being does the Board want in our community (results)?
 - What would these conditions look like if we achieved them (make them vivid)?
 - What measures might we use to quantify these conditions (indicators)?

12. Item IX. Review Next Proposed Process Steps

- Darlene Flynn, Director of Race & Equity for the City of Oakland, helped guide the board through the process around helping to conduct a deeper race and equity analysis for workforce development as follows:
 - i. Draft Plan for outreach to members of groups most impacted by disparities.
October 2018
 - ii. Convene information gathering sessions/forums **October/November 2018** to explore:
 1. Root cause of disparities/barriers to access
 2. Their perspective on equitable outcomes
 3. Specific ideas/suggestions they might have
 - iii. Repeat process with partner businesses and service providers **October/November 2018**.
 - iv. Bring on planning consultant to assist with facilitation, gathering, analyzing and writing up findings from outreach sessions late **October 2018**.
 - v. Review previous RFP for gaps or inconsistencies with Equity Outcomes, what was learned from outreach sessions about root causes and perceptions from those most impacted and other stakeholders **November/December 2018**.
 - vi. Draft revised RFP to address gaps/inconsistencies **December 2018/January 2019**.

13. Item X. How Might OWDB Members be Involved Going Forward?

- With time running short, Darlene Flynn, Director of Race & Equity for the City of Oakland, encouraged board members to consider various ways they can volunteer to be involved – if not lead – this work.

Meeting adjourned at 3:07 p.m.



ITEM II.a. – PRESENTATION



To: Oakland Workforce Development Board
From: OWDB Staff
Date: November 1, 2018
Re: City of Oakland Department of Violence Prevention & Oakland Unite (OU)

Based in the Human Services Department, Oakland Unite is a public safety collaboration of community-based organizations, public agencies, and residents using proven and effective means to reduce violence in Oakland. The Oakland Unite network of community providers target Oakland's highest risk community members and neighborhoods, with a focus on interrupting violence now, as it is occurring, and preventing future violence. Oakland Unite programs provide intensive interventions to over 3,000 individuals per year and reach thousands more through outreach and community events annually.

Oakland Unite is funded through the Oakland Public Safety and Services Violence Prevention Act (Safety and Services Act), passed by Oakland voters in November 2014. The Act provides funding for violence prevention and intervention programs, additional police officers, and fire services to support the following objectives:

- Reduce homicides, robberies, burglaries and gun-related violence;
- Improve police and fire emergency 911 response times and other police services; and
- Invest in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism.

Oakland Unite administers approximately \$9 million annually to provide direct services, funding for community-based agencies doing the work, and for oversight and administration. For more information about the City's current violence intervention strategies see the Oakland Unite website at <http://oaklandunite.org/>.

In June 2017, Oakland City Council created a new Department of Violence Prevention (DVP), to build on the work of Oakland Unite and community leaders in the field of violence prevention. The mission of the DVP is to dramatically reduce violent crime and serve communities impacted by violence to end the cycle of trauma. To inform the development of the DVP, Urban Strategies Council (USC) is currently leading a city-wide, participatory planning process.

Peter Kim, Interim Director of the Department of Violence Prevention, and Jessie Warner, Program Planner with Oakland Unite, will provide an overview of their work and its many points of intersection with priorities and strategies outlined in the OWDB's 2017-2020 Strategic Plan, particularly as it relates to supporting the needs of Oakland residents who are involved with the justice system.



ITEM III.a. – ACTION



To: Oakland Workforce Development Board
From: OWDB Staff
Date: November 1, 2018
Re: Approve Contract for Professional Services to Support RFP Development

RECOMMENDATION:

That the Oakland Workforce Development Board (OWDB) approve a professional services contract with Jennie Mollica Consulting at an amount not to exceed \$30,000 to support the development of Request for Proposals (RFPs) covering WIOA-funded services for Fiscal Years 2019-2022.

BACKGROUND

The OWDB currently funds the operation of a Comprehensive America's Job Center of California (AJCC) and three (3) Affiliate Centers that provides Workforce Innovation Opportunity Act (WIOA) services to adult job seekers. These locations provide career services, including the following: posting of employment opportunities; skills assessments; occupational and labor market information; career coaching; referrals to supportive services and training programs; and a variety of other services. The OWDB also currently funds five (5) providers that serve low-income in-school and out of school youth between 16-24 years old. Contracts for these services were awarded through a previous RFP and began on July 1, 2016; these contracts were renewable for up to a three (3) year period, through June 30, 2019.

In mid-2018, the City of Oakland released an Equity Indicators Report to develop a baseline quantitative framework to be used by City staff and community members alike to better understand the impacts of race, measure inequities, and track changes in the disparities for different groups over time. The Department of Race and Equity provides technical support for City department and staff efforts to make data-driven decisions about programs and policies to address these inequities and increase equitable access to opportunities and services that we administer or deliver, directly or by contract. The Equity Indicators will enable community members to monitor our progress or setbacks and advise improvement. Future reports will measure change in the disparities for different groups over time and will offer an opportunity for City staff and community members to work in collaboration to devise and implement course correction and to celebrate progress. The entity selected through this process will use this framework to guide the approach to the work.

CURRENT SITUATION

The OWDB issued a Request for Quotations (RFQ) for professional services to help support the development of the OWDB local plan update as well as the upcoming RFP process. The opportunity was first distributed on Friday, September 14, 2018 and responses were due back on Friday, September 28, 2018. After receiving only one response to the initial RFQ, the solicitation was reissued, and an additional four (4) responses were received. Two of the responses were from out-of-state entities, both of which have ample experience conducting and supporting this work. The other three responses were from local individuals and organizations.

Proposals were reviewed and rated against the following criteria:

Relevant Experience (30 points): Proposal demonstrates authentic familiarity with WIOA and the workforce development system (local workforce development boards, community college district, adult schools, economic development, etc.) and includes at least one example of a similar project. Proposals should show prior experience and ability to work with City staff, community groups, and other stakeholders.

Approach (45 points): Response demonstrates a clear, streamlined and articulate strategy for achieving the scope of work for the development of the Request for Proposals and Local Plan modification and a firm understanding of the nature and extent of the services required. This includes a specific outline of how the work will be performed, awareness of potential problems and providing possible solutions, and special resources offered that are relevant to the successful completion of the project.

Organization/Qualifications (25 points): Response demonstrates that the prospective party has the capacity to complete and carry out the scope of work. Proposers have professional background and qualifications of team members and firms comprising the team and have sufficiently accounted for workload, available staff and resources. Proposers demonstrate capacity and flexibility to meet schedules, including any unexpected work and the ability to perform on short notice and under time constraints. Responding bids indicate presence of cost control procedures in design and development.

Multiple OWDB staff reviewed and rated the proposals and unanimously rated Jennie Mollica Consulting the top-ranked proposal. Their proposal included a team of three (3) highly-experienced professionals (Jennie Mollica, Rebecca Flournoy, and Junious Williams) who have deep expertise in RFP development, convening and facilitating, collaborative planning and decision-making processes, and working with public workforce systems and their partners. They also have extensive experience conducting equity-driven community engagement and facilitating the meaningful participation of diverse community stakeholders in shaping equitable public policy and investment. Their proposal contained clear deliverables with aggressive, realistic timelines that demonstrated a thorough understanding of the work involved and the capacity to adjust and/or respond to things that could impact the RFP development process.

FISCAL IMPACT

Professional development support for the FY 2019-2022 RFP development process is not expected to exceed \$30,000.

CUSTOMER IMPACT

A well-designed RFP process will help to ensure that local businesses and residents reap maximum benefit from the WIOA funds designated to the city fulfill its mission to support high-quality and impactful workforce development programs and services in the City of Oakland.

SCHEDULE

Pending approval by OWDB membership, the consultant team selected to support the RFP development process will begin work immediately. A tentative timeline of the FY 2019-2022 RFP appears below.

Activity/Event	Date/Timeline
OWDB Meeting	November 1, 2018
Community Meetings (East, West, Central)	November – December 2018
RFP Release Date	January 2019
RFP Due date	March 2019
Committee/City Council Meetings	June 2019
New Contract Period	July 2019



ITEM III.b. – ACTION

To: Oakland Workforce Development Board
From: OWDB Staff
Date: November 1, 2018
Re: Receive Summer Jobs Update & Consider Formation of *Ad Hoc* Committee for 2019

RECOMMENDATION

Recommendation #1: That the Oakland Workforce Development Board membership review and accept this Informational Report on The City of Oakland Summer Youth Employment Program.

Recommendation #2: That the Oakland Workforce Development Board membership authorize the Chair to establish an *ad hoc* committee to support summer jobs enhancements and redesign.

BACKGROUND

The City of Oakland, in partnership with the public, private, and nonprofit sectors, has had a longstanding commitment to provide summer employment and other work-based learning opportunities for Oakland youth for more than four decades. The cornerstone of this effort has revolved around investing in what has historically been known as the Mayor's Summer Jobs Program (MSJP), which provides funding to subsidize paid jobs and work experience opportunities that are sponsored through local nonprofit organizations. The level of direct investment in this program varies from year to year, while the funding to support it has historically come from a variety of public, private, and philanthropic sources.

For the 2018 summer youth employment program, a total of four (4) organizations from the Oakland Workforce Development Board's (OWDB) eligible service provider list were awarded funding to operate the subsidized summer jobs program:

1. Lao Family Community Development, Inc.
2. The Unity Council
3. Youth Employment Partnership, Inc.
4. Youth Uprising

Upon receiving written narrative and budget requests, staff determined that each had the capacity to be an employer of record for youth participants, were within an acceptable range of costs per participant and have employer connections to match youth with work experience opportunities and jobs as designed under the current configuration of the summer youth employment program.

This model includes a total of twenty (20) hours of pre-employment and job retention training, and 100 hours of paid work experience at the City's new minimum wage rate of \$13.23/hr.

Beginning in January 2018, OWDB staff and the four funded youth service providers convened monthly to plan and prepare for summer 2018 program implementation. In addition, OWDB staff actively worked with a variety of partners and stakeholders to focus on employer recruitment, enhancing program design, and research and evaluation. The longer-term goal of this work is to help create a comprehensive and coordinated network that connects all summer and year-round youth employment opportunities and programs in Oakland.

Summer 2018 Revenues

Subsidized (Paid) Employment – Revenue Sources	Amount
Oakland Housing Authority	\$450,000
Measure HH Sugar-Sweetened Beverage Tax	\$400,000
Chase Grant	\$90,000
Kaiser Permanente	\$50,000
Port of Oakland	\$9,000
Total	\$999,000

Summer 2018 Allocations

Subsidized (Paid) Employment – Allocations by Agency	Amount
Lao Family Community Development	\$356,685
The Unity Council	\$171,310
Youth Employment Partnership	\$160,000
Youth Uprising	\$244,750
Total	\$932,745

Summer 2018 Service Levels

Subsidized (Paid) Employment – Service Levels	Goal	Actual Enrolled	Actual Trained	Actual Placed
Lao Family Community Development	129	129	122	107
The Unity Council	74	59	29	31
Youth Employment Partnership	40	43	24	43
Youth Uprising	89	74	68	51
Total	332	305	243	232

Summer 2018 Internships

The OWDB has taken an active role in connecting and aggregating the myriad activities, programs, and services happening across the City of Oakland that help young people with their educational and career success. This includes large institutional partners such as the Port of Oakland, the Oakland Unified School District (OUSD) Exploring College, Career, and Community Options (ECCCO) program, and Peralta Community College District as well as the network of youth workforce development agencies and Community Based Organizations (CBOs) receiving support from other city-sponsored efforts like Oakland Unite and Oakland Fund for

Children and Youth (OFCY). The table on the next page are preliminary numbers on 2018 summer youth employment programs in Oakland.

Organization	Program	Funding Source	Summer Jobs*
Oakland Unified School District (OUSD)	Exploring College and Career Options	Oakland Fund for Children and Youth	388
OUSD Skyline High School	SAP Internship	SAP	15
Pacific Gas & Electric	OUSD PG&E Program	PG&E	20
Intel	OUSD Intel Program	Intel	30
Oakland Unite	Youth Squad	Oakland ReCAST	16
Kaiser Permanente	KP Launch	Kaiser	9955
Oakland Parks, Recreation and Youth Development	Summer Jobs	City of Oakland	84
Oakland Police Activities League (PAL)	Oakland PAL	Oakland PAL	50
Port of Oakland	Summer Jobs	Port of Oakland	28
Preliminary Total			686

* Based upon data requests of existing programs

2018 Summer Highlights

- Digital youth application
- Partnership with Youth Beat to produce summer youth employment video project
- Partnership with East Oakland Youth Development Center to support job readiness training
- Partnership with UC Berkeley School of Public Health to conduct evaluation and assessment
- Partnership with OUSD for employer outreach and recruitment

2019 Summer Planning

- Partnership with Oakland Fund for Children and Youth (OFCY) to jointly release summer youth employment Request for Proposal (RFP)
- Review and analyze youth and employer survey data, in partnership with UC Berkeley School of Public Health
- Cities for Financial Empowerment funding opportunity to launch financial education pilot program
- Development of best practices curriculum
- Form *ad hoc* summer youth employment committee
- Develop mechanism and systems for private sector, unsubsidized jobs

Core components of 2019 program planning efforts include: 1) Business Development and Engagement; 2) Program Services Design & Delivery; 3) Data Management Systems; and 4) Financial Asset Building/Creation.

FISCAL IMPACT

The entire fiscal impact of the City of Oakland's 2018 summer jobs program is still being determined. As a point of comparison, the portion of the program under the direct purview of the OWDB was directly supported by \$1,149,000 (revenues plus Workforce Accelerator Fund 6.0 grant), a figure that does not fully account for the time and effort invested by OWDB staff, worksite supervisors, and others who support the program, as well as any potential new tools that might be deployed as part of the overall redesign effort.

CUSTOMER IMPACT

Enhancements to the City of Oakland's summer jobs program(s) will help to improve and increase the access of these programs to Oakland youth, their families, Oakland businesses, and the many partners and organizations who perform and/or otherwise help to support this work.

SCHEDULE

Data collection for the 2018 summer is nearly complete, though a few major entities, including the Oakland Fund for Children & Youth (OFCY) and Alameda County, have yet to provide our office with finalized numbers (in 2017, these two entities combined provided more than 500 jobs for Oakland youth).

Planning and continued redesign work of the 2019 program is already underway and will be ongoing through spring 2019, by which time the OWDB hopes to select new providers for summer youth employment services.



ITEM IV.a.



To: Oakland Workforce Development Board Executive Committee
From: OWDB Executive Committee & OWDB Staff
Date: November 1, 2018
Subject: Updates on Local & Regional Plans, Citywide Assessment, and RFP Process

BACKGROUND

As OWDB members are already aware, Fiscal Year (FY) 2018-2019 is an important year for the City of Oakland and the OWDB on several fronts, with the following major projects all currently in progress or getting underway:

1. Updating the local (OWDB) and regional (East Bay) strategic workforce development plans in accordance with requirements from the California Workforce Development Board (CWDB);
2. Completing a Request for Proposals (RFP) process for Workforce Innovation and Opportunity Act (WIOA) services, including services for adult job seekers, youth services, and One-Stop operator, as well as other non-WIOA funded services, such as summer jobs; and
3. Undertaking a comprehensive analysis of investments in Oakland's workforce development networks, programs, and services, including public (City, Oakland Unified School District - OUSD, and Peralta Colleges), private, and nonprofit partners.

Each of these activities has and will continue to require a great deal of time, effort, and resources on the part of OWDB members and staff alike. This report provides a high-level overview of some key activities and timelines associated with these endeavors and provides an opportunity for board members to offer their input and expertise with various elements of our work.

CURRENT SITUATION

At its August 2, 2018 meeting, the OWDB adopted a FY 2018-2019 calendar that is attached to this report. As indicated at that time, the 2018-2019 OWDB annual operating calendar will be reviewed on at least a quarterly basis by the OWDB and/or the OWDB Executive Committee. This tool provides a quick and easy reference for board members, staff, and other stakeholders to be aware of and plan for key activities, priorities, and strategies that are on the board's agenda for the coming year.

Below are some updates about each of the major projects referenced above.

Local & Regional Strategic Plan: Under the Workforce Innovation and Opportunity Act (WIOA), a biennial update of regional and local plans is required in order to ensure plans remain current and account for "changes in labor market and economic conditions or in other factors affecting the implementation of the local plan" (29 U.S. Code § 3123). The California Workforce Development

Board (CWDB) has also made changes to the State Plan which require that Local Boards update their plans to keep them consistent with the policy direction of the State Plan.

As discussed at the OWDB retreat on September 21, 2018, the OWDB staff have been working closely with our East Bay Regional Planning Unit (RPU) counterparts in Alameda County, Contra Costa County, and the City of Richmond. We are working particularly closely with Alameda County on engagement with our required public sector partners, particularly specific departments that are part of Alameda County government, including Child Support, Probation, and Social Services. We are also aligning and coordinating efforts with various state agencies and organizations as required, including the California Department of Rehabilitation (DOR). Our planning efforts are also aimed at addressing new state requirements pertaining to serving people with Limited English Proficiency (LEP), as well as coordination and partnership with one or more local building trades council when pursuing pre-apprenticeship training in the construction industry, as per state law and the State Plan.

Request for Proposals: As already outlined in Item III.a. of this report, the OWDB is conducting a required competitive procurement for WIOA-funded services for the upcoming three (3) year cycle that runs from FY 2019-2022 (July 1, 2019 through June 30, 2022). As the funds being procured through this process currently represent the OWDB's largest funding source and arguably constitute the backbone of the city's workforce development system, it is a significant undertaking that has important implications for how the board and the city further their strategies to equitably support the needs of Oakland residents seeking to further their career development.

Analysis of Oakland Workforce Development Networks, Programs, and Services: As part of the City of Oakland's midcycle budget amendments for FY 2018-2019, the City Council appropriated \$100,000 to support a comprehensive analysis of workforce development efforts in Oakland. OWDB staff have been working on coming up with an approach/design to ensure that the totality of activities and investments in the city are fully accounted for, and through this process have connected with leadership from the City and County of San Francisco, who recently undertook a similar effort as required by their own municipal ordinance. An excerpt of their five (5) year citywide workforce development plan for 2017-2022 is attached to this report.

As OWDB staff further this work and look to secure outside expertise and support, there would appear to be several phases to this work, including a literature review and stakeholder inventory, an analysis/assessment of current investments and programs being supported by different city departments, a similar analysis of other institutional partners (OUSD, Peralta CCD and others), and an analysis of private and nonprofit stakeholders. As this information is compiled, it will ultimately lead to priority recommendations and strategies for the city to continue pursuing, similar to what has been done in San Francisco.

ATTACHMENTS

- OWDB Annual Operating Calendar – updated October 2018
- City & County of San Francisco Citywide Workforce Development Plan 2017-2022 (excerpts)

Oakland Workforce Development Board (OWDB) 2018-2019 Fiscal Year Calendar

Month	Key Priorities	Key Operational Activities	Key Administrative Items & Events	Meeting Dates*
				Board
July	Budget Program Performance	<ul style="list-style-type: none"> (Staff) FY 2017-2018 budget closeout & 2018-2019 budget & contract setup/adjustments (Staff) Begin development of Request for Proposals (RFP) for FY 2019-2020 (for services starting July 1, 2019) 	<ul style="list-style-type: none"> (Staff) Execute/Finalize 2018-2019 contracts 	
August	Asset Mapping Capacity Building	<ul style="list-style-type: none"> (Staff) Capacity Building & Program Development (Staff) Procure/select consultants to support planning processes & strategy 	<ul style="list-style-type: none"> (Board & Staff) Review & develop frameworks for California Workforce Development Board (CWDB) required strategic plan updates (due March 2019) (Staff) Program reporting closeout/deadline for 2017-2018 WIOA performance 	Thursday 8/2/18
September	Strategic Planning	<ul style="list-style-type: none"> Board Retreat Initiate City of Oakland workforce analysis and OWDB local plan update 	<ul style="list-style-type: none"> (Board & Staff) California Workforce Association (CWA) Fall Conference (Monterey, September 4-6, 2018) (Staff) Convene workgroups for FY 2018-2019 activities 	Friday 9/21/18 (Retreat)
October	Strategic Planning	<ul style="list-style-type: none"> (Staff) Begin Local & Regional Planning Process 	<ul style="list-style-type: none"> (Staff) Convene workgroups/develop workplans 	
November	Strategic Planning Performance	<ul style="list-style-type: none"> (Staff) Release OWDB Summer Jobs Request for Proposals (RFP) 	<ul style="list-style-type: none"> Local Workforce Development Board (LWDB) annual goals submitted to California Workforce Development Board (CWDB) 	Thursday 11/1/18
December	Compliance with administrative and regulatory requirements	<ul style="list-style-type: none"> (Board & Staff) Review Fiscal Year (FY) 2017-2018 performance (Board) Refine 2018- 2019 Priorities (Board) Approve consultant support for citywide evaluation of workforce development 	<ul style="list-style-type: none"> (Exec) Review board member & committee chair appointments (Staff) California Employment Development Department (EDD) program monitoring 	Friday 12/21/18 (Exec)
January	Budget Development	<ul style="list-style-type: none"> (Staff) Release OWDB Adult Services & One-Stop Operations Request for Proposals (RFP) 	<ul style="list-style-type: none"> (Staff) Biennial citywide budget process begins (FY 2019-2021) (Board & Staff) CWA Youth Conference (Long Beach, January 22-24, 2019) 	
February	Strategic Planning	<ul style="list-style-type: none"> (Board) Approve 2019-2021 local plan updates Summer Jobs Event (tentative) 	<ul style="list-style-type: none"> (Board) Review 2018-2019 midyear progress and program performance (Board) OWDB officer elections (Chair, Vice-Chair) 	Thursday 2/7/19
March	Budget Development	<ul style="list-style-type: none"> (Staff) Submit OWDB Strategic Plan 2019-2021 Updates to California Workforce Development Board (CWDB) (Board) Approve summer jobs contracts and preliminary awards for 2019-2020 	<ul style="list-style-type: none"> (Board) Review OWDB Draft Budget for FY 2019-2020 (Staff) Develop 2019 Summer Jobs contracts (Board & Staff) NAWB Forum (Washington, DC – March 23-26, 2019) (Board & Staff) OWDB Member Term Renewals (expiring seats only) 	Friday 3/15/19 (Exec)
April	Summer Jobs 2019	<ul style="list-style-type: none"> 2019 Summer Jobs Launch 	<ul style="list-style-type: none"> (Board & Staff) Form 700 filings due to Oakland City Clerk's office (Staff) State of California Employment Development Department (EDD) fiscal & procurement monitoring (tentative) 	
May	2019-2020 Funding & Programming	<ul style="list-style-type: none"> (Board) Approve Adult services and One-Stop operator contracts and awards for 2019-2020 (Board) Approve 2019-2020 Final Budget 	<ul style="list-style-type: none"> (Staff) Management/oversight of RFP transition issues (Board & Staff) CWA Spring Conference (Anaheim, May 15-17, 2019) 	Thursday 5/2/19
June	Adoption of FY 2019-2020 budget	<ul style="list-style-type: none"> (City Council) Adopt City of Oakland 2019-2021 Biennial Budget & 2019-2020 OWDB Budget 	<ul style="list-style-type: none"> (Staff) Finalize service contracts for FY 2019-2020 year-round services 	Friday 6/21/19 (Exec)

*NOTE: Additional OWDB Committee Meeting Dates TBD

Updated 10/26/2018

2018

2019



SAN FRANCISCO

2017 - 2022

CITYWIDE WORKFORCE DEVELOPMENT PLAN



Prepared by:

Committee on City
Workforce Alignment
("Alignment Committee")

Prepared for:

The San Francisco Board of
Supervisors and Workforce
Investment San Francisco (WISF)

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Introduction

In June 2014, the City and County of San Francisco established an Alignment Committee to coordinate workforce development services across City departments in order to increase their effectiveness. The Alignment Committee is chaired by the Mayor's Deputy Chief of Staff Kate Howard and comprised of Board of Supervisors' President London Breed and the Department Heads of the City's five largest workforce development investing departments at the time of inception: the Human Services Agency of San Francisco (HSA); the Office of Economic and Workforce Development (OEWD); the Department of Children, Youth and Their Families (DCYF); the San Francisco Public Utilities Commission (PUC); and the Department of Public Works ("Public Works"). OEWD staffs and convenes the Alignment Committee. See Appendix A for a description of the workforce services provided by these five City departments.

As one of its core responsibilities, the Alignment Committee submits a Citywide Workforce Development Plan ("The Plan") to WISF, the board that oversees San Francisco's workforce development strategies and receives and manages the City's federal workforce funding through the Workforce Innovation and Opportunity Act (WIOA). In addition to its fiduciary responsibilities, WISF is a forum where businesses, labor, education, government, community-based organizations and other stakeholders address the supply and demand challenges confronting the San Francisco workforce. The five-year Citywide Workforce Development Plan ("The Plan") provides an assessment of the City's anticipated workforce development needs and opportunities, and the recommended goals, strategies and funding needed to meet those challenges.

The Plan aligns with recommendations from the City's Strategic Plan for Economic Development, which was last updated in early 2015, and the most recent Local Plan required under WIOA, which will be submitted to the State in March 2017. The Plan is also informed by a 2016 Brookings Institute Report, "Employment By Race and Place; Snapshots of America," which underscores a glaring workforce disparity – San Francisco's African American residents are poignantly underrepresented in the workforce system – 53% of working age African Americans are employed compared to 84% of their white counterparts, and endeavors to ensure that racial equity in San Francisco's workforce is a goal at every point in the system. The Alignment Committee endeavors for the workforce development system to move in lock-step with the City's economic development investments to ensure that new, stable and growing businesses have the talented and qualified workforce necessary to achieve their goals. In crafting the Plan, the Alignment Committee gained valuable insights and information from the seventeen (17) unique departments that provide investment into the City's workforce development system; the Workforce Community Advisory Committee (comprised of nonprofit workforce development leaders and visionaries); industry leaders and human resources staff; Ted Egan, Chief Economist, the City's Office of Economic Analysis; and additional data sources.

The Plan is organized into chapters devoted to its 5 system recommendations. The recommended goals, strategies and funding outlined in this document are practical steps for the City to implement over the next five years. Additional information and resources are available in the Appendices.

Executive Summary

OUR FIVE RECOMMENDATIONS FOR IMPROVING THE CITY'S WORKFORCE DEVELOPMENT SYSTEM PERFORMANCE INCLUDE:

► **1:** Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery.

► **2:** Develop a Workforce Transit Map to show how clients navigate the workforce development system.

► **3:** Build data sharing infrastructure across City workforce development departments.

► **4:** Actively use demand-side relationships and data to guide workforce development programming.

► **5:** Continue to streamline procurement and contracting across City workforce development departments.

As mandated by Chapter 30 of the San Francisco Administrative Code, the Alignment Committee is required to submit to the Workforce Investment San Francisco (WISF) Board a Citywide Workforce Development Plan ("The Plan"). The five-year Plan provides an assessment of the City's anticipated workforce development needs and opportunities, and the recommended goals, strategies and funding needed to meet those challenges. This vision for the City's workforce development system is guided by numerous data sources, including the City Workforce Services Inventory and labor market information. This is the second Plan submitted to WISF; the first Plan was submitted in March 2015.

San Francisco's workforce development system has had success placing clients into subsidized and unsubsidized employment over the last five years. As the local economy has grown over that time period, the programs and strategies in place across the 17 departments that invest in workforce development were able to meet the needs of many City residents, from youth to older adults. Now, as the City is experiencing historically low unemployment, residents with the highest barriers to employment remain disproportionately unemployed and the City is challenged to effectively serve them.

Almost 79,000 working age (18 to 64 years old) individuals are living in poverty, with certain populations – including African Americans and Hispanics – especially in need. African Americans are more than twice as likely as any other racial or ethnic group to be unemployed,

while almost half of the African American and Hispanic labor force live below 300% of the federal poverty threshold¹ – a difficult task given the city’s high cost of living. Combined with significant income disparities facing San Francisco’s non-White workers, it is not surprising that many African American and Hispanic residents have left the city they once called home. At a time when many others are thriving in the San Francisco economy, the workforce development system must identify new and innovative strategies for bringing these residents into economic self-sufficiency and upward mobility pathways.

The table outlines our five recommendations for addressing the challenges facing our most vulnerable residents:

The first recommendation is the Alignment Committee’s commitment to ensuring the workforce development system is a key contributor to breaking the cycle of poverty within our communities. As part of this commitment, the Committee recognizes the need to better understand the outreach and service delivery strategies that can affect change for vulnerable residents. We will work more closely with our City partners to target neighborhoods of concentrated poverty. The second recommendation recognizes our need for tools that can help identify gaps in our current system. By mapping the client experience of our current network of programs

and initiatives, the Alignment Committee will be able to identify where client access is compromised, where communication between partners and programs is inadequate, and where client supports are insufficient. Without such a tool, it is difficult to understand where to invest additional resources.

The third recommendation builds off of the first two by creating the infrastructure to identify system and client needs more quickly. By collecting the same client data across all workforce development programs and making that data available to all stakeholders in real-time, the Alignment Committee is confident it can effectively remove employment barriers for vulnerable residents. A universal client management platform would transform the workforce development system into a true “coordinated entry (and exit) system”, where client milestones and completions are tracked and “hand-offs” between departments and programs are performed seamlessly.

The fourth recommendation recognizes the critical role that employers play in ensuring the economic success of our most vulnerable residents. The workforce development system needs to coordinate its engagement with public and private sector employers to ensure that near and long-term hiring opportunities can be planned for and connected to clients. Given San Francisco’s high cost of living, these opportunities must show promise of upward

¹ The federal poverty threshold is used to calculate the number of people in poverty. It is updated each year by the Census Bureau. The federal poverty guidelines are a simplification of the poverty thresholds for use for administrative purposes. The 2017 guideline at 300% for a single adult is \$36,180, and \$61,260 for a family of three.

mobility. This is one reason why the City needs to be viewed as a priority employer – it provides quality, well-paying jobs. The workforce system is committed to connecting local residents to City hiring opportunities and supporting them throughout the application process.

The fifth and final recommendation acknowledges that all of these services and infrastructure development require financial investment. To maximize our investment in workforce development, the Alignment Committee wants to ensure that the administration of contracts to community-based organizations (CBOs) is as efficient as possible. As long as funding awards remain the same, administrative efficiencies will lead to more dollars going to program and client costs, and more client time for CBO staff.

Taken together, these recommendations (and corresponding action steps) represent a strategy for closing the known gaps in our current workforce development system, which include: the need for a clearer focus on our most vulnerable residents, especially African Americans, Hispanics and individuals re-entering civilian life from prison; a lack of shared understanding of the client experience; a lack of data sharing between system stakeholders; and the potential for cost savings through streamlined allocations of funds to communities in need. Over the next five years, the Alignment Committee is committed to putting processes in place to remedy these gaps and address others as they become known.

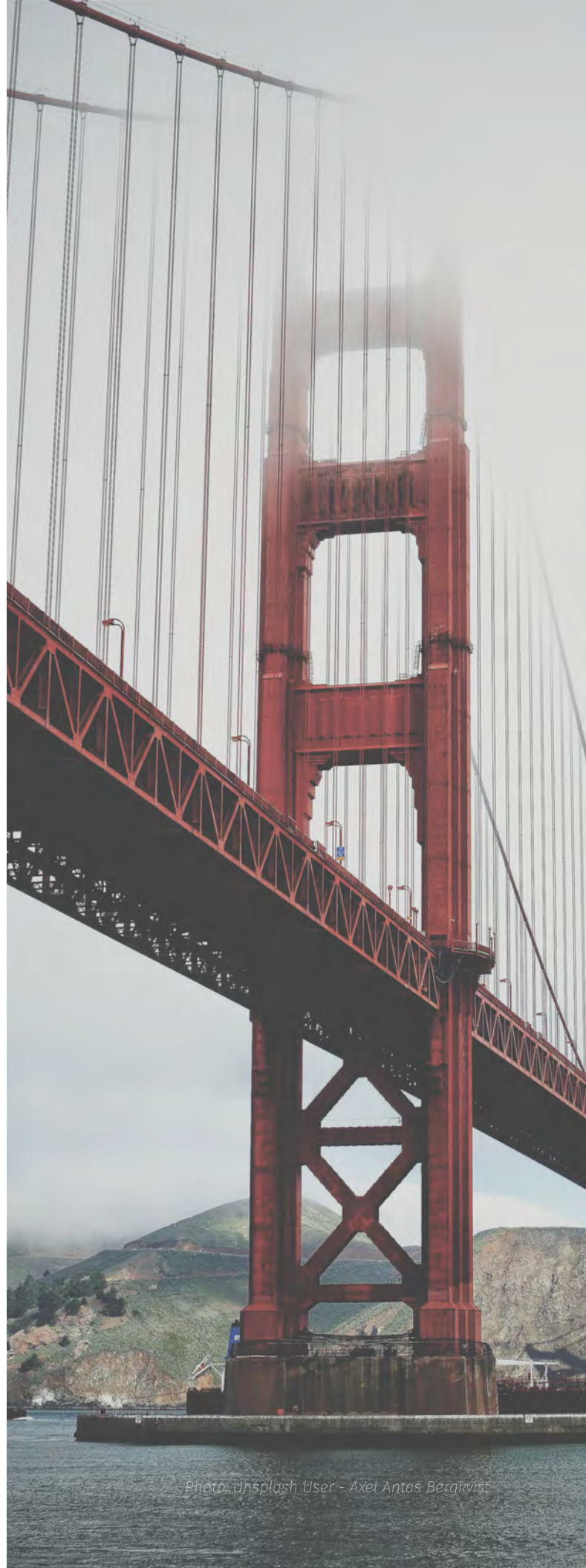


Photo: unsplash User – Axel Antas Bergkvist

Methodology

WORKFORCE SERVICES INVENTORY



Photo: Unsplash User - Instagram.com San Francisco

Beginning in 2015, the Alignment Committee has compiled an annual inventory of workforce services across all City departments that invest into the workforce development system (the “City Workforce Services Inventory”). The goal of the Inventory is to gain a full understanding of the system, including programmatic gaps and redundancies, through self-reported program and client data collected from each department. The original Inventory presented a baseline of workforce investments and outcomes upon which the City would build

targeted workforce development strategies. Over time, the Inventory has been refined to allow for a better understanding of system outcomes. Eighteen departments participated in the first two years of the Inventory data collection process.

For the current Inventory (which is the basis for this five-year Plan), the Alignment Committee engaged the same 18 City departments to compile an inventory of workforce services for fiscal year 2015-16. With the exception of the

San Francisco District Attorney's Office, whose previously-inventoried programming no longer targeted workforce development outcomes for its clients, the following 17 City departments participated:

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

The fiscal year 2015-16 City Workforce Services Inventory includes information on program budgets; program descriptions and goals; service populations and types; community-based service providers; placement and training industries; client demographics, such as age, race and educational attainment; client outcomes, such as employment placements and training completions; and client residence by zip code. Where participating departments

were able to cross-tabulate client demographic and outcomes data by zip code, the Inventory provides insights into the success of programs to serve specific populations in specific neighborhoods. To enhance data consistency, which was a challenge identified in previous versions of the Inventory, data elements were defined in advance through conversations with HSA, DCYF and OEWD staff.

CONCLUSION

This year's Citywide Workforce Development Plan signifies an important step in operationalizing how the Alignment Committee and its partners will tackle the challenges facing San Francisco's labor force, especially its most economically vulnerable. The Committee now has a roadmap of action steps for the next two years (see Appendix F) – an essential element given the many day-to-day responsibilities of the departments (and personnel) around the table. Achieving a commitment to these recommendations and action steps from each of the five participating departments signals the buy-in and momentum necessary to accomplish this critical work.

The Alignment Committee recognizes that the City's workforce development system is in many ways not yet a 'system'. Progress has been made in developing a shared set of terminology, in coordinating programs and procurement across core departments, and in understanding service gaps and overlap across the system. But improvements are still needed in how system stakeholders communicate, including the collection and sharing of data.

Standardizing program and client data would allow the City to definitively evaluate whether its workforce development programs are meeting the needs of employers and the labor force. Making client data readily accessible to system stakeholders would help to facilitate client progress toward unsubsidized employment placement and upward mobility goals. Coordinating employer engagement and

refining how the City analyzes and disseminates labor market information would maximize opportunities for jobseekers and employers alike.

While the recommended action steps outlined in this Plan are largely focused on building or improving system infrastructure, the Alignment Committee recognizes this infrastructure is in the service of one overarching goal: to break the cycle of poverty for San Francisco residents in need. The system already has a number of models for addressing the needs of its most vulnerable clients, including the HOPE SF and Project 500 initiatives. The Committee looks forward to building off of these successes to improve service to additional priority populations across the city.

The data and action steps in this Plan are just a starting point. Action steps will be updated each year as progress is made to ensure the system is continually building upon its successes and discoveries over the next five years. The Alignment Committee is confident that this is the blueprint for how our partners in the City's workforce development system can work together to transform the lives of the more than 100,000 San Francisco residents living in poverty.

APPENDICES

APPENDIX A

Alignment Committee City Departments

The Alignment Committee (“the Committee”) consists of one member designated by the Mayor, one member of the Board of Supervisors or a City employee designated by the Board (with the department head’s approval), the Director of Workforce Development at the Office of Economic and Workforce Development, and the department heads of the following City departments: Human Services Agency of San Francisco (HSA); Department of Children, Youth and Their Families (DCYF); San Francisco Public Utilities Commission (PUC); and Department of Public Works (“Public Works”).

Department of Children, Youth & Their Families

www.dcyf.org

The San Francisco Department of Children, Youth and Their Families (DCYF) brings together City government, schools, and community-based organizations to help our city’s children and youth, birth to age 24, and their families lead lives full of opportunity and happiness. We strive to make San Francisco a great place to grow up and this requires resources, community engagement, collaboration, coordination, and creativity. Through our work we help children and youth to be healthy, successful in school and prepared for the future, engage in positive activities when school is out, to contribute to the growth, development and vitality of

San Francisco, and live in safe and supported communities.

DCYF manages grants for over 400 programs, including contracting and fiscal/performance monitoring; provides technical assistance to grantees; conducts data analysis and evaluations of department services; plans, researches, develops, and implements the department’s five year strategic plan including Community Needs Assessment (CNA), Services Allocation Plan (SAP) and Request for Proposals (RFP); and convenes and manages stakeholder and advisory bodies to promote systems alignment and support strategy development.

DCYF’s Youth Workforce Development programs help to prepare young people for adulthood by providing opportunities for exposure to career options, teaching skills and competencies that are relevant to both education and employment and ensuring that young people have the ability to navigate the labor market. In addition these programs are rooted in youth development and cultural competence and are able to ensure that young people are learning in a supportive environment.

Department of Public Works

www.sfdpw.org

The Department of Public Works designs, builds, operates, maintains, greens, and improves the City's infrastructure, public right-of-way, and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

Public Works provides services through the following program areas: Building Design and Construction, Building Repair, Infrastructure Design and Construction, Street and Sewer Repair, Street Environmental Services and Urban Forestry, and Street Use and Mapping. In partnership with HSA, JobsNOW and local unions, Public Works provides training to hundreds of participants through apprenticeship programs in Cement Masonry, Gardening, and Laborer/Environmental Services.

Human Services Agency of San Francisco

www.sfhsa.org

The Human Services Agency (HSA) promotes well-being and self-sufficiency among individuals, families, and communities in San Francisco. HSA is comprised of three separate departments. The Department of Aging and Adult Services (DAAS) is charged with planning, coordinating, providing, and advocating for community-based services for older adults and individuals with disabilities, and works with nearly 56,000 San Franciscans each year. The Department of Human Services (DHS) works with approximately 200,000 San Franciscans each year to provide critical housing, nutrition assistance, health coverage, income support, and child welfare services. The Office of Early Care and Education (OECE) is charged with aligning and coordinating federal, state and

local funding streams to improve access to high quality early care and education for children 0-5, to address the needs of the early care and education workforce, and to build early care and education system capacity.

HSA also offers business services to employers and limited employment services for San Francisco's public assistance recipients, as well as other high barrier populations, including foster youth, homeless individuals and seniors looking to reenter the workforce. HSA offers services to the general public through its Career Link Centers. Career Link Centers provide residents with job listings, career counseling and job placement services.

Office of Economic & Workforce Development

www.oewd.org

The Office of Economic and Workforce Development (OEWD) supports the City's economic vitality through key programs focused on neighborhood commercial corridors, workforce development, joint development projects, industry-focused business recruitment and retention, small business assistance, and international business development.

OEWD's Workforce Development Division coordinates the San Francisco Workforce Development System, which is a network of public, private, and nonprofit service providers that serve San Francisco jobseekers and employers. OEWD works to connect jobseekers with employment opportunities in growing industries by providing industry-aligned job training and access to job search assistance at community based neighborhood access points throughout the City.

San Francisco Public Utilities Commissionwww.sfwater.org

The San Francisco Public Utilities Commission (PUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care. The PUC provides services through the following enterprises and bureaus: Water Enterprise, Waste water enterprise, Hetch Hetchy Water and Power. The Water Enterprise is responsible for collecting, treating, and distributing 222 million gallons of water per day to 2.6 million people in the Bay Area. The Waste Water Enterprise collects, transmits, treats, and discharges sanitary and storm water flows generated within the City for the protection of public health and environmental safety. Hetch Hetchy Water and Power is comprised of the Power Enterprise and the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source.

PUC is committed to providing enriching employment opportunities through a variety of formal internship programs and collaborative relationships with local community and government partners, schools, and colleges. For more than twenty years, they have provided summer jobs, work experience and exposure to careers in the utility industry for hundreds of students and early career professionals in a variety of fields, including engineering, water resources and management, finance, human resources and information technology.



APPENDIX B

2017 City Workforce Alignment Draft Glossary

Contract Goals (4): Primary goal of the program within the contract term.

- ▶ Career and educational advancement: Advance skills and/or further educational goals to upskill the current workforce or improve career opportunities for youth or adults.
- ▶ Job readiness: Prepare participants to be successful job candidates for employers industry wide, not necessarily geared toward a particular job placement.
- ▶ Subsidized employment: Provide paid work experience for participants who are unable to successfully compete for an unsubsidized job; offers employers incentives to provide work experience and On-the-Job Training for prospective employees. Subsidized employment is employment that is in any part subsidized by third-party funds. See Service Types for additional information.
- ▶ Unsubsidized employment: Match participants to unsubsidized employment that best fits their skills, aptitudes and experience; work with earnings provided by an employer not financed by a third-party or receiving a subsidy for the creation and maintenance of the employment position.

Service Types (11): Types of services that are included in scopes of work for workforce development contractors.

- ▶ Barrier remediation/support services: Legal, financial, or individual support services to address barriers to employment such as criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar.
- ▶ Basic skills training: Basic academic skills, remedial learning and intentional skill building programs, teaching generally applicable skills such as English language, literacy and numeracy, typing, and computer literacy.
- ▶ Career awareness: Includes job shadowing, work site visits, and career mentorships.
 - ▶ Job shadowing is a career-exploration activity in which youth observe the workday of a professional, interact with clients or customers, and attend meetings and other appointments. Job shadows help youth explore a field of interest while developing research skills and building occupational knowledge through a facilitated and active-learning process. Job shadows may be brief (less than 1 week) or extended (1 month or more) and may include rotating through various departments or sectors of a business (Luecking, 2009, p. 14).
 - ▶ Work site visits are visits by youth to workplaces to learn about the jobs and the skills required to perform them. Visits and meetings with employers and people in identified occupations outside of the workplace are also types of career-exploration activities from which youth can learn about jobs and careers. Typically, such visits are accompanied by discussion with youth about what they saw, heard, and learned (Luecking, 2009, p. 14).

- ▶ Career mentorships are formal learning partnerships between youth and employed adults for purposes of sharing technical information, institutional knowledge and insight with respect to a particular occupation or profession. Formal mentoring programs match mentors with mentees to meet specific learning objectives while helping those individuals in the mentoring relationship to identify and develop their own talents.
- ▶ Employment support: Wraparound services, case management, and retention and ancillary support services that help an individual acquire and maintain employment.
- ▶ Job readiness training, general: General work behavior and hard and soft skills training for employment across industries; includes work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job, as defined by the Employment and Training Administration. Job readiness also includes service learning or hands-on volunteer service.
- ▶ Job readiness training, sector-specific: Soft skills training targeted toward a specific sector or industry; for example, hospitality job readiness has a heavy emphasis on customer service, since most front of house food services and retail positions require heavy consumer interaction; health care job readiness would include aspects such as medical terminology and effectively navigating the health care system.
- ▶ Job search and placement: Résumé assistance, interview preparation, online application assistance and job search strategies for individuals to help participants acquire subsidized or unsubsidized employment.
- ▶ Mental & behavioral health: Behavioral health services to help participants gain and maintain employment.
- ▶ Vocational assessment: Assessment of an individual's abilities and desires in order to determine needs for employment and appropriate career path.
- ▶ Vocational training: Contextualized training for a particular type of industry, profession, or vocation; more advanced than basic skills training, and should be industry recognized. It includes long-term occupational training consisting of specific classroom and work-based study in a specific occupation leading to a degree or certificate, as defined by the Employment and Training Administration.
- ▶ Workplace training: Includes apprenticeships, internships, On-the-Job Training (OJT), and subsidized employment.
 - ▶ Apprenticeships are a combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs can be sponsored by individual employers, joint employer

and labor groups, and/or employer associations, as defined by the Department of Labor. They are formal, sanctioned work experiences of extended duration in which an apprentice learns specific occupational skills related to a standardized trade, such as carpentry, plumbing, or drafting. Many apprenticeships also include paid-work components (Luecking, 2009).

- ▶ Internships are career-preparation activities in which youth are placed in a business for a defined period of time to participate in and observe work in a given industry first hand. Internships are highly structured, time-limited experiences that occur at a workplace. Unlike other work experiences, internships often allow youth to rotate through a number of departments and job functions (Luecking, 2009, p. 16).
- ▶ OJT is training by a public, private or non-profit employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job; is made available through a program that provides reimbursement to the employer of a percentage of the wage rate of the participant for the extraordinary costs of providing the training and additional supervision related to the training; and is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate, as defined by the Workforce Innovation and Opportunity Act (WIOA).
- ▶ Subsidized employment is placement in jobs in which wages are paid fully or partially to the employer by public funds, a private foundation, or another third party source; for youth, such work may be scheduled during or after the school day, and it may be integral to a course of study or simply a separate adjunctive experience. Includes transitional jobs that are time-limited work experiences that are subsidized and are in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, as defined by WIOA.

Service Populations (23):

Service populations may refer to specific populations targeted for program participation based on need or departmental priority, or program eligibility requirements imposed by funding source, legal or political consideration, and/or departmental priority.

- ▶ Populations by Age
 - ▶ Adults, all: Individuals who are age 18 or older, as defined by WIOA.
 - ▶ Older individuals, all: Individuals who are age 55 or older, as defined by WIOA.
 - ▶ Transitional-Aged Youth (TAY), all: Individuals who are between the ages of 16 and 24 years old, as defined by the Department of Children, Youth & Their Families (DCYF).
 - ▶ Youth, all: Individuals who are between the ages of 14 and 17 years old; the Fair Labor Standards Act (FLSA) sets 14 as the minimum age for most non-agricultural work; different age requirements apply to the employment of youth in agriculture.

► Other Service Populations

- **Disconnected (or off-track) youth:** Youth who are not connected to school or employment, and often have one or more of the following attributes: have dropped out of school; are pregnant or parenting; are or have experienced homelessness; have criminal/juvenile justice involvement or history; have a disability; are current or former foster youth; have academic skills significantly below grade level; are LGBTQQ; or are undocumented.
- **Dislocated worker:** An individual who has been terminated or laid off, or who has received a notice of termination or layoff, from employment; is employed at a facility at which the employer has made a general announcement that such facility will close; was self-employed but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; is a displaced homemaker; or is the spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; is the spouse of a member of the Armed Forces on active duty; or other criteria as defined by WIOA.
- **English Language Learners (ELL) or individuals with Limited English Proficiency (LEP):** Individuals who have limited ability in reading, writing, speaking, or comprehending the English language, and whose native languages are languages other than English; or who live in a family or community environment where a language other than English is the dominant language, as defined by WIOA.
- **Enrolled in school:** Youth who are enrolled in school, including primary, secondary, or post-secondary educational institutions.
- **Ex-offender:** An adult or juvenile who is or has been subject to any stage of the criminal justice process, or who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction, as defined by WIOA.
- **Homeless individual:** An individual who lacks a fixed, regular, and adequate nighttime residence; and includes an individual who is sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason.
- **Individual with a barrier to employment:** An individual who may have difficulty finding or retaining employment due to his/her criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar.
- **In-school youth, not on track to graduate:** Youth who have not formally withdrawn from school but who are not projected to graduate on time, given the school district criteria for high school graduation. The criteria include two sets of benchmarks 1) credits earned from required course subjects and 2) total credits earned.
- **Job ready:** Participants must not have any significant barriers (such as criminal background, fines or fees, driver's license and government identification, legal right to work in the U.S., child care, child support, transportation, or similar) to being traditionally employed.
- **Justice Involved Individuals:** Adults or juveniles who have an active involvement with the criminal or juvenile justice system.

- ▶ Long-term unemployed: Individuals who have been looking for work for 27 weeks or more, as defined by the U.S. Department of Labor.
- ▶ Low-income individual: An individual who receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008, the program of block grants to States for temporary assistance for needy families program under part A of title IV of the Social Security Act, or the supplemental security income program established under title XVI of the Social Security Act, or State or local income-based public assistance; is in a family with total family income that does not exceed the higher of the poverty line, or 70 percent of the lower living standard income level.
- ▶ People with disabilities: Any person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment. A physical or mental impairment includes hearing, mobility and visual impairments, chronic alcoholism, chronic mental illness, and AIDS. Major life activities include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself, as defined by the Americans with Disabilities Act. A youth with a disability is an individual with a disability who is between the ages of 14 and 24 years old, as defined by WIOA.
- ▶ Pregnant and parenting teens: Pregnancy or parenting by a female, age 13 to 19, which is understood to occur in or by a girl who has not completed her core education (secondary school), has few or no marketable skills, is financially dependent upon her parents and/or continues to live at home and is often mentally immature.
- ▶ Public benefits recipient: An individual who receives Federal, State, or local government cash payments for which eligibility is determined by a needs or income test (e.g. CalWORKS, FSET, CAAP, and CalFresh), as defined by WIOA.
- ▶ Public housing residents: Eligible low-income families, the elderly, and persons with disabilities who live in housing managed by a local Housing Authority; eligibility is based on annual gross income; whether the person(s) qualify as elderly, a person with a disability, or as a family; and U.S. citizenship or eligible immigration status, as defined by the U.S. Department of Housing and Urban Development.
- ▶ Refugees or asylum seekers: People who have been forced to cross national boundaries and who cannot return home safely due to war, persecution, or natural disaster; such people may be called asylum seekers until granted refugee status by the contracting state if they formally make a claim for asylum.
- ▶ Veteran: A person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable, as defined by the U.S. Code.
- ▶ Youth in foster care system: Youth who have active involvement with the foster care system.

APPENDIX C

Preliminary List of Common Data Elements

Category	Data Element
Age	Youth (14-17)
	Transitional-Age Youth (18-24)
	Adults (25-54)
	Older Adults (55+)
Race	American Indian and Alaska Native
	Asian
	Black or African-American
	Native Hawaiian and Other Pacific Islander
	White
	Other Race
Ethnicity	Two or More Races
	Hispanic or Latino
	Not Hispanic or Latino
Educational Attainment	Less than High School Equivalent
	High School Graduate (or Equivalent)
	Some College, No Degree
	Associate's Degree
	Bachelor's Degree
	Graduate or Advanced Degree

Target Populations	Disconnected Youth
	Dislocated Workers
	Disabled
	English Language Learners (ELL)
	Enrolled in School (including Post-Secondary Institution)
	Formerly Incarcerated
	Foster Care Youth and Emancipated Youth
	HOPE SF Residents
	Long-Term Unemployed
	Part-Time Seasonal Employed
	Public Benefits Recipients
	Public Housing Residents
	Refugees or Asylum Seekers
Household Income	Underemployed
	Unemployed
	Veterans
	At or Below the Federal Poverty Level
	Greater than Federal Poverty Level and Less than 30% of the Area Median Income (AMI)
Residential Location	Greater than 30% AMI and Less than 50% AMI
	Greater than 50% AMI and Less than 80% AMI
	Greater than 80% AMI
	94102, 94103, 94104, 94105, 94107, 94108, 94109, 94110, 94111, 94112, 94114, 94115, 94116, 94117, 94118, 94121, 94122, 94123, 94124, 94127, 94128, 94129, 94130, 94131, 94132, 94133, 94134, 94142, 94158
Program Outputs	Outside of San Francisco
	Homeless
	Clients Served (both enrolled and non-enrolled)
	Enrollments
Training Outputs	Completions
	Basic Skills Training Completions
	Job Readiness Training Completions
	Vocational Training Completions
	English as a Second Language (ESL) Program Completions

Employment Outputs	Unsubsidized Job Placements (including subsidized placements retained by the employer after program exit)
	Subsidized Job Placements
Educational Outcomes	Attained a Degree or Certification
	Gained One of More Literacy or Numeracy Grade Levels
	Placement in Educational Institution
Unsubsidized Employment Outcomes	Retained Employment 3 Months After Placement
	Retained Employment 6 Months After Placement
	Retained Employment 12 Months After Placement
Subsidized Employment Outcomes	Retained Employment After Subsidy Ends
	Retained Employment 3 Months After Program Exit
	Retained Employment 6 Months After Program Exit
	Retained Employment 12 Months After Program Exit
Earnings Outcomes	Quarterly Earnings at or above \$5,000 for the First 2 Quarters After Placement

APPENDIX D

FY 2015-2016 City Workforce Services Inventory, Service Provider Data

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
A. Philip Randolph Institute San Francisco								X		X		2
America Works	X				X							2
Anders and Anders Foundation								X				1
Aquarium of the Bay										X		1
Architectural Foundation of San Francisco		X										1
Arriba Juntos		X			X			X				3
Asian Neighborhood Design								X				1
Bay Area Community Resources		X										1
Bay Area Video Coalition								X		X		2
Bayview-Hunters Point Center for Arts and Technology								X		X		2
Booker T. Washington Community Service Center							X					1
Boys & Girls Clubs of San Francisco										X		1
Brightline Defense Project								X				1
California Academy of Sciences		X										1

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
California Department of Rehabilitation					X							1
California Lawyers for the Arts		X										1
California State University Maritime Academy										X		1
Caminar for Mental Health			X									1
Catholic Charities					X							1
Center on Juvenile and Criminal Justice	X				X							2
Charity Cultural Services Center								X				1
Chinatown Community Development Center							X			X		2
Chinese for Affirmative Action								X				1
Chinese Progressive Association								X				1
City College of San Francisco					X			X				2
Collective Impact								X		X		2
Community Assessment and Services Center	X											1
Community Grows										X		1
Community Housing Partnership					X			X				2

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Community Youth Center		X					X	X				3
Compass Family Services								X				1
Donaldina Cameron House							X					1
Economic Opportunity Council of San Francisco				X								1
Enterprise for Youth		X										1
Episcopal Community Services of San Francisco					X		X	X				3
Exploratorium		X										1
Family and Child Empowerment Services San Francisco								X				1
First Place for Youth		X										1
Five Keys Charter School							X	X				2
Friends of the Urban Forest										X		1
Good Samaritan Family Resource Center							X					1
Goodwill Industries								X				1
Gum Moon Residence Hall							X					1
Hearing and Speech Center of Northern California								X				1
Homebridge								X				1
Homies Organizing the Mission to Empower Youth							X					1

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Horizons Unlimited of San Francisco		X										1
Hospitality House					X			X				2
Hunters Point Family		X		X				X	X			4
Japanese Community Youth Council		X			X					X		3
Jewish Vocational Service		X						X				2
Juma Ventures		X										1
Larkin Street Youth Services					X			X				2
Lavender Youth Recreation and Information Center		X								X		2
Life Learning Academy		X										1
Mangala Meridian						X						1
Manpower Government Solutions								X				1
Marriott Foundation for People with Disabilities		X										1
Marty Nemko						X						1
Mission Economic Development Agency								X				1
Mission Hiring Hall					X			X				2
Mission Language and Vocational School							X	X				2
Mission Neighborhood Centers				X			X			X		3
Mujeres Unidas y Activas								X				1
New Door Ventures		X										1

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Northridge CommUNITY Garden										X		1
Old Skool Café		X										1
People Organizing to Demand Environmental and Economic Justice										X		1
Positive Resource Center							X	X				2
Renaissance Parents of Success								X				1
Richmond Area Multi-Services			X									1
Richmond District Neighborhood Center		X										1
San Francisco Clean City Coalition					X							1
San Francisco Conservation Corps		X					X	X	X	X		5
San Francisco Unified School District, Career Technical Education										X		1
Self-Help for the Elderly								X				1
Seven Tepees Youth Program										X		1
South of Market Community Action Network										X		1
Southeast Asian Community Center							X					1
Special Service for Groups		X										1
Success Center San Francisco					X			X		X		3

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Sunset Youth Services		X					X					2
Swords to Plowshares					X			X				2
The Arc San Francisco							X					1
The Garden Project											X	1
The SF LGBT Center					X			X				2
Tides Center		X										1
Together United Recommitted Forever							X					1
Toolworks					X			X				2
United Playaz										X		1
United Way Bay Area		X										1
Upwardly Global								X				1
Urban Ed Academy										X		1
Urban Sprouts										X		1
Vietnamese Youth Development Center							X	X				2
West Bay Pilipino Multi-Service Center							X					1
Wu Yee Children's Services								X				1
Year Up Bay Area								X				1
YMCA - Bayview Hunters Point		X					X					2
YMCA - Buchanan		X										1
YMCA - Chinatown							X					1
YMCA - Urban Services		X					X					2
Young Community Developers		X			X			X		X		4
Youth Art Exchange										X		1

Service Provider	APD	DCYF	DPH	Public Works	HSA	LIB	MOHCD	OEWD	PORT	PUC	SHF	Total
Youth Leadership Institute										X		1
TOTAL	3	29	2	3	18	2	22	43	2	26	1	

Note: The following City departments do not contract with community-based organizations to provide their workforce development services and thus are not included in the above table:

- ▶ Department of Human Resources (DHR);
- ▶ Department of the Environment (ENV);
- ▶ Municipal Transportation Agency (MTA);
- ▶ Office of Civic Engagement & Immigrant Affairs (OCEIA);
- ▶ Recreation & Parks Department (RPD); and
- ▶ San Francisco International Airport (SFO).

FY 2015-2016 City Workforce Services Inventory, Industry Training & Placement Data

Department	Service Type	Accommodation & Food Services	Administrative Support	Arts, Entertainment, and Recreation	Construction	Educational Services	Government	Health Care and Social Assistance	Information	Professional, Scientific, and Technical Services	Retail Trade	Transportation and Warehousing	Utilities	Other Services
APD	Training				X	X						X		
	Unsubsidized Placement	X			X									X
DCYF	DATA NOT AVAILABLE IN THIS FORMAT													
DHR	Training				X		X						X	X
	Unsubsidized Placement						X							
DPH	Unsubsidized Placement	X						X						X
Public Works	Training													X
	Subsidized Placement													X
	Unsubsidized Placement													X
ENV	Unsubsidized Placement					X				X				
HSA	Training	X	X			X	X	X			X			X
	Subsidized Placement	X	X			X	X	X						X
	Unsubsidized Placement		X				X	X						X
MOHCD	DATA NOT AVAILABLE IN THIS FORMAT													
MTA	Subsidized Placement		X		X		X							X
OCEIA	Training						X	X		X				X
OEWD	Training	X			X			X	X		X			
	Unsubsidized Placement	X	X	X	X	X		X	X					X
PORT	Unsubsidized Placement													X
PUC	Training						X						X	
	Subsidized Placement						X						X	
	Unsubsidized Placement						X						X	
RPD	Unsubsidized Placement						X							
SFO	Unsubsidized Placement	X	X				X			X	X	X		
LIB	Unsubsidized Placement			X		X	X	X		X				
SHF	DATA NOT AVAILABLE IN THIS FORMAT													