SAN FRANCISCO

Office of Economic and Workforce Development

Workforce Innovation and Opportunity Act

San Francisco Local Plan

2017-2020

INTRODUCTION

The Office of Economic and Workforce Development (OEWD), on behalf of Workforce Investment San Francisco, has prepared this Strategic Local Plan for Program Years 2017-2020, as required by the Workforce Investment and Innovation Act (Sec. 108). The plan is laid out in accordance with the guidance and requirements outlined in the Employment Development Department's Workforce Services Directive 16-07, including a list of questions that will be used for plan evaluation. Appendix J provides a crosswalk that lists the pages that correspond to each evaluation measure.

The plan includes San Francisco's vision and goals for the workforce development system, a description of the structure of the system and services available to job seekers and businesses, the roles of partner organizations, the ways in which the local plan supports the State of California's goals and policy strategies, as well as other state required information. San Francisco's system of access points, services targeting individuals with barriers to employment, and strategies to target priority sectors within the local and regional economy are designed to ensure economic vitality and that economic success is within reach for all San Franciscans.

A. A cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners

San Francisco's Workforce Development Board (WISF), as designated by statute, has responsibility for the local workforce development system. WISF provides a forum for business, labor, education, government, community–based organizations and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the workforce and local economic development. The WISF's operational arm is the Office of Economic and Workforce Development (OEWD). OEWD and WISF are referred to interchangeably throughout this plan.

Mayor Edwin M. Lee, the Chief Local Elected Official, and WISF envision that San Francisco will have an educated and skilled workforce that attracts, retains, and expands competitive industries and enhances the standard of living for all of the City's residents, by supporting regional economic growth and economic mobility. The City & County of San Francisco will implement this vision by building upon its successful sector strategy, a strategy that aligns the city's workforce programs around the needs of local and regional industry growth sectors, and through its "access points" strategy that creates training and employment pathways for disadvantaged San Franciscans.

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

- Fostering "demand-driven skills attainment" via regional sector based career pathways
- Enabling upward mobility and economic self sufficiency
- Aligning, coordinating, and integrating programs and services

The mission of the Workforce Development Division of the Office of Economic and Workforce Development is to build public-private partnerships that create and guide a continuum of workforce services that improve economic vitality for people and businesses. In order to ensure that job seekers and local businesses are well served, and to meet performance accountability goals based on WIOA performance indicators, OEWD's strategy is to work closely with regional WDBs and organizations, core partners and other stakeholders to align resources in order to foster sector based career pathways and to achieve the strategic vision of the local and regional plan. Furthermore, OEWD's work is grounded in labor market information and analysis, qualitative and quantitative information from local businesses and industry groups and other stakeholders.

B. Required detail on local program alignment to implement State Plan policy strategies (a description of the workforce development system, identifying programs in the system, and how local board will support the seven state policies)

The Mayor and WISF defined nine goals to achieve the above vision and mission:

- **Goal One:** Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents.
- **Goal Two:** Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment.
- **Goal Three:** Increase access to workforce services for populations underserved by the workforce system.
- **Goal Four:** Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers.
- **Goal Five:** Streamline and align policy and administration across multiple funding sources.
- **Goal Six:** Strengthen policy and programmatic coordination between the workforce system and the city's educational institutions, specifically the San Francisco Unified School District and City College of San Francisco.
- **Goal Seven:** Work collaboratively across City departments to implement effective workforce strategies – such as subsidized employment and "earn while you learn" programming – tailored to the needs of targeted populations, including public housing residents, ex-offenders, transitional age youth (TAY), and English language learners.
- **Goal Eight:** Equipped with the most current labor market analysis, meet the workforce needs of growth sectors within the local and regional economy.
- **Goal Nine:** Support local government and private sector succession planning efforts through targeted skill building programs aligned with job vacancy projections.

WISF's mission and vision for the local system are well aligned with the Governor's vision, goals, and strategic policy orientation as outlined in California's Strategic Workforce Development Plan: "Skills Attainment for Upward Mobility; Aligned Services for Shared

Prosperity." In fact, San Francisco's nine workforce goals, which have been in effect since 2013, are directly aligned with the state plan's policy strategies – illustrating that San Francisco is in the vanguard of workforce development policy. The following sections give an overview of this alignment which is further described through this plan.

Sector Strategies, Career Pathways

Through a system of comprehensive and neighborhood based career centers, and specialized and targeted services for people with disabilities, people in reentry, veterans, and youth (Access points), business outreach and services, and four sector academies for San Francisco's highest priority sectors (healthcare, IT, construction, hospitality), job seekers are guided into career pathways. (Goals 1-4, and 8-9).

Earn and Learn Strategies, Supportive Services

In order to ensure that all job seekers are able to access and successfully complete training in order to progress toward greater economic well-being, the system incorporates earn and learn models, supportive and wrap around services. (Goals 3 and 7).

Cross System Data Capacity, Integrated Services

San Francisco uses a common data system across all WIOA funded service providers as well as CalJOBs to ensure cross system data capacity and coordination. Furthermore, all service providers are required to deliver programs in an integrated and coordinated way and work closely with partner organizations and other stakeholders (Goals 5 and 6).

Organizing Regionally

Over the last few years the workforce boards form the Bay-Peninsula RPU that have now collaborated on a number of initiatives, including the DOL Human Centered Design Challenge and the Slingshot Initiative. The Human Centered Design Challenge resulted in regionally agreed upon design improvements to the one-stop customer experience. For Slingshot, the NOVA, work2future and San Francisco workforce boards received $100,000 to convene industry representatives to help develop more robust regional sector pathways in manufacturing and IT. Efforts in this grant will help determine additional mechanisms to on-ramp job seekers into regional sector pathways. Workforce board directors and senior staff communicate and meet on a regular basis, and will continue to do so to ensure the successful implementation of WIOA. For more information, please see the regional plan.

Role of Partner Organizations

The WIOA partners are critical components of the San Francisco workforce development system. WISF envisions a system where there is no "wrong door," and OEWD service providers as well as partner organizations seamlessly cross refer and serve job seekers in a coordinated manner. The local board will work with WIOA partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

WISF entered into Memorandums of Understanding (MOU) with the WIOA mandated partners to define their respective roles and responsibilities in meeting policy objectives and service goals. The MOU's (please see appendix B) outline that all parties agree to support the state plan's objectives of fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating and integrating programs and services; and ensuring that individuals with barriers to employment and those in target populations are able to access the services they need in order to eventually achieve economic mobility. Furthermore, all parties agreed to participate in joint planning and plan development, and to make modifications as needed to ensure continuous partnerships building; responsiveness to state and federal requirements; responsiveness to local economic conditions, and adherence to common data collection and reporting needs. The following outlines the contributions of each partner to the San Francisco workforce system.

Employment Development Department (EDD): EDD offers Employment Services (including but not limited to CalJOBs and labor exchange services, Unemployment Insurance services, California Training Benefits, and Rapid Response), Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Act assistance. The client population of EDD includes UI and disability insurance claimants, job seekers through Wagner Peyser, veterans, people with disabilities, youth, and TAA participants. EDD has staff physically co-located with the Comprehensive Access Point (CAP), and agrees to the cross training of one stop staff.

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

City College of San Francisco (CCSF): Programs on offer at CCSF include those administered with Carl D. Perkins Act funds, as well as CTE programs, the community college CalWORKs program, and Disabled Student Programs and Services. CCSF also offers adult basic education services which may include adult secondary education, adult basic education, English as a Second Language courses, classes for adults with disabilities, and high school equivalency/GED preparation. The client population of the community college is very diverse, including students who: seek to transfer to four year institutions; lack basic skills; have limited English proficiency; or need short term vocational training. CCSF aspires to provide onsite staffing and coordinated services, potentially through physical colocation, communication technology, or cross training

CAP staff on the CCSF application process and college policies. CCSF and WISF also agree to develop a reciprocal referral process.

San Francisco Human Service Agency (HSA): HSA is the primary provider of safety net programs in San Francisco, and is responsible for providing employment services for San Francisco's public assistance recipients, as well as offering services to the general public through its Career Link Centers. HSA agrees to work jointly with OEWD to identify models of TANF partnership and best practices that improve client outcomes. Both parties agree to provide support and technical assistance to facilitate the development of sector based career pathway programs specifically geared toward TANF recipients. HSA agrees to explore physical co-location of staff, staff cross training, and virtual connectivity. HSA and WISF also agree to develop a reciprocal referral process.

WISF recognizes the critical importance of coordinated service delivery, both for the success of clients as well as for the efficient use of limited resources. WISF and its partners are continuously striving toward a workforce system that is collaborative, well integrated, and seamless to the customer.

OVERVIEW OF ACCESS POINT SYSTEM

While OEWD contracts out the majority direct service provision through a competitive procurement process, the Office provides oversight, policy direction, and systems/partnership development. OEWD issued a Request for Proposals (RFP) in December 2016 to identify a One Stop Operator as well as Access Point and other service providers. The RFP leverages multiple funding sources in support of San Francisco's workforce development system, including WIOA, federal Community Development Block Grant (CDBG) funds, OEWD general funds, and San Francisco County Transportation Authority funds. Contracts awarded under this RFP may be renewed for up to three years. Preference will be given to organizations or partnerships that help individuals enter sector based career pathways through a range of education and training programs leading to industry-recognized certifications and degrees.

The following is an overview of the Access Point System, the Comprehensive Access Point, and the One Stop Operator. Detail about the role of Access Points which target people with barriers to employment and Sector Access Points can be found in Section C.

Individually, each OEWD Access Point plays a specialized role within San Francisco's workforce system. The system by design allows for integration of services and braiding of resources. The main components of this system are:

- Comprehensive Access Point (CAP): The CAP forms the central hub of San Francisco's workforce system and encompasses all of the WIOA-mandated service elements of an America's Job Center of California (AJCC). Further, it coordinates the services of all of the Access Points within San Francisco's workforce system to ensure that individuals seeking services are connected to the programs and opportunities that help them to achieve their full potential.

- Neighborhood Access Point (NAP): The NAPs are located in geographic areas that are physically isolated from the CAP or that chronically suffer from higher unemployment rates than San Francisco's average. NAPs allow community based access to an array of workforce services.
- Specialized Access Point (SAP): The SAPs serve specific target populations (people with disabilities, veterans, people in reentry) with customized career services that respond to a unique set of needs by job seekers in their specialized population. SAPs may be physically co located with the CAP or NAPs.
- Youth Access Points: The Youth Access Points target young adults ages 17-24 and offer a variety of workforce, education, wrap-around, barrier-removal, and supportive services to support young adults in achieving economic stability and general well-being. In addition, through either direct service provision or referral to partner organizations, the Youth Access Points offer the ten WIOA youth program elements.
- Sector Access Point: The Sector Access Points specialize in a specific demand-industry sector that represents a significant employment area within San Francisco. Sector Access Points are expert in all occupations within that sector and can quickly identify training needs and/or job opportunities appropriate for job seekers interested in entering that sector.
- Job Readiness Services: Job Readiness Services are focused on the removal of barriers that prevent or significantly impede a person's ability to obtain or maintain employment, or make sure of workforce services. Barriers include limited English proficiency.

COMPREHENSIVE ACCESS POINT (COMPREHENSIVE AJCC)

The CAP serves as the central hub for all WIOA Title I workforce system services and other services delivered by the CAP, NAPs, SAPs, Sector Access Points, Young Adult Access Points, Business Services Coordinators, and Core Partners. In addition to providing direct customer services via a comprehensive menu of onsite workforce preparation activities, the CAP is charged with improving and facilitating coordination of and access to workforce services across the City. The CAP serves as a centralized source of career assessment services, supportive services, On-the-Job Training (OJT) contracts, and Individual Training Accounts (ITAs) for the broader workforce system. Additionally, the CAP offers comprehensive Job Readiness Training (JRT) services, computer and financial literacy services available for referral by other Access points that do not have the capacity to offer the full suite of such services. Job Readiness Training is soft skills training to prepare individuals to be personally effective at work, while Job Readiness Services is focused on the removal of significant barriers to employment.

The CAP serves three primary functions:

1. Collaboration with Core Partners to co-locate all workforce system services
2. Delivery of comprehensive Access Point services at a fully-staffed, "one-stop" career resource center.

3. Coordination of the NAPs, SAPs, Sector Coordinators, and Business Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system

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

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

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

- First time transition into the workforce
- Limited work skills and experience
- Academic skills lower than 8th grade proficiency
- Long term unemployment or under-employment
- Personal safety issues, such as domestic violence, gang affiliation or turf issues
- Lack of child care or transportation
- Lack of a valid driver's license
- Limited English language skills
- Limited digital literacy
- Involvement with the justice system

Target populations who may face one or more of the above barriers include displaced homemakers, low income individuals, Native Americans, people with disabilities, older workers, formerly incarcerated, homeless individuals, foster youth, LEP individuals, migrant/seasonal farm workers, people within 2 years of exhausting TANF benefits, single parents, long term unemployed. All access points will work closely with core partners as well as other community based organizations to ensure successful outreach to target populations, and to ensure that they access the services and supports needed to assist them in moving toward greater economic self-sufficiency and career success. A further discussion of Job Readiness Services for those with significant and/or multiple barriers to employment can be found on page 16.

ONE STOP OPERATOR

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

The OSO will play a leadership role in facilitating partnerships, providing training and technical assistance, and monitoring the successful implementation of services across San Francisco's workforce system.

Highlights of OSO responsibilities include the following:

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

OVERVIEW OF ACCESS POINT SERVICES

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

Outreach and Referral

Outreach and referral services will identify eligible participants to be enrolled in workforce programs and services, including WIOA identified target populations, low-income, unemployed, underemployed, and dislocated workers. Outreach and referral efforts will be coordinated with other direct service providers and/or agencies responsible for these programs to ensure a process for making job opportunities available to program participants.

Orientation and Assessment

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

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

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

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

Participants are referred to services and workforce programs for which they are eligible and prepared, and which are most appropriate to their goals, abilities and needs, based on the results of assessment(s). When appropriate, referrals are made from the Access Points to the Sector Coordinators.

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

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

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

The plan must include the training and skill development needed to succeed in the specific industry and must recommend a path for advancement and/or refer job seekers directly to a Sector Academy, other training (via an Individual Training Account), or direct placement.

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

Supportive Services

As part of a client's assessment, case managers identify what supportive services if any are necessary to help participants enter, participate and succeed in workforce services. Supportive services are provided by NAPs as well as the CAP. The supportive services provider works with participants to address those life issues impacting the participants' ability to obtain or retain employment. Supportive services should be delivered in a culturally competent and sensitive manner.

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

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

Job Readiness Training

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

Training will include topics such as learning and communication skills, employers' expectations, appropriate work attire, life skills, and job search skills. Job Readiness Training is differentiated from Job Readiness Services in that the latter is focused on removing employment barriers.

Basic Computer Skills Training

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

- Basic computer skills & literacy

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

Financial Literacy Services

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

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

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

Direct Job Search, Placement and Retention Services

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

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

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

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

Retention Services: Retention services include follow-up activities to determine whether program participants are still working and/or in school, and if they are in need of additional support to achieve positive program participation and employment outcomes. Retention

services identify and address barriers that may jeopardize the participants' new employment, offer coaching services to assist both employers and participants to address new or on-going barriers that may interfere with employment, and provide reemployment services if the participant has quit or been terminated. Each OEWD-funded grantee coordinates with other appropriate service providers to help participants address obstacles to continued employment or reasons for job loss, and implement appropriate solutions to secure employment. Follow-up and retention services are available for up to 12 months, and are provided to all participants placed in unsubsidized employment.

Individual Training Accounts

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

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials.
- "Earn and Learn" models such as On-the-Job training.
- Programs that combine workplace training with related instruction.
- Training programs operated by the private sector.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Adult education and literacy activities in combination with services described above.
- Customized training.

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

C. Required detail on specified services and service delivery strategies

This section provides further detail on Neighborhood Access Points (NAPs) and Specialized Access Points (SAPs), services for individuals with barriers to employment, San Francisco's sector workforce programs, business services, and coordination with economic development and EDD. While the CAP serves those with barriers to employment, the NAPs, SAPs, and Job Readiness Services (JRS) allow for even more targeted outreach and support, and does so through the braiding of various funding sources. The CAP, NAPs, SAPs (as appropriate) and Youth Access Point providers coordinate closely with sector workforce programs to ensure that those with barriers to employment are prepared for and connected to the sector opportunities that have the potential for upward mobility.

NEIGHBORHOOD ACCESS POINTS (Satellite AJCC's)

A network of five to seven NAPs allows the workforce system to leverage neighborhood assets to enhance core programs and services. These neighborhood-based employment services offer

a combination of workforce, education, barrier-removal, referral, and supportive services to support residents in achieving economic stability and general well-being. In addition to delivering an extensive menu of WIOA workforce services on-site, the NAPs serve as geographically accessible entry-points into San Francisco's larger public workforce and education systems.

The NAPs allow for specialized outreach to communities of Limited English Proficient (LEP) individuals. All NAPs are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

NAP services include the following:

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

SPECIALIZED ACCESS POINTS (SAPs)

Specialized Access Points target specific at-risk populations, as detailed below. SAPs identify clients through the CAP and NAPs and cross referrals are encouraged. All SAP service providers are responsible for facilitating access and ensuring that job seeker clients receive culturally appropriate, culturally sensitive services that are appropriate and tailored to the client's particular assets, needs, and barriers.

SAPs must identify the industries and occupations that are most appropriate for the targeted groups they serve, with an emphasis on in-demand certificate attainment. Providers are encouraged to collaborate with other service providers to achieve close coordination of services. Funding preference is given to high-quality subcontracting arrangements, partnerships, or collaborations that leverage from other sources.

Re-Entry SAP

San Francisco has a large re-entry population in need of workforce services. According to the San Francisco Probation Department, their supervision caseload is over 6,000 clients. The number of people in re-entry is even larger when considering those on state parole and those who have criminal records but are no longer on formal supervision. Employment is a key criminogenic factor in recidivism. To that end, OEWD funds a Re-Entry Specialized Access Point (SAP) to provide job readiness and employment services for job seekers with criminal convictions/involvement in the criminal justice system. The Re-Entry SAP works with existing programs, policies, tools, and services, including but not be limited to counseling services, workshops, and job placement assistance targeting the employment needs of job seekers with criminal records, especially those newly re-entering the workforce from the criminal justice system.

Re-Entry SAP providers deliver the following:

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

Disability SAP

According to the American Community Survey's 2010-2014 5-Year Estimates, 86,242 individuals with disabilities (including 41,050 between the ages of 18 and 64) reside in San Francisco. The San Francisco job market is very focused on highly skilled individuals. This can be particularly challenging for people with disabilities (PWD) with limited skills and work experience, making it difficult to decide between returning to work in a low wage job and/or staying out of the workforce. The overarching challenge with job placement involves job matching and ensuring that PWD are not underemployed. Disability Specialized Access Points (SAPs) and a Disability Coordinator deliver and coordinate workforce and employment services targeting people with disabilities (PWD). The Disability SAPs and Disability Coordinator work closely with the Department of Rehabilitation, CBO's, and other service providers to ensure coordination of efforts.

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

Disability SAPs deliver the following:

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

Veterans SAP

According to the American Community Survey's 2010-2014 5-Year Estimates, there are 28,505 veterans residing in San Francisco. Veterans Specialized Access Points (SAPs) deliver job readiness and employment services targeting veterans, especially those newly re-entering the civilian workforce. The Veterans SAPs work closely with the CAP, NAPs, the Veterans Administration, EDD's veterans' programs, community-based organizations serving veterans, other veteran services locally, and education providers.

Veterans SAPs:

- Liaise with the Veterans Administration to provide outreach to veterans, especially those newly re-entering the civilian workforce, and to align employment services across the veterans and workforce systems.
- Provide or facilitate access to a wide range of services to address the needs of veterans, including vocational skills training, housing, health, mental health, transportation, substance abuse, child care, as appropriate.
- Provide assistance to obtain a driver's license, as appropriate.

- Provide legal and practical assistance with correction of military records, military discharge upgrades, VA disability claims, or other relevant documentation.
- Conduct targeted relationship-building with employers interested in hiring and advancing veterans.

Job Readiness Services (JRS)

OEWD is seeking to identify through its December, 2016 RFP organizations who can provide holistic and culturally-competent Job Readiness Services (JRS) for the City's residents with multiple barriers to successful job search and employment. While the Access Points described previously all serve individuals with barriers to employment, JRS providers play a special role in serving those job seekers whose barriers are so acute or so multiplicative that successful participation in workforce services necessitates their prior removal. Among the barriers that would make an individual appropriate for JRS services are: limited English ability; referral by the Housing Authority in addition to two or more OR any individual with three or more of the following barriers:

- Limited academic skills, and/or lack of a high school diploma or GED
- Criminal history
- Lack of basic computer skills
- Lack of child care
- Lack of or limited transportation
- Lack of a valid driver's license

OEWD envisions JRS providers delivering intensive services to help these job seekers to identify and create a plan for removing barriers preventing employment, and supporting the individual in accessing and navigating a citywide service system to resolve these barriers. JRS providers will play an important cross-referral role within San Francisco's workforce system: receiving referrals from Access Points and other partners of job seekers with multiple barriers to employment, AND referring job seekers who have successfully addressed barriers through JRS to an appropriate Sector Workforce Program or other appropriate Access Point for services focused on vocational training and employment.

Young Adult Workforce Services

According to Census data, 31.9% of San Franciscan males age 18-24 live below the federal poverty level (compared to 22% statewide); this figure is 36.7% for females (compared to 26.8% statewide). Furthermore, 46.5% of San Francisco public high school students do not complete high school, based on the four-year adjusted cohort dropout rate, which measures the percentage of students who exit grades 9-12 without a high school diploma, GED, or special education certificate of completion and do not remain enrolled after the end of the fourth year. Total public school enrollment in 2015 was approximately 59,105 students. Although the total number of young people has been on the decline, those that still call San Francisco home need significant supports to achieve economic self-sufficiency.

Young Adult Workforce Services are designed to provide services to job seekers ages 17-24. Further, services provided in these programs prioritize the target populations identified by the WISF, which include:

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

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

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

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

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

Young Adult Access Point

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

Each Young Adult Access Point offers to young adults the same menu of services that is available through adult Access Points. However, Young Adult Access Point Coordinators ensure that these services are tailored to the needs of young adults, and that young adults are engaged in the Access Point through targeted outreach and recruitment. Young adults may be served by other Access Points, although the Young Adult Access Points are exclusive to young people. For example, young people with disabilities may be served either via a Young Adult Access Point, the Disability Coordinator, or both – whatever best meets the needs of the young person. Close coordination across these resources will ensure seamless service delivery for the participants.

Young Adult Access Points:

- Manage and coordinate an accessible, community-based facility delivering comprehensive workforce services that target young adults ages 17-24.
- Coordinate partnerships among multiple stakeholders and service providers, including youth-serving community-based organizations.
- Provide culturally competent personnel who serve as workforce experts, reach young adults through trusted channels, and operate services with a dual customer (job seeker/employer) approach.
- Conduct outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of young adults and connect them to the Access Point; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Conduct youth-friendly intake processes that determine if WIOA services are appropriate for the individual participant, including plans for referral of youth who are ineligible or are not selected to participate in OEWD-funded activities.
- Develop relationships with local businesses and with businesses whose hiring needs match the skills of young adult job seekers; while coordinating closely with OEWD's Business Services provider to facilitate connections to larger, regional businesses.
- Additionally, offer - through direct service or guided referral - the following WIOA Youth program elements:
    1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies
    2. Alternative secondary school services
    3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience which may include: summer employment, pre-apprenticeship programs, internships, job shadowing, on-the-job training
    4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials
    5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster
    6. Leadership development opportunities, community services and peer-centered activities
    7. Supportive services

8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation
9. Follow up services for not less than 12 months after the completion of participation
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area
14. Activities that help youth prepare for and transition to post-secondary education and training.

RAMP-SF (Reconnecting All through Multiple Pathways)
RAMP-SF is a workforce and educational development program that provides youth who are not making positive connections to the labor with an opportunity to address barriers to employment within the context of a work environment. Targeting young people who are involved with the justice system, reside in public housing, are exiting foster care, and/or have dropped out of school, the program model combines job readiness training, paid work experience, educational services, and intensive support. RAMP-SF equips participants with the skills and opportunities they need to get on a path towards self-sufficiency and productive participation in society.

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

Young Adult Subsidized Employment Program
The Subsidized Employment program, which will be newly funded under OEWD's December 2016 RFP, will provide a continuum of services for young adults who have previously participated in internships, on-the-job trainings, and subsidized employment programs and are "aging-out" of those programs. The purpose is to engage young adults in various experiences including work readiness training, technical skills training, educational support, youth leadership development activities, and meaningful work-based learning opportunities, with a heavy emphasis on San Francisco's targeted sectors. The program aims to provide young people exposure to the workplace, work readiness training, and a valuable work experience that

enhances their employability skills and career awareness while supporting their overall personal development.

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

Additional Requirements for Counties with High Percentage of LEP Individuals
San Francisco's foreign born population is almost 295,000 individuals, with 61.7% of them identifying as Asian, and 18.6% identifying as Hispanic or Latino. For individuals over five years of age, 22.3% speak English less than "very well," and of those, 59.3% speak an Asian language, 43.1% speak Spanish, 27.2% speak other Indo-European languages and 28.7% speak other languages. Because of the wide diversity in San Francisco's populations, services are offered in a range of languages including but not limited to Spanish, Mandarin, and Cantonese, by staff who are able to communicate and assist in a culturally appropriate manner.

As mentioned previously, a primary strategy to reach LEP populations are the Neighborhood Access Points, which are imbedded within San Francisco ethnic communities. Through the NAPs, OEWD has been able to identify and form collaborative relationships with the stakeholders who are providing services to LEP individuals. Over the past several years, through the Chinatown and Mission Neighborhood and Specialized Access Points, agencies provide workforce services that are targeted toward the LEP population. Services include job readiness preparation (interview preparation, resume development), computer skills, case management and job placement assistance. Sector programming under the Hospitality and HealthCare Initiatives offer training that are targeted toward monolingual adults, including Chinese Cooking, Personal Care Giver and Home Health Aide.

In addition, LEP individuals are eligible for Job Readiness Services, to assist them in addressing the barriers they face in finding and keeping employment. The services that are specifically tailored to the needs of LEP individuals include the following characteristics:

- Vocationally oriented and directly relevant to the vocational goals of the individual as much as possible
- Include an assessment of both written and verbal language skills
- Include an assessment of the individual's literacy in their native language
- Emphasize contextually-based learning with substantial time allocated to the practice and utilization of English language skills in a safe learning environment
- Relevant to the learning needs of the individual/target population
- Delivered in a culturally competent and culturally sensitive manner

BUSINESS SERVICES

OEWD's Business Services Unit is part of the Workforce Division. Business Services offer customized solutions to meet specific business and industry employment requirements, supporting employer competitiveness and involvement in the workforce development system and strengthening the local economy. Business Services develop and leverage workforce, employer and industry partnerships to enhance an employer's ability to capitalize on the diverse skills and experience of local job seekers. Using the targeted sector strategy, services are provided to businesses and industry by OEWD Business Services staff and OEWD partner agencies. Each Access Point also engages businesses in ways that enhance the quality of workforce service delivery for its targeted job seeker population. Business services are designed as a continuum of opportunities for businesses to engage with the workforce system so that an employer may initially engage at a level that is appropriate and aligns with their business needs and progressively move towards deeper commitment and action along the spectrum of innovative programming and services available from networking events to Registered Apprenticeship.

The OEWD Business Services Unit offers the following services:

1. **Staffing services**
   - Candidate screening and referral: Business Services staff connect businesses to a large pool of qualified candidates that have been recruited, trained, and prescreened for the skills and job duties that are required.
   - Use of OEWD's employer and job seeker web-based Jobs Portal. After its development is completed, employers and job seekers will be able to gain access to organizations that provide customized recruitment services and solutions, helping to match candidates with jobs based on skill set, interests and location.

2. **Tax Credit & Bonding programs**

Consultation on numerous federal, state, and local hiring tax credits, including managing staffing risks through the use of free employee bonding programs. This is done in partnership with EDD.

3. **Downsizing, Layoff Aversion and Outplacement Services (Rapid Response)**

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

OEWD promotes Rapid Response workshops and other Business Services through the WISF, sector subcommittees, and ongoing relationships with business partners, city agencies, grantees,

employers and including employees. OEWD's Business Services staff participates in employer events, industry association meetings, community-based events, job fairs, employer-based spotlights and open house employer focused activities to promote Rapid Response and other Business Services.

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

In addition to the services offered directly by the Business Services Unit, the CAP coordinates On-the-Job training and incumbent worker trainings for employers.

On the Job Training (OJT)

Administered by the CAP, OJT reimburses the employer for up to half of the wages of a new hire, for the time it takes the employer to provide the training required for the individual to be fully productive in the position. OJT opportunities meet the following three criteria:

- Provide knowledge or skills essential to the full and adequate performance of the job;
- Provide reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the 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 customer, and the service strategy of the customer.

Incumbent Worker Training

OEWD has set incumbent worker training as a priority area. In addition to benefiting existing employees by moving them to jobs with higher sustainable wages, a robust career ladder strategy for incumbent workers can open entry-level positions to be filled with un- and underemployed residents participating in the City's workforce system. As a result, OEWD's current Request for Proposals embeds incumbent worker training in each of the sector programs. Additionally, OEWD intends to pilot innovative incumbent worker strategies and is encouraging proposals that present interesting and effective models to address employer and incumbent worker needs.

Business Services Specialists and Sector Coordinators assist employers with designing training for incumbent workers, facilitating search services for third party training providers, and connecting employers with funds to offset costs. For example, through a partnership with employer Homebridge, the HealthCare Academy offers an incumbent worker training for

Personal Care Givers interesting in advancing their skills and provides an opportunity to earn higher wages. The two paths offered are the Critical Care Track (for working with more at-risk clients) and the Leadership Track (prepares workers for managerial positions).

San Francisco has also received an American Apprenticeship Grant to provide Registered Apprenticeship in technology occupations for over 150 incumbent workers. Also noteworthy, the technology sector strategy coordinator assists employers in accessing Employment Training Panel (ETP) funds in order to train incumbent workers.

Summary of Business Services:

Staffing Services	Growth Assistance	Rapid Response & Outplacement Services

• Job posting
• Jobs Portal
• Candidate referral
• Applicant screening
• Hiring Events
	• Training/ On-the-Job Training/ Updated Skills Training
	• Tax Credit Information/ Referrals
	• Bonding programs
	• Employment Training Panel and Customized Training
		• Layoff Aversion
		  o Early warning
		  o Assessment
		  o Rapid Response
		• Job Transition Assistance Services

Economic development is another key partner in the delivery of business services. Dedicated to continuing San Francisco's tradition of business excellence, OEWD's Economic Development arm, specifically the Business Development Team, provides specialized support to address the unique needs of businesses in key sectors. For emerging and established companies alike, the aim is to serve as a centralized clearinghouse of information and services to support these industries' ongoing success. The Business Services Unit and the City's Economic Development Team have partnered on sector work and special initiatives, such as recruitment services for restaurants in commercial corridors. Workforce and Economic Development staff communicate regularly to ensure business development and support efforts are coordinated.

The OEWD Business Services Unit collaborates with the City's Office of Small Business to help foster, promote, and retain businesses of fewer than 100 employees in San Francisco. The two organizations are partnering on business engagement and outreach, including job and resource fairs and diverse community-based events. In the future, additional collaborative efforts may include staffing and recruitment services, referrals to customized training resources and outsourcing services during layoffs.

Looking toward the future, OEWD will maintain its efforts to work closely with employers and workforce system partners to determine employer needs in the local and regional area. OEWD will continue to collect real-time labor market intelligence from employer customers, the WISF,

and sector subcommittees through surveys, interviews, and focus groups. This information will be used to identify in demand occupational targets for education and training investments.

OEWD and partner agencies will also continue to provide integrated business services to employers through the One-Stop delivery system. EDD and OEWD staff members collaborate on an ongoing basis regarding Rapid Response services and assistance to employers who are recruiting. The manager of the local EDD office serves on the WISF and works with OEWD and its funded Access Points to provide assistance to employers who are hiring. By working closely with EDD, OEWD staff will avoid duplication of services.

Finally, OEWD will also continue to leverage and braid resources in the delivery of business services. OEWD currently leverages and braids other resources including Community Development Block Grant, San Francisco General Funds, funding from other city agencies including the San Francisco International Airport, the Municipal Transportation Agency, and the Public Utilities Commission to support OJT and customized training. The WISF also leverages educational resources from its partnerships with City College of San Francisco and San Francisco State University to support customized occupational skills training in the priority industries: Construction, Healthcare, Hospitality, and Information & Communications Technology (ICT). OEWD will continue to identify and pursue other resources to address sector specific training and employment needs.

SECTOR WORKFORCE PROGRAMS

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

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

OEWD has built and invested in four industry specific sector programs: Construction, Healthcare, Information and Communication Technology, and Hospitality/Retail. San Francisco residents that are able to access and participate in a Sector Program receive the supports and

training necessary to secure a job with a career path for self-sufficiency. By preparing residents to enter a growth sector, these services will assist residents to gain the skills and certifications necessary for employment and career advancement.

Brief summaries of the Construction, Healthcare, Technology and Hospitality sector initiatives appear below. Please refer to appendix A for projected job numbers and information on targeted occupations within these sectors, and refer to the RPU Regional Plan for further labor market analysis.

Construction

Established in 2005, CityBuild is OEWD's most established sector initiative. CityBuild offers two distinct construction training programs, which are operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform back office functions on construction sites or home base offices. CBA and CAPSA have established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry. The construction industry in San Francisco employs over 26,000 people at 1,645 establishments. This industry offers many middle skill jobs that provide above median wages as well as benefits, as well as career pathways to advancement.

Healthcare

The healthcare industry and healthcare occupations have been identified on the national, state and local levels as priorities for workforce investment due to increasing demand for new workers, replacement of retirees, and skills development in response to new technologies, treatment options, and service delivery options. OEWD's HealthCare Academy prepares San Francisco job seekers for both clinical and non-clinical positions, in a wide variety of settings and requiring various levels of education and skill. The healthcare industry in San Francisco includes 2,259 establishments, and employs 36,879 individuals. Healthcare is known for its many access points, career ladders and lattices, and high wages. It is accessible to a variety of individuals – from those who want to provide direct patient care to those who want to work in an office. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential.

Hospitality/Retail

The San Francisco hospitality sector includes approximately 7,000 organizations of all sizes, employing 85,242 individuals in Accommodation and Food Services and 51,611 in Retail Trade. It is one of the biggest sectors in the area, and the third fastest growing sector for the both the City and the region, with 9% job growth projected through 2022. A vibrant and thriving industry, hospitality plays a critical role in the economy and culture of San Francisco. A diverse and qualified hospitality workforce is therefore vital to the City's overall economic stability. By

partnering with local hospitality industry employers, industry associations, unions and workforce education, training and service providers, OEWD has coordinated workforce efforts in this industry though the Hospitality/Retail initiative to address the growing workforce needs of industry employers. The Hospitality/Retail initiative delivers Sector Workforce Programs in three priority sub-sectors: Food Services (front-of-house and back-of-house), Facilities Maintenance & Safety (janitorial, maintenance, housekeeping and security) and Guest Services (hotel front-desk and retail sales associates). For many job seekers, this sector provides entry level opportunities for them to gain work experience and the opportunity to advance along career pathways.

Information and Communications Technology (ICT)

ICT is a major economic driver for both San Francisco and the region overall, with 12% projected job growth over the next five years. San Francisco is home to 1,216 ICT organizations, employing 35,603 individuals. TechSF is a citywide economic and workforce initiative that provides education, training and job placement assistance to both job seekers and employers, so that all involved benefit from the major job growth in technology occupations and opportunities. TechSF has existing employer, education, training and community-based partners that provide collaborative services to job seekers and employers in tech occupations across sectors in the pursuit of three goals: 1) Address the local technology workforce talent supply and demand through a coordinated labor exchange; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in the industry; and 3) Partner with secondary, postsecondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers. TechSF offers a wide range of tech trainings with an emphasis on serving long-term unemployed and individuals who are currently underrepresented in the IT sector.

OEWD is also exploring the possible pilot project areas of services tailored to the needs of entrepreneurs, business start-ups and gig workers that are currently not being addressed by other City programs or offices. According to an August 2016 Aspen Institute Partnership Brief, California's San Francisco Bay Area is at the forefront of increasing demand for freelance workers. A sizable portion of San Francisco's freelancers are "digital workers" who are self-employed computer and information technology contractors working for the region's high-technology companies. San Francisco has already done some work in this area. Under the umbrella of TechSF, Gig U was launched with a Department of Labor Workforce Innovation Fund (WIF) grant, which provided flexible funding to experiment with offering freelancers training in a workshop format. San Francisco will continue to explore ways to adapt and respond to a new worker-employer dynamic in the economy.

Sector Access Point Coordinator (Sector Lead)

In order to ensure the smooth on-ramping of job seekers into the above described sector pathways, the Sector Access Point Coordinator serves as the lead coordinator of a Sector Program. In close consultation with OEWD, the Coordinator manages and coordinates all activities and services provided through the Sector Access Point, a partnership that includes

employers, training providers, community-based training organizations, secondary and post-secondary educational institutions, unions, sector associations, workforce system partners, and other stakeholders. The Sector Access Point Coordinator is also responsible for the placement of both training and direct placement program participants into sector-related, unsubsidized employment.

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

Occupational Skills Training Provider(s)

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

Occupational Skills Training providers are responsible for achieving participant program completion, job placement and employment outcomes; therefore, providers leverage Sector Access Point Coordinator case management and support services to ensure program retention and overall participant success.

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

Sector Bridge Programs

To further ensure participant success in sector career pathways, OEWD funds Sector Bridge Programs. Sector Bridge Programs equip participants with basic academic and technical skills contextualized to a targeted industry sector. Sector Bridge Programs provide an articulated path to postsecondary education/degree, further industry-recognized sector training (resulting in stacked certifications), or unsubsidized sector-related employment, and serve as feeders into one of the OEWD Sector Access Points. Successful models incorporate post-secondary education enrollment, financial incentives, and work-based learning opportunities, so that participants can build education credentials while learning skills and earning money.

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

D. Required Information Pertaining to America's Job Centers of California

As previously described, the Comprehensive Access Point meets all the requirements of an America's Job Centers of California (AJCC). The CAP serves as the central hub for all WIOA Title I workforce system services and serves three primary functions: coordination with core partners to ensure colocation and coordination of services; delivery of comprehensive Access Point services at a fully-staffed, "one-stop" career resource center; and coordination of the NAPs, SAPs, Sector Access Points, and Business Services provider(s) to align and continuously improve service offerings available to job seekers citywide as a seamless delivery system.

The following sections address additional required components of the local plan.

Continuous improvement of eligible providers of services
All OEWD funded grantees are required to collect, store, review, and report complete and accurate data on programs and services, including: operational, administrative and program performance; services; and participant demographics, progress, and outcomes. Because all grantees are required to enter data into OEWD's data management system Workforce Central (WFC), this allows for easy sharing of case file information across OEWD partners, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD's specific funding requirements. Workforce Central captures participant credential attainment, including for partner organizations that are set up in the system.

In addition to the monthly reports and quarterly narrative reports, OEWD will continue to engage in monitoring activities that may include, but are not limited to, site visits to contractor and partner facilities, interviews or surveys of program participants, review of financial and organizational documents, and learning group meetings among grantees. OEWD aims to support grantees in their efforts to continuously improve their practice, programs and services. OEWD will offer technical assistance and capacity-building activities in a variety of subjects related to quality assurance and program improvement. These will include operational requirements, program practices, and quality standards.

In order to ensure the continuous improvement of service providers and that services meet the employment needs of local employers, workers, and job seekers, OEWD requires all service providers to meet performance goals outlined in their contracts. OEWD performance measures are applicable to all programs and services funded through the RFP, and are consistent with and incorporate WIOA measures. (See section G for more information on performance goals.)

Beginning in January 2017, client satisfaction surveys will be incorporated into every participant contact point within the system, so that direct client feedback can inform the continuous improvement of services and programs. The One Stop Operator will be responsible for job seeker and employer satisfaction surveys and interviews to help provide feedback to service providers to improve overall service delivery strategies, and will also report to OEWD on operations, performance, and continuous improvement recommendations.

Facilitating access to services in remote areas through technology and other means
Although San Francisco is geographically small, and the Neighborhood Access Points are designed for geographic coverage, technology is also being used to facilitate access to services. The San Francisco Jobs Portal, an internet-based tool, is designed to give job seekers an overview and an opportunity to take part in San Francisco's workforce development system. The Portal's current capabilities allow OEWD grantees to connect their clients with uploaded job openings in order to facilitate full access to all employment opportunities developed within the system by participants as well as rapidly filling open job opportunities for employers. Possible future capabilities for the Jobs Portal system are being explored. The goal is the more efficient connection of employers to all of the job seekers in the workforce development system through the use of a technology platform that allows service providers to see specific requirements and match their participants to jobs appropriate for them as well as share info about events and trainings with the other providers in the system.

Accessibility for individuals with disabilities
As described previously, a Disability Coordinator will be funded to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Furthermore, contracts with service providers and MOU's with AJCC partners will require compliance with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990.*

MOU's and Description of Roles and Contributions of AJCC Partners
As described previously, WISF entered into Memorandums of Understanding (MOU) with the WIOA mandated partners to define their respective roles and responsibilities in achieving policy objectives. The attached MOU's outline that all parties agree to support the state plan's objectives of fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating and integrating programs and services; and ensuring that individuals with barriers to employment and those in target populations are able to access the services they need in order to eventually achieve economic mobility. Furthermore, all parties agreed to participate in joint planning and plan development, and to make modifications as needed to ensure continuous partnerships building; responsiveness to state and federal requirements; responsiveness to local economic conditions, and adherence to common data collection and reporting needs. Please refer to pages 3-5 for detailed descriptions of the contributions of each partner to the San Francisco workforce system.

Coordination of services for Native Americans and migrant seasonal farm workers
According to 2010 Census data, San Francisco has a very limited Native American population, at only 0.3% of the population, or 2,400 individuals out of a population of 805,000. Staff at the various access points are well versed in the wide array of community organizations and resources available, and will work with Native American clients to ensure they access the services and resources that they need.

San Francisco is an almost entirely urban environment, and as such has very limited commercial agriculture. Given the lack of agriculture, San Francisco's workforce includes very few, if any, migrant/seasonal farm workers (0.2% of the workforce is in agriculture, forestry, fishing, hunting, mining). Should any migrant/seasonal farm workers seek services, access point staff will coordinate with EDD and other community based organizations to ensure that these clients access the services and resources that they need.

How local AJCC will serve as on ramp to regional sector pathways
In order to on ramp clients to regional sector pathways, OEWD staff will continue to work closely and share information with regional workforce boards and partners. Any relevant sector pathway or training information will also be shared within the San Francisco system of service providers, so that they can promote relevant activities to their clients. In accordance with the Bay-Peninsula Regional Plan, the RPU plans to make ITA's for job seekers portable to training opportunities throughout the region.

As mentioned previously, San Francisco and its regional partners in the RPU have successfully collaborated on previous projects, including the DOL Human Centered Design Challenge which resulted in improvements throughout the region to the one stop customer experience. San Francisco remains committed to working regionally to support economic development and ensuring job seekers can access regional sector pathways.

E. Required Information Pertaining to Specific Programs, Populations, and Partners

Much of this information is detailed earlier in the plan. For each component, a summary and/or a reference to earlier page numbers is provided below.

- **Promotion of entrepreneurial skills training and microenterprise services**
  As described in the Business Services section (page 21-23), OEWD includes an Office of Small Business, which provides services to small business owners and entrepreneurs. Furthermore, in the current RFP, OEWD is soliciting projects that provide services to entrepreneurs and gig workers who are not served elsewhere in the system.
- **A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.**

Please see pages 8-12. In addition to ITAs, job seekers are given training through four sector academies designed to meet the workforce needs of San Francisco's most in-demand sectors (please see Sector Workforce Programs, page 24-27).

- **A description of how the Local Board will coordinate rapid response activities**
  Please see page 21-22. The Business Services Team coordinate with both EDD and the Greater Bay Area Rapid Response roundtable.

- **A description and assessment of the type and availability of youth workforce activities in the Local Area including activities for youth who are individuals with disabilities. Include successful evidence-based models of such activities.**
  Please see pages 14-19 for a description of youth workforce activities, the Youth Service Access Point and the Disability Access Point.

- **How the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.**
  OEWD sees education as a critical component of the workforce development system. In particular, City College of San Francisco or CCSF (the local community college and provider of adult education) is a core WIOA partner and a primary referral point for education and training.

  OEWD is actively working with local educational institutions on initiatives including the STEM Talent Pathways and California Career Pathways Trust. CCSF as well as Career Technical Education within the San Francisco Unified School District (SFUSD) convene industry advisory committees to provide input on vocational training programs. WISF sector committee members are helping to drive the conversation at the education industry advisory committees. Common members across the committees share information at different meetings that are addressing the same sector. Furthermore, OEWD participates and helps to influence curriculum development via the curriculum advisory committee for City College. In addition, OEWD staff have participated in the Bay Area Community College Regional Consortium – including Strong Workforce planning meetings.

  OEWD and its San Francisco education partners are committed to working together to ensure the highest possible level of coordination in preparing the local workforce.

- **How the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the Local Area.**
  Please see pages 10 for a description of supportive services.

- **Plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the AJCC delivery system.**

Please see page 21 and 23 (business services) for a description of coordination with regards to Rapid Response and other business services activities. As mentioned on pages 3-4, EDD is co-located with the CAP, allowing for greater coordination. As outlined in the MOU between WISF and EDD, EDD and one stop staff will collaborate on services and cross train staff, to ensure maximum coordination, improved service delivery, and to avoid duplication of services.

- **Coordination with adult education and literacy; how the Local Board will review local applications under Title II to ensure alignment with the Local Plan**
  The California Department of Education has released its WIOA Title II Request for Applications for Program Year 2017-18 funding. The local Adult Education Block Grant (AEBG) consortium will be submitting their application which includes their workforce related education goals for San Francisco. The application is due by February 10, 2017.

  WIOA Regional and Local plans are expected to be approved by May 1, 2017. Following this approval, the WISF will need to review AEBG's application to insure workforce goals are aligned. This review will occur June 2017. The expectation is that the AEBG plan and the WISF local plan will both strive to provide the most relevant and necessary workforce training, in line with the sectors and targeted occupations of San Francisco and its region.

- **Services for individuals with Limited English Proficiency**
  Please see the description on page 20.

F. Relevant Information Pertaining To Grants and Grant Administration

OEWD is responsible for the disbursement of all funds, including Workforce Innovation and Opportunity Act funds, under this plan. OEWD procures services from community based organizations and other eligible parties utilizing competitive Request for Proposal (RFP) and Request for Qualification (RFQ) documents. Each solicitation document issued by OEWD clearly describes the services being procured; required criteria that bidders must meet; expected outcomes per program or service category as appropriate; anticipated investment levels for each program or service category; proposal submission requirements; a summary of the review criteria; conditions under which bidders may protest the funding decisions and the process they must follow to protest a funding determination.

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

questions, answers, and additional guidance as noted above quickly to give bidders a chance to incorporate the guidance into their proposals.

Standard scoring rubrics are created for each solicitation and provided to all proposal readers with extensive directions to ensure that the review process is fair and equitable. Reviewers are asked to disclose all conflicts of interest and proposals are assigned accordingly to avoid all potential conflicts. Proposals are evaluated according to the criteria set forth for the RFP/RFQ and funding recommendations are presented to the WISF for discussion and confirmation where required.

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

G. Relevant information pertaining to performance goals

All organizations that are awarded OEWD grant funds are required to collect, store, review, and report complete and accurate data on programs and services, including: operational, administrative and program performance; services; and participant demographics, progress, and outcomes. Because all grantees are required to enter data into OEWD's data management system Workforce Central, this allows for easy sharing of case file information across OEWD partners, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD's specific funding requirements. Workforce Central captures participant credential attainment, including for clients who are co-enrolled with partner organizations, provided that the organizations are set up within the system.

In order to ensure the continuous improvement of service providers and that services meet the employment needs of local employers, workers, and job seekers, OEWD requires all contractors to meet performance goals outlined in their contracts. OEWD performance measures are applicable to all programs and services funded through the RFP, and are consistent with and incorporate WIOA measures. Please see appendix C for San Francisco's 2016-17 and 2017-18 WIOA performance goals, as negotiated with the state.

H. Relevant information pertaining to High Performing Board efforts (description of priority of service; and MOU Phase I and Phase II)

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

Phase I of the WIOA required Memorandums of Understanding with core partners was completed and submitted in June 2016. Meetings have been set-up with core partners to discuss Phase II, with the goal of completing Phase II by early May and submitting to the state by June

30, 2016. A progress report timeline was submitted as required by January 4, 2017. San Francisco is on track for the timely completion of Phase II.

I. Training Activities

In addition to the Sector Academies and Initiatives, WIOA funds may be used for Individual Training Accounts (ITAs) to provide individuals with skills to enter the workplace and retain employment. Training services may include:

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials
- "Earn and Learn" models such as On-the-Job training
- Programs that combine workplace training with related instruction
- Training programs operated by the private sector
- Skills upgrading and retraining
- Entrepreneurial training
- Adult education and literacy activities in combination with services described above
- Customized training

Job seekers – in consultation with an Access Point case manager -- must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to career goals as determined through an assessment. This ensures informed customer choice.

During the contracting and budgeting process with service providers, OEWD staff ensure that a minimum of 30% of funding is used for workforce training in accordance with UIC 14211.

J. Public Transparency, Accessibility, and Inclusivity information

The local plan was agendized and discussed at three WISF meetings, on June 8, 2016, September 14, 2016 and December 14, 2016. The WISF board as well as the interested parties list reaches a wide range of partners and stakeholders, including those representing job seekers with disabilities, EDD, education, economic development, and business leaders (see appendix D). WISF meetings are publicly posted, open to the public and held at accessible locations. Furthermore, in December 2016 over 200 partner organizations and stakeholders were sent an online survey request to solicit further input into the local strategic plan development (see appendix D for the list of recipients and email invitation). Again, this broad distribution lists includes organizations that serve historically disadvantaged and high need populations. The online survey format was selected to make it as easy as possible for partners to provide input, including those who may have accessibility needs. The local plan was posted for a 30-day comment period beginning January 24, 2017 and ending February 24, 2017. No comments were received that disagreed with the local plan. Two organizations provided comments regarding providing additional resources for immigrant communities. OEWD will continue to work with partner organizations to ensure the best possible services for all job seekers.

K. Relevant information pertaining to common intake and case management efforts

As mentioned previously, all WIOA-funded grantees are required to enter data into OEWD's data management system Workforce Central, which allows for easy sharing of case file information across OEWD partners, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with OEWD's specific funding requirements. If partners are set up in the system, it allows for tracking of co-enrolled individuals across programs.

L. Other miscellaneous information requirements, including the State Plan requirement that Local Boards specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding

Title II program applicants are among those included in the stakeholder input process described in Section J. In addition to the public comment period, the Local Plan will be available on the OEWD website.

Appendix A: Labor Market Analysis
Appendix B: Memoranda of Understanding
Appendix C: Performance Goals
Appendix D: Public Comment
Appendix E: Local Board Assurances
Appendix F: Local Grant Recipients
Appendix G: Bylaws
Appendix H: Administration Designee and Plan Signatures
Appendix I: List of One Stops and AJCCs
Appendix J: Crosswalk Scoring Matrix