INTRODUCTION & METHODOLOGY

- Plan operationalizes the work of the Alignment Committee (comprised of HSA, OEWD, DCYF, PUC and Public Works) through action steps and timelines

- Provides an assessment of the City's anticipated workforce development needs and opportunities

- Economic, employment and labor force data from the City's Chief Economist, EMSI, American Community Survey and CA Employment Development Department

- Workforce system data from Workforce Services Inventory of 17 City departments that invest in services

ECONOMIC OVERVIEW

- City at "full employment" but misleading – almost 80K working-age residents in poverty

- City's Controller's Office projects a hiring slowdown over next five years

- Unemployed and underemployed are more likely to be TAY, older adults, non-White, immigrants with limited English proficiency, and have less than a college degree
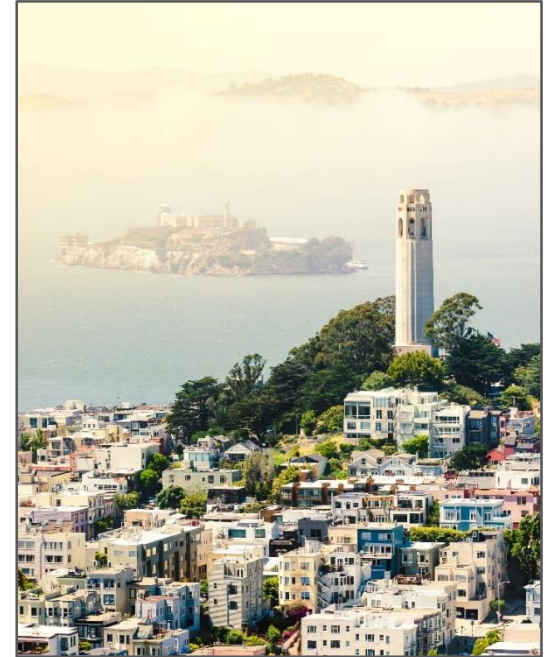
ECONOMIC OVERVIEW

- Regional approach may benefit lower-skilled workers, especially in trade occupations

- Need to connect clients to construction and utilities infrastructure development projects, including end-use jobs

- Need to create fluid workforce, where upward mobility for some clients creates entry-level opportunities for others

WORKFORCE SYSTEM OVERVIEW

- Little change in City's system-wide expenditure, although shifts across departments (HSA up, OEWD down)

- Fewer subsidized job placements compared to previous years, possibly due to fewer clients served and higher barriers for remaining clients

WORKFORCE SYSTEM OVERVIEW

- Serving many clients from Bayview Hunter's Point, communities outside of SF, Excelsior and Visitacion Valley (but also reaching residents city-wide)

- Serving largely non-White clients (89%) and clients with a high school degree or less (79%)

Five Recommendations for Improving Workforce Development System Performance
1. Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery.
2. Develop a Workforce Transit Map to show how clients navigate the workforce development system.
3. Build data sharing infrastructure across City workforce development departments.
4. Actively use demand-side relationships and data to guide workforce development programming.
5. Continue to streamline procurement and contracting across City workforce development departments.

- Based on feedback from the Alignment Committee, the Workforce Community Advisory Committee and data

RECOMMENDATION #1

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

- A commitment to economically-vulnerable populations and persons with employment barriers, especially…

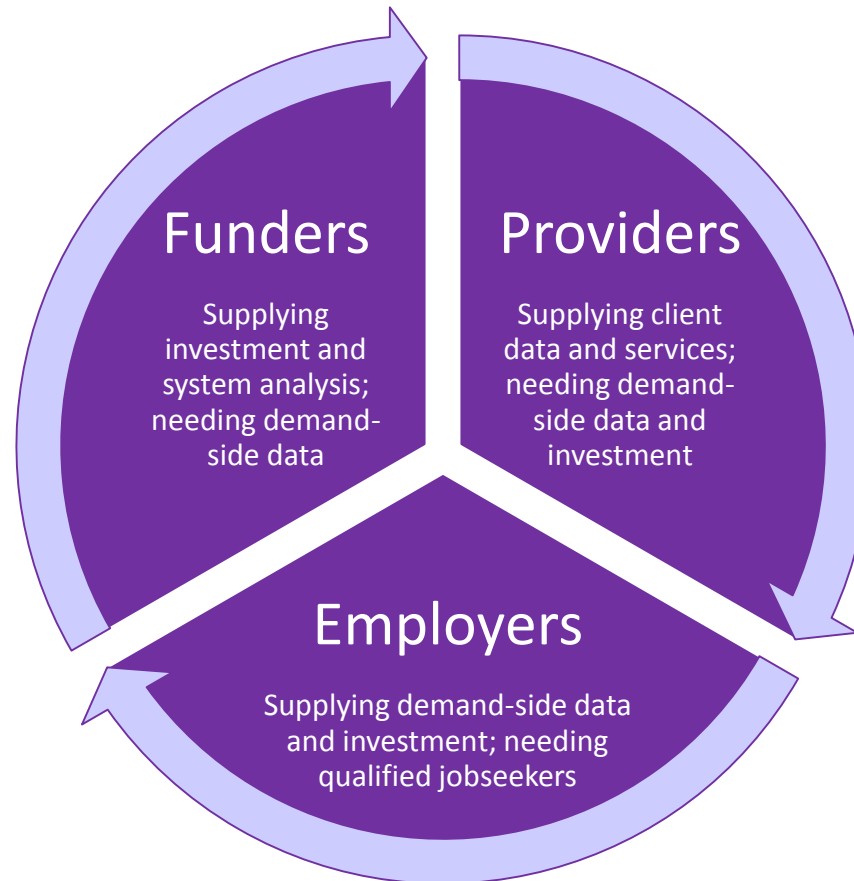| Vulnerable Populations and Those with Employment Barriers	
Economically Vulnerable	With Employment Barriers
Individuals with less than a high school degree or GED	English Language Learners (ELL)
Public benefits recipients (including Project 500)	Foster care youth
Public housing residents (including HOPE SF)	Homeless or recently homeless individuals
Residents below 100% of the Federal Poverty Limit	Individuals lacking right to work documentation
Residents between 100% and 200% of the FPL	Individuals with disabilities
Transitional-aged youth (18-24)	Justice-involved individuals
Underemployed individuals	Long-term unemployed individuals
Unemployed individuals	Older individuals (55+)
Veterans	Single parents

- Existing models to expand and draw from, including Project 500, HOPE SF, and IPO Employment Program

RECOMMENDATION #1

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

System Feedback Loop

Funders
Supplying investment and system analysis; needing demand-side data

Providers
Supplying client data and services; needing demand-side data and investment

Employers
Supplying demand-side data and investment; needing qualified jobseekers

Develop a Workforce Transit Map to show how clients navigate the workforce development system.

- Agreement that ultimate goals of the system are unsubsidized employment placements and upward mobility

- How do we ensure a clear path for clients to achieve these goals, regardless of entry point or barriers?

- Need to understand and visualize current client experience to inform how a clear path should be created

RECOMMENDATION #3

Build data sharing infrastructure across City workforce development departments.

- Standardize core data elements to be collected through Workforce Services Inventory (in short-term) and client management system (in long-term)

- Pilot data sharing between HSA and OEWD through Salesforce GovCloud connection

- Develop data sharing agreements and solutions for integrating data to be able to track clients and assess system success

RECOMMENDATION #4

Actively use demand-side relationships and data to guide workforce development programming.

- Develop strategy to address City's near and long-term succession planning needs resulting from Baby Boomer retirements

- Need to coordinate business services and employer engagement across the system

- Need to develop mechanism for sharing near and long-term hiring projections with relevant funders and service providers

WISF

RECOMMENDATION #5

Continue to streamline procurement and contracting across City workforce development departments.

- Identify overlap in service provider contracts where administrative efficiencies may be possible

Common Services, Providers Funded by 3+ City Departments		
Service Provider	City Funders	Common Service(s)
Arriba Juntos	HSA, OEWD, DCYF	Barrier Remediation/Support Services
Community Youth Center	OEWD, DCYF, MOHCD	Job Readiness Training
Episcopal Community Services of San Francisco	HSA, OEWD, MOHCD	Barrier Remediation/Support Services
Hunters Point Family	DCYF, OEWD, PORT, Public Works	Job Readiness Training
Mission Neighborhood Centers	Public Works, MOHCD, PUC	Basic Skills Training
San Francisco Conservation Corps	OEWD, DCYF, PORT, PUC, MOHCD	Job Readiness Training
Success Center San Francisco	OEWD, HSA, DCYF, PUC	Career Awareness

RECOMMENDATION #5

Continue to streamline procurement and contracting across City workforce development departments.

- Align procurement processes through the sharing of RFP schedules and strategies

- Improve community-based organization (CBO) relationships through:
  - Fewer procurements
  - Fewer data management systems
  - Fewer administrative relationships
  - Consistent performance requirements
  - Potential for faster contract and payment administration

Your comments are welcome.
Please send all Plan feedback to Mike King
(michael.king@sfgov.org)
by Friday, March 17, 2017

CCWA