



Strategy Framework for RFP 121 and 4-Year-Plan

Workforce Investment San Francisco

September 14, 2016



Office of Economic and Workforce Development



Presentation Overview

1. Context for Strategy Framework
 - 4-Year-Plan (Local and Regional)
 - RFP 121
2. Workforce System Vision
3. Strategies & Program Areas
4. Stakeholder Engagement
5. Timing for RFP 121 and 4-Year Plan



Implementation of Strategy Framework 4-Year Plan

- Overview
 - WIOA Mandate for Local Workforce Boards
 - Current Plan 2013-2017 (under WIA)
 - WIOA Focus on Regional (New!) and Local Planning
 - Broader OEWD Strategy (inclusive of all funding sources)
- Purpose
 - 4-year Regional/Local Strategy in support of the State Policy Objectives
 - Fostering “demand-driven skills attainment”
 - Enabling upward mobility for all Californians
 - Aligning, coordinating, and integrating programs and services
 - Regional Focus
 - Aligning educational and training programs with regional industry sector needs (“Regional Sector Pathways”).
 - Local Focus
 - Coordinating and integrating local service delivery through American Job Centers of California System (aka One-Stops or Access Points)
 - Gateway to Regional Sector Pathways



Bay Peninsula Regional Planning Unit

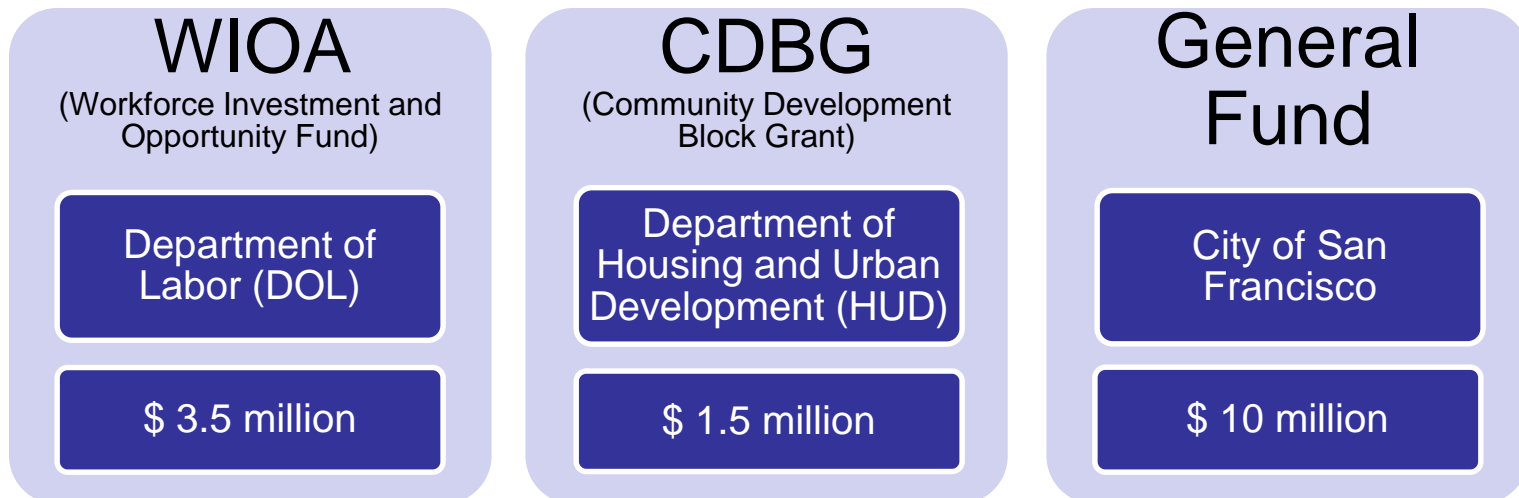
- Counties included:
 - San Francisco
 - San Mateo
 - Santa Clara
 - San Benito
- Workforce Boards:
 - Workforce Investment San Francisco (WISF) - San Francisco County
 - North Valley Workforce Development Board (NOVA) - San Mateo and Northern Santa Clara County)
 - Work2future (San Jose and Southern Santa Clara County)
 - San Benito County Workforce Development Board



Implementation of Strategy Framework

RFP 121

- Overview
 - Implementation of Service Delivery through Contracts with Community-Based Organizations and other Workforce Partners
 - Last RFP was released in December 2012 for July 2013 contracts
 - RFP 121 release in December 2016 for July 2017 contracts
- Funding Mix for FY 17/18



Workforce System Vision

- Influenced by WIOA and Chapter 30 Alignment Mandate
- Demand-driven Skills Attainment
- Enabling Upward Mobility
- Customer-centered Service Delivery
- Data-driven decision making
- Collaboration between partners to provide seamless service delivery



Workforce System Program Areas

Sector Initiatives

Young Adult Services

**Business
Services**

**Job Readiness
Services**

**Access Points
& Related Services**



Highlights

- Continuum of Career Services
 - Career Services (Training and Placement)
 - Barrier Removal & Support Services
 - Retention Services (!)
- Incumbent worker approach
- Results-driven Contracting (including incentive payments for agreed upon outcomes)
- Close integration with other Workforce Partners (e.g. City Departments, Educational Partners, etc.)
- Pilot opportunities (new sectors or new approaches)



Sectors, ranked by Projected New Jobs, 2017-20 San Francisco County

1. Professional, Scientific, and Technical Services (14,479)	11. Construction (939)
2. Health Care and Social Assistance (6,293)	12. Wholesale Trade (915)
3. Accommodation and Food Services (4,681)	13. Arts, Entertainment, and Recreation (569)
4. Government (3,913)	14. Real Estate and Rental and Leasing (510)
5. Administrative and Facilities Support Services (2,625)	15. Manufacturing (62)
6. Information (2,607)	16. Transportation and Warehousing (29)
7. Retail Trade (2,528)	17. Mining, Quarrying, and Oil and Gas Extraction (0)
8. Other Services (except Public Administration) (1,893)	18. Crop and Animal Production (-17)
9. Educational Services (1,744)	19. Utilities (-400)
10. Management of Companies and Enterprises (1,120)	20. Finance and Insurance (-1,306)

Top 30 Projected Jobs - San Francisco County, 2017-20

1. Software Developers, Applications	11. Customer Service Representatives	21. Computer and Information Systems Managers
2. Personal Care Aides	12. Office Clerks, General	22. Home Health Aides
3. Janitors and Cleaners, Except Maids and Housekeeping Cleaners	13. Computer User Support Specialists	23. Bartenders
4. Computer Systems Analysts	14. Cooks, Restaurant	24. Cashiers
5. Waiters and Waitresses	15. Accountants and Auditors	25. Business Operations Specialists, All Other
6. Management Analysts	16. Sales Representatives, Services, All Other	26. Web Developers
7. General and Operations Managers	17. Postsecondary Teachers	27. Network and Computer Systems Administrators
8. Maids and Housekeeping Cleaners	18. Combined Food Preparation and Serving Workers, Including Fast Food	28. Stock Clerks and Order Fillers
9. Software Developers, Systems Software	19. Retail Salespersons	29. Food Preparation Workers
10. Market Research Analysts and Marketing Specialists	20. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	30. Registered Nurses

Sector Strategy: Priority Sectors

Four priority sectors being procured in this RFP:

1. Health Care
2. Hospitality/Retail
3. Information and Communications Technology
4. Construction

Note: Pilot project sector programming will be considered for high demand industries that have labor market information to validate job demand as well as formal employer partnerships and commitment.

Sector Strategy: Service Delivery Model

- Comprehensive array of sector-based workforce services for jobseekers, incumbent workers and industry employers
- Sector Access Points - centralized industry resources to ensure effective and seamless services service delivery
- Occupational Skills Training – Customized curricula to meet real-time industry needs; industry-recognized certifications
- Sector Bridge Programs – Contextualized, sector specific basic education and technical skills for young adults



Sector Strategy: Priorities

- Occupational Skills Training that meet needs of both jobseeker and employer customers, including **Customized Training and Incumbent Worker Training**.
- Sector specific **contextualized work-based learning strategies** to provide multiple engagement opportunities for employers
- Seamless accessibility to sector-based occupational training by **formally connecting jobseekers to Academies** at multiple points along a continuum.
- Robust **coordination with postsecondary instructions** to enhance sector pathways and lifelong learning
- Robust **retention services**



Adult Access Points Strategy

- Provide centralized workforce services at Adult Access Points
- Coordinate services and outreach that meet neighborhood-specific and Citywide needs
- Provide a menu of employment and education services to jobseekers and employers
- Robust Retention Services
- Three types of Access Points being procured in this RFP:
 1. **Comprehensive “OneStop” Access Point**
 2. **Specialized Population Access Point** (e.g. Veterans, Individuals with Disabilities, Immigrants, etc. as proposed by applicants)
 3. **Neighborhood Access Point**



Adult Job Readiness Strategy

- **Provide jobseekers with:**
 - Barrier removal assistance
 - Targeted outreach
 - Basic computer skills training
 - Vocational and educational assessment
 - Case management
 - Job search and placement
 - Linkages to education services
- **Connect jobseekers to:**
 - Citywide workforce system
 - Sector-based occupational skills training



Young Adult Services Strategy

- **Service Strategy:**
 - Provide skills building training specifically tailored to the needs of Young Adults (age 17-24)
 - Link young adults to competitive employment and/or educational opportunities
- **Goals:**
 - Placement into employment or post-secondary education
 - Retention in employment or post-secondary education
 - Educational Achievements: HS diploma/GED, and an industry recognized credential and Skills progression



Young Adult Services

RAMP (Reconnecting All through Multiple Pathways)

- **Target Population:**
 - Young Adults unable to make positive connections to labor market
- **Services:**
 - Combination of job readiness training, paid work experience, educational services, and intensive support
 - Ensure delivery of the WIOA program elements

Young Adult WorkLink (Access Points Strategy)

- **Target Population:**
 - Young Adults jobseeker that include unskilled, semi-skilled, and highly-skilled individuals
- **Services:**
 - Job Readiness: building workplace competencies, including work preparedness skills
 - Direct job search, placement and retention services
 - Ensure delivery of the WIOA program elements

Business Services Strategy

- Provide services that promote long-term prosperity to employers and workers
- Utilize staffing agency model and talent management systems
- Utilize technology to create a robust workforce job distribution system
- Collaborate with key partners including SFO, CPMC, and SFMTA



Business Services Service Areas

San Francisco's Administrative Code 83

- First Source Hiring Program – Non-construction General
- First Source Hiring Program- Non Construction San Francisco International Airport (SFO)



Stakeholder engagement

Meeting/Stakeholder	Timing
WISF Sector Subcommittee Input	ongoing, started in March 2016
Public Entity Stakeholders (other City Departments, CCSF)	ongoing, started in June 2016
RFP Preview for current providers	September 2, 2016
WISF Strategy Framework Presentation	<u>September 14, 2016</u>
Results Driven Contracting Workshop(s)	Week of September 19, 2016
Youth Committee Update	November 9, 2016
Chapter 30 Alignment Committee & Workforce CAC	October/November 2016 and January/February 2017



Timing

Plan Stage

Timing

WISF review of Draft Plan
(consistent with Strategy Framework)

December 14, 2016

Release for 30-Day Public Comment Period

January 2017

WISF approval of Final Draft

March 8, 2017 (tbc)

Submit to State

March 15, 2017

RFP 121 Stage

Timing

RFP Release
(consistent with Strategy Framework)

November/December 2016

OEWD Proposals Review

February 2017

WISF Approval of Proposed Contract Awards

March 2017

CCCD Approval of Proposed Contract Awards

March 2017

Contract Start Dates

July 1, 2017

