

An aerial view of the San Francisco skyline at sunset. The Transamerica Pyramid is the central focus, surrounded by other skyscrapers like the Salesforce Tower and various office buildings. The sky is a mix of orange, pink, and light blue.

Strategic Plan

Fiscal Year 2019-2020



**SAN
FRANCISCO**

Office of Economic and Workforce Development

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Message from the Director

On behalf of the Office of Economic and Workforce Development, I am proud to present our Strategic Plan for Fiscal Year 2019-2020.

The Office of Economic and Workforce Development (OEWD) seeks to help all San Franciscans benefit equitably from the prosperity of our city. As San Francisco experiences long periods of economic growth, low unemployment rates and increased investments in City services, OEWD remains committed to realizing equitable outcomes for the communities and industries that we serve.

Our ongoing investments strengthen the vitality of our diverse neighborhoods and small businesses, deepen workforce opportunities for San Francisco residents, and maximize the benefits of expedited housing production at all income levels to help address the housing challenges we face here at home. OEWD supports a variety of industry sectors that advance the economic vibrancy of our city and reinforce our standing as a cultural and innovation capital of the world.

As we continue to grow these programs and services, we recognize the deep and pervasive impacts that past and present structural and institutional inequities have created in many of our communities, and in particular, our communities of color. We've seen that the unprecedented economic opportunities realized in San Francisco have not been accessible to all. Many OEWD services are designed to reach those who have been traditionally excluded from that prosperity.

To further opportunities for all San Franciscans, we create equitable pathways to good paying jobs, addressing challenges to diversity and inclusion in the local job market. We invest in the retention and stabilization of small businesses, nonprofits, and community organizations, addressing the displacement that challenges the civic vitality of San Francisco's diverse and vibrant neighborhoods. We also lead the approval and implementation of significant development projects that create more housing, especially affordable housing, while maximizing jobs, community benefits and services. All of these efforts support broader social and economic goals that improve the quality of life for our residents.

OEWD's 2019-2020 Strategic Plan reexamines our mission, defines our values, and sets key goals tied to achievable objectives and strategies. These values are evident in our passion and in the quality of our work. I thank our dedicated staff for their support, participation and input in shaping and building this Strategic Plan from the ground up.



Joaquín Torres, Director

About OEWD

San Francisco Office of Economic and Workforce Development (OEWD) programs are responsible for strengthening San Francisco's many diverse neighborhoods and commercial corridors, creating a business climate where companies can grow and prosper, and ensuring a continually high quality of life for all San Franciscans. By providing one point of contact for a variety of essential City programs and services, OEWD's goal is to ensure that San Francisco will always be what it is today: one of the best places on the planet to live, work, and play.

The FY 2019-2020 OEWD Strategic Plan guides us towards our mission of advancing equity and shared prosperity for all San Franciscans. The plan sets goals that focus our efforts, as well as objectives and strategies.

OEWD provides one point of contact for a variety of essential City programs and services:

- Business attraction and retention, with an emphasis on key industry clusters
- Small business assistance and nonprofit support
- Workforce development, including job training for today's jobs and tomorrow's opportunities
- Public and private projects such as affordable housing, job creation, economic development, and open space creation and management
- Neighborhood development, including commercial corridor stabilization and revitalization
- Film and television production
- International trade and commerce, fostering Sister Cities and increasing business opportunities

Our Mission

The Office of Economic and Workforce Development advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency.

Our Values

Mission-Driven: We are committed to ensuring San Francisco continues to be a thriving place for all people to live and work.

Civic-Minded: We are motivated by a sense of responsibility and accountability to our community and a desire to work for the common good.

Inclusive: We foster a culture of collaboration within our department and among our stakeholders, clients, and the public.

Equitable: We develop policies and invest in programs that aim to bridge the economic divide to ensure that San Francisco's prosperity is equitably shared.

Effective: We deliver results through passion, dedication, and technical expertise.

Innovative: We respond to our dynamic environment through analysis, continuous improvement, creativity, and change.

Our Goals

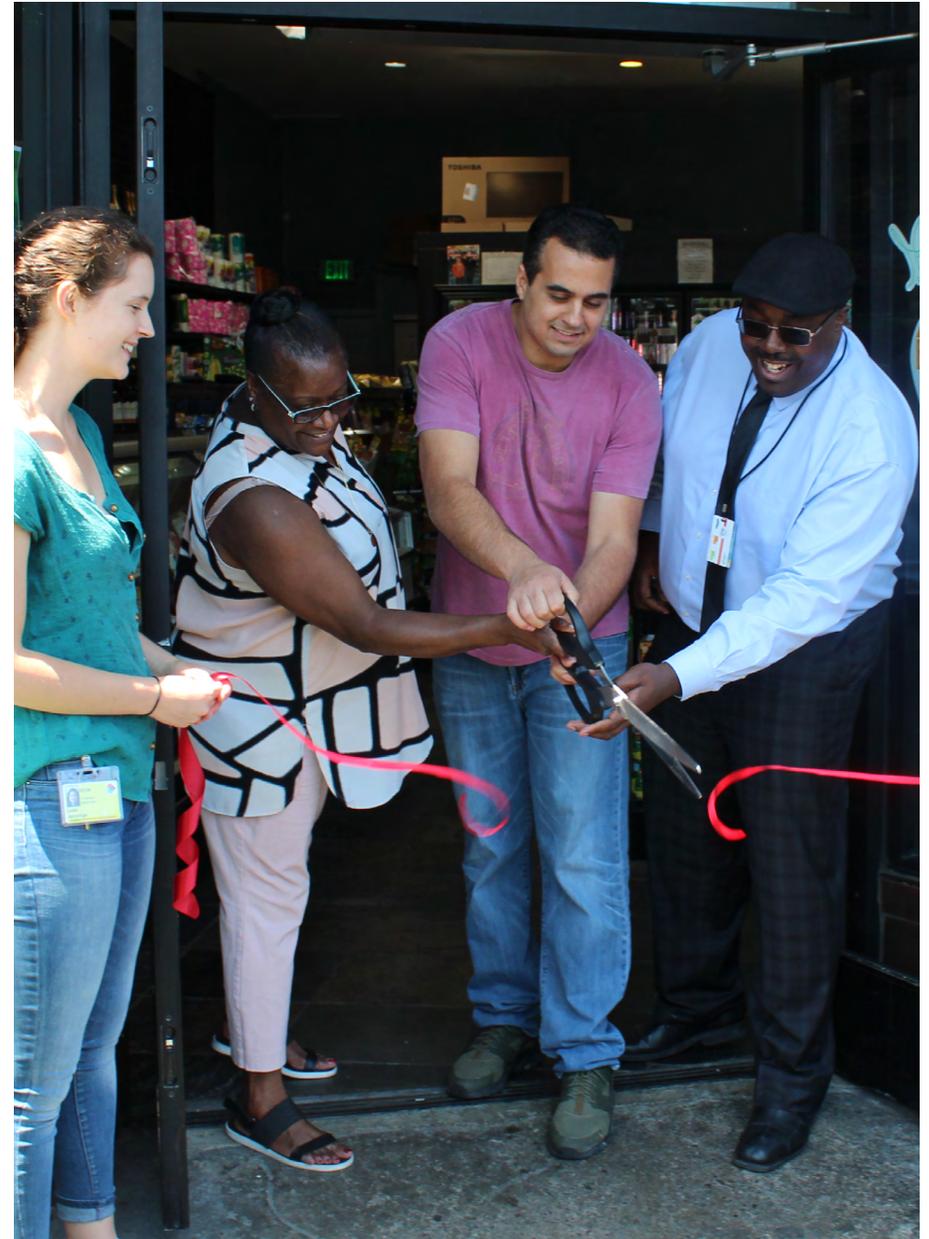
Goal 1: Facilitate a resilient and robust economy that helps businesses start, stay, and grow — creating shared prosperity and a diverse and vibrant city.

Goal 2: Foster shared and equitable prosperity for all residents, including the unemployed, underemployed and hard to employ, by preparing, training, and connecting San Franciscans to sustainable jobs with strong career pathways.

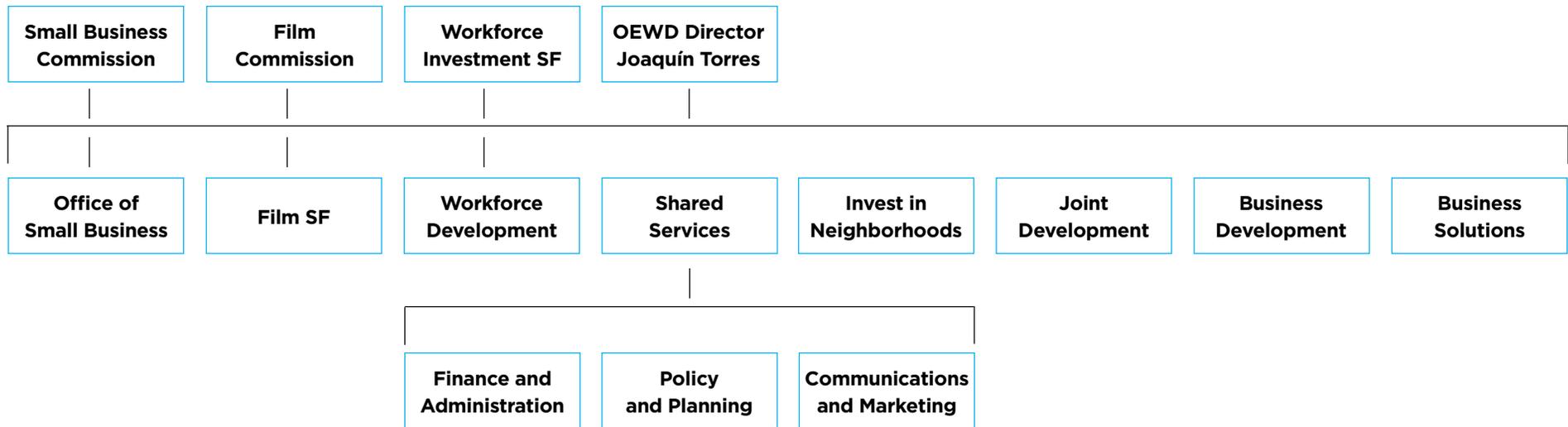
Goal 3: Support diverse and vibrant neighborhoods by strengthening and investing in small businesses, nonprofits, community organizations, commercial corridors and public spaces.

Goal 4: Create space for jobs, recreation, community benefits, and housing affordable to a variety of income levels by leading the approval and implementation of significant development projects.

Goal 5: Deliver excellent service through collaboration, transparency, and team member support with our external stakeholders and within our department.



Our Organization



OEWD is a department within the City and County of San Francisco with approximately 130 employees. We are organized into eight divisions that have smaller teams.

1. Office of Small Business The Office of Small Business and the Small Business Assistance Center are the primary information and support hub for businesses with fewer than 100 employees. Staffs the Small Business Commission.

2. Film SF Promotes San Francisco as a film destination by attracting and facilitating film, television, and other media productions.

3. Workforce Development Coordinates the City’s workforce system, connects employers to job seekers, and creates and implements job training programs, especially in growing industries such as technology, healthcare, hospitality and construction. Staffs Workforce Investment San Francisco (WISF), the City’s Workforce Investment Board.

4. Shared Services Provides staffing support across all teams within OEWD in the areas of finance and administration, policy and strategic planning, communications and marketing, technology and digital resources, business and development project support, and citywide special event coordination.

5. Invest in Neighborhoods Provides customized programs and services to support businesses and community partners in commercial districts and neighborhoods.

6. Joint Development Manages major public-private development projects involving public benefits.

7. Business Development Attracts, supports and retains businesses, with a focus on targeted industries.

8. Business Solutions Leads interdepartmental permitting coordination to support a diversity of applicants navigating city processes.

Strategic Planning Process

OEWD's 2019-2020 Strategic Plan reexamines our mission, defines our values, and sets key goals tied to achievable objectives and strategies. The Plan is a living document that will help hold our department accountable to the stated goals and objectives in the coming year. The plan will be updated to ensure it is aligned with the city's priorities and responsive to the communities we serve.

The strategic planning process was guided by the Strategic Plan Advisory Committee, a cross-section of department staff. The process included a number of efforts, such as an online survey for staff to share their ideas around the mission, culture, values and structure of the organization.

OEWD also worked with a consultant to conduct six focus groups to collaborate on the organization's mission statement, values, goals, objectives, and key strategies with representatives of each division including: Workforce Development, Business Development, Film, Business Solutions, Invest in Neighborhoods, Office of Small Business, Joint Development, and Shared Services.

To bring our voices together, OEWD hosted an all-staff retreat to identify key challenges, issues, and opportunities, as well as discuss the future of the department. Through this planning process, we are creating a systemic and thoughtful approach toward ensuring equitable access and positive outcomes for the people we serve. This path will require us to continuously evaluate our service strategies, grantmaking processes, policies, and internal hiring and promotion practices. The Strategic Plan is OEWD's commitment towards our mission of advancing equity and shared prosperity for all San Franciscans.





OEWD Goals, Objectives, & Strategies

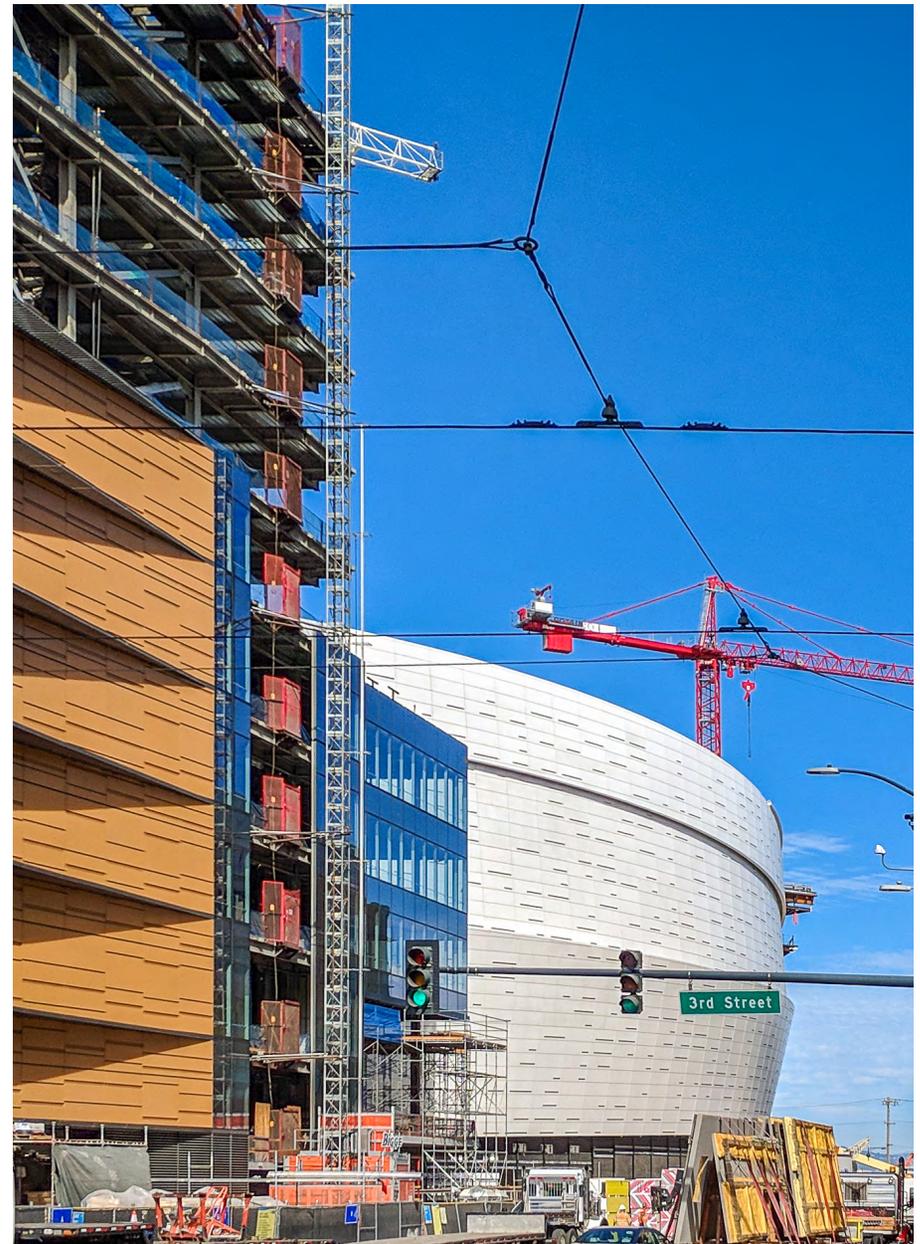
OEWD Goal 1

Facilitate a resilient and robust economy that helps businesses start, stay and grow — creating shared prosperity and a diverse and vibrant city.

Strategic Objectives

1.1: Develop strategies to **attract, retain, and assist** targeted industry sectors that employ a cross-section of residents.

1.2: Coordinate resources and data to **address the cost and ease of doing business** and plan for **new opportunities** for economic and workforce development.



Objective 1.1:

Develop strategies to attract, retain and assist targeted industry sectors that employ a cross-section of residents.

Strategies/Key Initiatives

Production Distribution Repair (PDR) & Advanced Manufacturing

- Work with the Planning Department to create a PDR Mixed Use Feasibility Study
- Expand the reach and impact of PDR business retention and attraction services

Nonprofits/Community-Based Organizations (CBOs)

- Advise on strategies for developing nonprofit-operated arts, culture and community facilities citywide, prioritizing organizations that are deeply rooted in communities that are historically affected by structural and institutional racism, and oppression including communities with a high concentration of poverty or people of color
- Provide resources and referrals for culturally appropriate technical assistance to help nonprofits extend impact and improve effectiveness
- Assist nonprofits in navigating available tools and resources to maintain stability when faced with significant internal or external change including but not limited to leadership transition, real estate costs, and unplanned or unforeseeable expenses
- Support nonprofit start-ups and organizational restructuring
- Complete economic study of San Francisco's nonprofit sector

Life Sciences

- Explore policies to reduce expenses and address industry concerns
- Support coordination among industry stakeholders
- Explore space development and expansion options

Hospitality (Tourism, Nightlife, Entertainment, Arts, Restaurants, Retail)

- Retain and attract hospitality uses in underserved neighborhoods and those with significant commercial vacancies
- Continue to support the food services and hotel industries by providing hospitality trainings with multiple entry points to vulnerable populations
- Conduct an economic study of San Francisco music industry

Film

- Build stronger relationships with Bay Area based film/media companies and tech companies
- Create a marketing campaign to attract new film and television productions
- Produce financial impact report on commercial production
- Facilitate creation of a dedicated stage space to provide longer-term employment, local spending and opportunities for people from disadvantaged areas to be hired through the First Source Hiring Program

International

- Stabilize and grow three international economic development programs under the new organizational structure of GlobalSF
- Attract new infrastructure investment and businesses
- Hold industry specific networking events
- Align local programming to maximize coordination with newly invigorated state efforts in international economic development

Construction

- Prepare participants for construction, construction administration, and professional service jobs through the CityBuild Sector Training Program
- Expand partnership with Building and Construction Trades Council and union employers for training and employment opportunities
- Monitor compliance with local hire requirements in construction projects

Objective 1.1 (cont'd):

Develop strategies to attract, retain and assist targeted industry sectors that employ a cross-section of residents.

Health Care

- Expand training and internship opportunities with in-demand occupations in health care that lead directly to employment for graduates
- Implement career pathway programming within the Health Care Academy to address the needs of the existing workforce
- Increase employer engagement efforts with city's largest medical facilities to enhance hiring of graduates from Health Care Academy training programs

Tech

- Expand and grow apprenticeship opportunities with local technology companies to create paths to employment for San Franciscans
- Provide local residents with skills and training needed for employment in the tech industry through the TechSF Program
- Continue collaborative efforts with City College of San Francisco (CCSF) and the San Francisco Unified School District (SFUSD) to expose vulnerable communities to the tech industry
- Develop regional systems building around apprenticeships for tech occupations to enhance access for local bay area job seekers

Cannabis

- Provide disadvantaged San Francisco residents, specifically those impacted by the failed war on drugs, the opportunity to receive training for placements in high-quality job opportunities in the burgeoning cannabis industry
- Implement new and innovative workforce development policies, including the City's Cannabis Apprenticeship Ordinance, that support equitable career pathways in cannabis

Objective 1.2:

Coordinate resources and data to address the cost and ease of doing business and plan for new opportunities for economic and workforce development.

Strategies/Key Initiatives

- Use data-driven planning and community input to anticipate new opportunities for economic and workforce development
- Update the City and County of San Francisco Economic Strategy
- Develop dashboards and other data analytics tools to facilitate data-driven decision making
- Expand Open In SF permit navigation beyond food and drink establishments
- Lead interdepartmental coordination on permitting and infrastructure needs for projects of varying types and sizes that present cross-agency complexities
- Facilitate purchase agreements between large employers and local small businesses through the SF Biz Connect initiative
- Stabilize communities and build wealth by providing succession planning resources to businesses in San Francisco
- Complete service and staffing plan for the 49 South Van Ness City Permit Center

OEWD Goal 2

Foster shared and equitable prosperity for all residents, including the unemployed, underemployed and hard to employ, by preparing, training, and connecting San Franciscans to sustainable jobs with strong career pathways.

Strategic Objectives

- 2.1: Tailor and promote** services to respond to the needs of the unemployed, underemployed and hard-to employ.
- 2.2: Coordinate, refine, and maintain** citywide strategies and policies to maximize hiring opportunities for all San Franciscans.
- 2.3: Engage stakeholders**, including employers, educational institutions, service providers, and career seekers to develop and implement training for current and future jobs.



Objective 2.1:

Tailor and promote services to respond to the needs of the unemployed, underemployed and hard-to employ.

Strategies/Key Initiatives

Young Adult Services

- Continue implementation of Young Adult Subsidized Employment program to provide transitional age youth (TAY) with exposure to the workforce through paid transitional job opportunities in diverse industries
- Collaborate with the Department of Children, Youth and Their Families to support transition of the TAY population into OEWD young adult workforce programs
- Utilize best practices to increase placement of youth into educational pathways and/or unsubsidized employment
- Continue to partner with and support the Mayor's Opportunities for All initiative to connect young people of all backgrounds to paid employment, job training, and mentorship opportunities

Adult Services (Specialized Access Points and Job Readiness)

- Through Specialized Access Points, provide culturally competent job readiness and employment services for persons in reentry, persons with disabilities, immigrants, and veterans
- Provide job readiness services to help individuals overcome any barriers that may prevent them from successfully attaining employment or enrolling in training (e.g. attaining a driver's license, GED/HS Diploma, basic computer skills, increasing ESL levels, etc.)
- Launch a pre- and post-release workforce program in partnership with the Sheriff's Department and Adult Probation to provide a streamlined continuum of services for justice involved individuals

Job Centers (Neighborhood Access Points)

- Provide capacity building training on effective employer engagement to enhance employer partnerships and strengthen linkages between program participants and employers
- Provide an array of workforce services in areas with high concentration of unemployment and poverty including Chinatown, Bayview, Visitation Valley, Mission, Tenderloin, and Western Addition
- Launch a new District 11 Job Center to provide workforce services to constituents in the Oceanview, Merced Heights, Ingleside (OMI) neighborhood and surrounding areas
- Improve partnerships between Neighborhood Job Centers at Access Points and sector programming to provide training opportunities in Construction, Health Care, Hospitality, and Technology



Objective 2.2:

Coordinate, refine, and maintain citywide strategies and policies to maximize hiring opportunities for all San Franciscans.

Strategies/Key Initiatives

Coordination

- Implement Workforce Alignment Committee recommendations to better coordinate workforce investments towards citywide diversity, equity, and inclusion goals
- Continue to improve interagency data sharing, jobseeker outreach and service delivery, employer engagement and contracting activities across 17 City departments that provide workforce services
- Increase funding for workforce development programs from non-local government sources, including state, federal, and private sector resources
- Launch a branding and marketing campaign to increase awareness among participants and employers about the workforce system
- Explore expanded uses for the San Francisco Jobs Portal to connect employers to San Francisco jobseekers
- Ensure strong workforce system coordination amongst OEWD-funded programs by encouraging collaboration, strategic partnerships, and referrals of program participants to enhance support and services offered to local residents
- Update and strengthen San Francisco's First Source Hiring legislation
- Research labor market trends and effective practices to prepare residents for current and future employment opportunities

Employer Services

- Increase employer engagement through marketing, sharing information, and building capacity for our Job Centers at our Neighborhood Access Points
- Coordinate hiring events for employers with large staffing needs
- Increase collaboration with regional partners around rapid response services to assist employees during large company layoffs
- Evaluate and improve follow-up for rapid response services

First Source Services

- Implement systems to maximize awareness of workforce participants about First Source job opportunities
- Outreach to and educate SFO vendors and contractors on First Source hiring requirements
- Partner with other City departments to develop a uniform referral process for First Source employers
- Partner with small businesses to promote First Source workforce opportunities and connect them with qualified candidates

Objective 2.3:

Engage stakeholders, including employers, educational institutions, service providers, and career seekers to develop and implement training for current and future jobs.

Strategies/Key Initiatives

- Actively engage with employers to understand and respond to their skilled workforce needs
- Solicit feedback from service recipients to use customer-centric design principals to create and improve program delivery
- Support Workforce Investment San Francisco (WISF) and increase board member engagement
- Conduct forums for business, labor, education, government, community-based organizations, and other stakeholders to understand and address the supply and demand challenges confronting the workforce
- Hold a conference focused specifically on services to support our workforce nonprofit service providers with free technical assistance, peer-to-peer learning, and networking



OEWD Goal 3

Support diverse and vibrant neighborhoods by strengthening and investing in small businesses, nonprofits, community organizations, commercial corridors, and public spaces.

Strategic Objectives

3.1: Provide **customized support** to stabilize neighborhood commercial districts and the small businesses and nonprofits within them.

3.2: Invest in **physical assets and civic spaces** that promote a safe and vibrant environment for social, recreational, cultural and economic activities.



Objective 3.1:

Provide customized support to stabilize neighborhood commercial corridors and the small businesses and nonprofits within them.

Strategies/Key Initiatives

- Provide technical assistance (TA) and case management services to attract, retain, and strengthen small businesses and neighborhood commercial districts
- Provide culturally and linguistically appropriate TA to retain and recruit businesses that are owned by and serve marginalized populations and communities facing discrimination, displacement, or gentrification
- Provide tailored services within commercial districts impacted by high vacancy rates, low sales, low foot traffic, public safety concerns, disproportionate levels of marginalized populations, and those impacted by fires, disasters, major public works, or transportation construction projects
- Develop and implement strategies to reduce storefront vacancies
- Conduct a needs assessment survey to evaluate, improve, expand, and market existing small business programs
- Provide TA to retain and recruit businesses to provide affordable healthy food and grocery products
- Develop and implement neighborhood economic development strategies that promote diversity, equity, and inclusion within neighborhoods that have experienced historic divestment (opportunity neighborhoods)
- Provide referrals and be a resource to organizations whose mission is to support small businesses and merchants
- Provide commercial district assessment and management technical assistance:
 - Community Benefit District formation and support
 - Cultural District formation and support
 - Opportunity neighborhood strategy development and support

Objective 3.2:

Invest in physical assets and civic spaces that promote a safe and vibrant environment for social, recreational, cultural, and economic activities.

Strategies/Key Initiatives

- Support public space activation and development priorities within neighborhood commercial districts
- Develop and implement events, festivals, and other programming in plazas, public spaces, parks, and the public realm
- Support enhancement of public safety programs and improvements such as the assessment and installation of safety equipment and other physical improvements
- Promote commercial areas that are clean, well-maintained, landscaped, and well-lit
- Support public art, murals, and cultural heritage programming
- Promote street interventions that support safe and vibrant activity of physical assets and civic spaces including: parking management, intersection improvements, bus shelter, and street furniture management
- Support coordination of community ambassadors and other services that work to serve the physical assets and civic spaces
- Activate neighborhood assets such as buildings and facilities that serve as historic anchors to a neighborhood

OEWD Goal 4

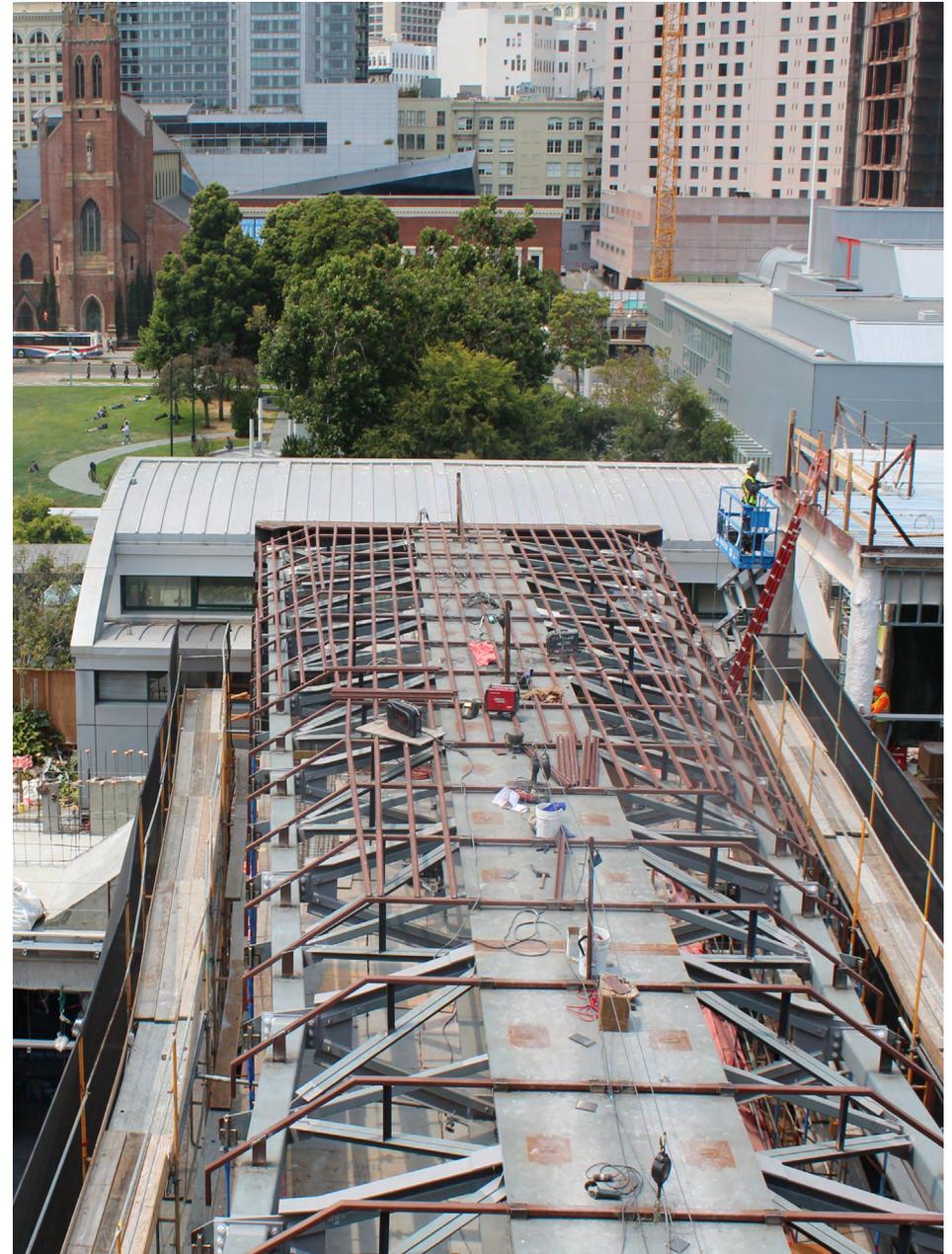
Create space for jobs, recreation, community benefits, and housing affordable to a variety of income levels by leading the approval and implementation of significant development projects.

Strategic Objectives

4.1: Lead interdepartmental coordination for development projects to achieve maximum community benefits and other City goals.

4.2: Plan, track, and increase accountability of significant development projects.

4.3: Maximize new housing supply available to low, moderate, and middle-income residents.



Objective 4.1:

Lead interdepartmental coordination for development projects to achieve maximize community benefits and other City goals.

Strategies/Key Initiatives

- Continue to partner with the Port to coordinate implementation and build-out of major waterfront developments such as the Pier 70 Mixed-Use Project, and the Mission Rock development

Objective 4.2:

Plan, track, and increase accountability of significant development projects

Strategies/Key Initiatives

- Manage and track the post-entitlement process for large-scale housing and other development projects to ensure smooth implementation, including the expedient issuance of all phase approvals and permits
- Open the Warriors Chase Center
- Monitor implementation and construction of major developments such as the 5M Project, Parkmerced, SF Giants/Mission Rock, Pier 70, India Basin, and Schlage Lock

Objective 4.3:

Maximize new housing supply available to low, moderate, and middle-income residents.

Strategies/Key Initiatives

- Negotiate high levels of affordability for hard-to-serve populations, particularly those whose needs are not being met through existing City programs and housing production
- Monitor and support long-range planning efforts that will expand the City's development capacity and housing supply, such as the Central SoMa Plan
- Develop and support policies to ensure continued housing production and expansion of the housing supply



OEWD Goal 5

Deliver excellent service through collaboration, transparency, and team member support with our external stakeholders and within our department.

Strategic Objectives

5.1: Engage in **opportunities for dialogue and collaboration** with our partners and the public.

5.2: **Increase staff effectiveness** through department-wide collaboration with shared services, resources, and technology.



Objective 5.1:

Engage in opportunities for dialogue and collaboration with our partners and the public.

Strategies/Key Initiatives

- Work with Film SF, Mayor's Office of Neighborhood Services and Invest in Neighborhoods to improve our relations with merchants and neighborhoods affected by film and TV productions
- Design programs and services that develop and promote the leadership, diversity, equity, and inclusion of our partners and the public
- Maintain a social media strategy to promote OEWD programs and services
- Streamline and update collateral and content for workforce, small business assistance, and neighborhood assistance programs in multiple languages
- Develop and advocate for local, state, and federal legislation that has impact on OEWD's work, in coordination with the Mayor's Office and/or the Board of Supervisors
- Develop and implement a communications plan and strategy on small business resources/services by working across divisions



Objective 5.2:

Increase staff effectiveness through department-wide collaboration with shared services, resources, and technology.

Strategies/Key Initiatives

- Coordinate media affairs for all teams within the department
- Monitor Strategic Plan progress
- Coordinate all local, state, and federal legislation advocacy through increased communications between teams
- Implement new performance management systems across the department
 - Increase staff training
 - Implement Salesforce upgrades and utilization for data and train staff on use
 - Improve program evaluation processes
 - Update performance measurement metrics and develop numerical metrics for goals
 - Develop OEWD coordinated/combined data management system
 - Schedule regular dashboard and report creation and analysis
 - Integrate workforce data systems to increase data quality and consistency and to reduce manual data manipulation
 - Disaggregate performance data and program outcomes by race, such as through a Results Based Accountability (RBA) framework to identify opportunities to improve services to all city residents and businesses
- Train all OEWD staff on recognizing implicit bias and mitigating the impacts of institutional and structural racism, sexism, and other inequities in their daily work
- Build team and executive-level dashboards for data-driven decision making
- Enhance human resources capacity to increase support for OEWD employees
- Develop an OEWD Human Resources Handbook
- Convene a team to develop transformative, happiness-oriented, team member support services
- Improve departmental processes for contracts and procurement

