



WORKFORCE INVESTMENT SAN FRANCISCO



September 13, 2018



OEWD Director's Remarks

Director Joaquin Torres



September 13, 2018



Workforce Director's Report

Director Joshua Arce



September 13, 2018



Local Hiring For Construction Report

Ken Nim, Workforce Compliance Manager



September 13, 2018

San Francisco LOCAL HIRING POLICY FOR CONSTRUCTION



564 capital improvements projects covered by the Policy

12 million work hours reported on covered projects

3.6 million work hours reported between March 2017 – March 2018

36% (4.3 million hours) performed by San Francisco residents since 2011

54% of total apprentice hours performed by San Francisco residents

2017/2018 Annual Report

All Work Hours By Department Reported from March 25th, 2011 through March 1, 2018

Department	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
PORT	4,343,820	1,417,540	33%	629,656	310,543	49%
SFO	320,659	122,964	38%	41,677	21,297	51%
MTA	472,984	124,913	26%	71,921	29,596	41%
PUC	2,812,577	1,219,848	43%	306,680	208,357	68%
SFPW	711,184	286,074	40%	72,775	43,394	60%
RPD	3,311,652	1,148,713	35%	572,619	307,351	54%
Grand Total	11,972,876	4,320,052	36%	1,695,328	920,538	54%

All Work Hours By Percentage Requirement: March 25th, 2011 through March 1, 2018

**20%
requirement**

Department	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
PORT	377,857	94,470	25%	53,301	20,406	38%
SFO	438,780	153,602	35%	69,887	42,672	61%
MTA	6,812	2,939	43%	1,112	817	74%
PUC	410,787	147,903	36%	39,845	31,225	78%
SFPW	229,358	91,870	40%	18,645	12,601	68%
RPD	192,480	63,241	33%	20,781	13,425	65%
Grand Total	1,656,075	554,025	33%	203,570	121,146	60%

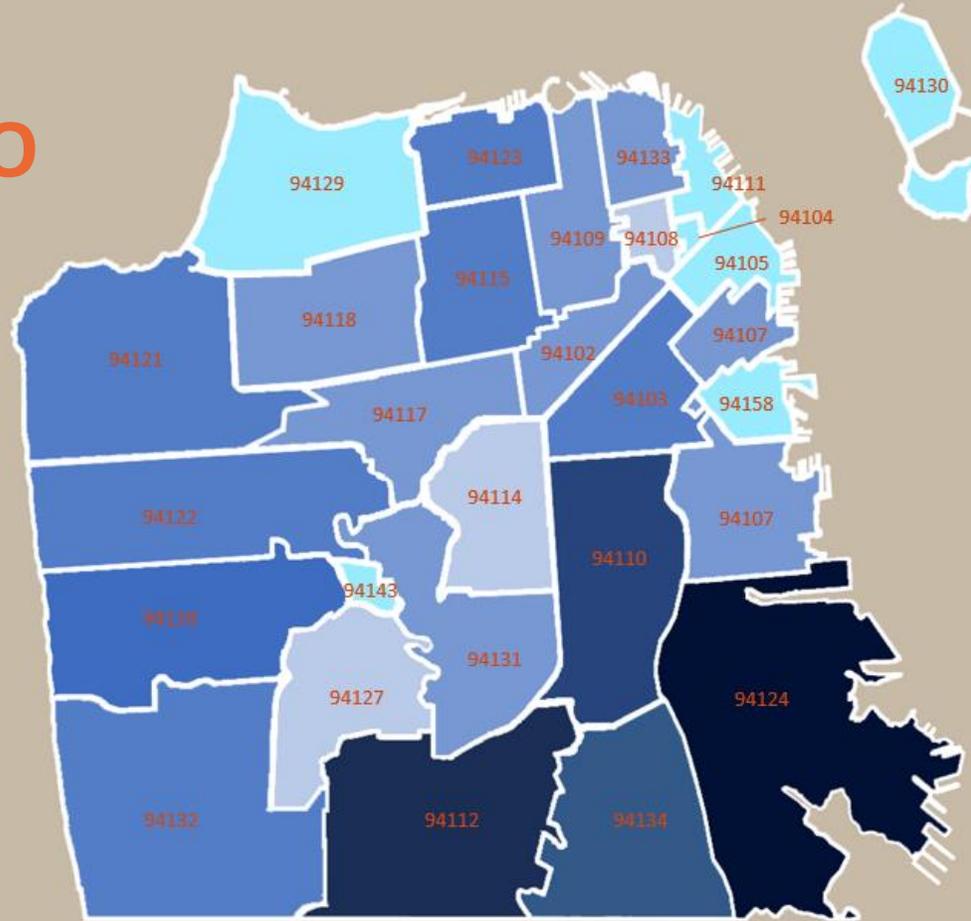
**25%
requirement**

Department	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
PORT	1,370	903	66%	215	0	0%
SFO	945,645	347,759	37%	167,381	93,976	56%
MTA	24,096	9,161	38%	8,537	3,771	44%
PUC	491,575	187,516	38%	57,150	36,929	65%
SFPW	2,098,231	549,901	26%	362,388	150,728	42%
RPD	73,984	32,725	44%	6,659	3,608	54%
Grand Total	3,634,900	1,127,966	31%	602,329	289,011	48%

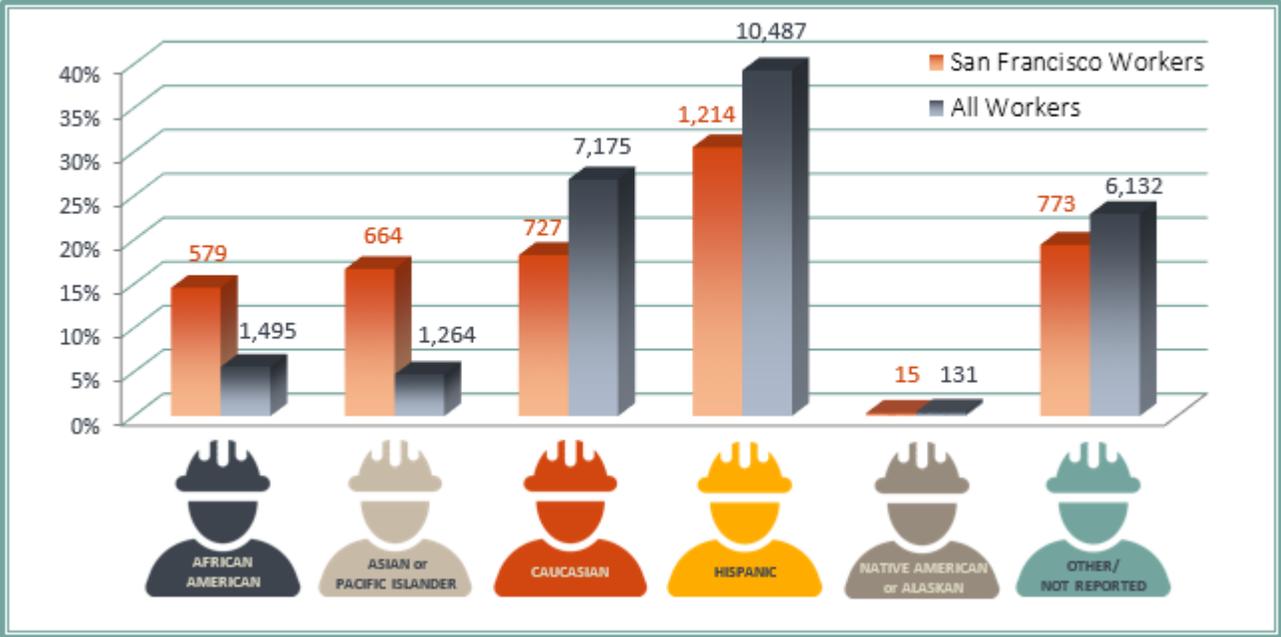
**30%
requirement**

Department	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
PORT	93,757	29,540	32%	18,405	9,190	50%
SFO	1,927,227	647,352	34%	335,352	170,704	51%
MTA	289,751	110,863	38%	32,029	16,709	52%
PUC	1,910,216	884,429	46%	209,686	140,203	67%
SFPW	2,016,230	775,769	38%	248,623	147,214	59%
RPD	444,720	190,108	43%	45,335	26,361	58%
Grand Total	6,681,901	2,638,061	39%	889,429	510,381	57%

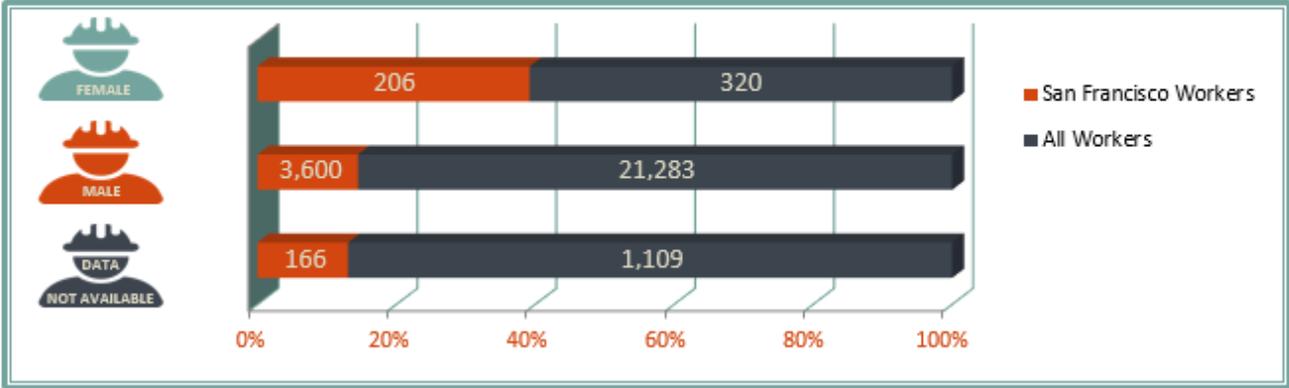
SAN FRANCISCO WORKERS BY ZIP CODE 2011 – 2018



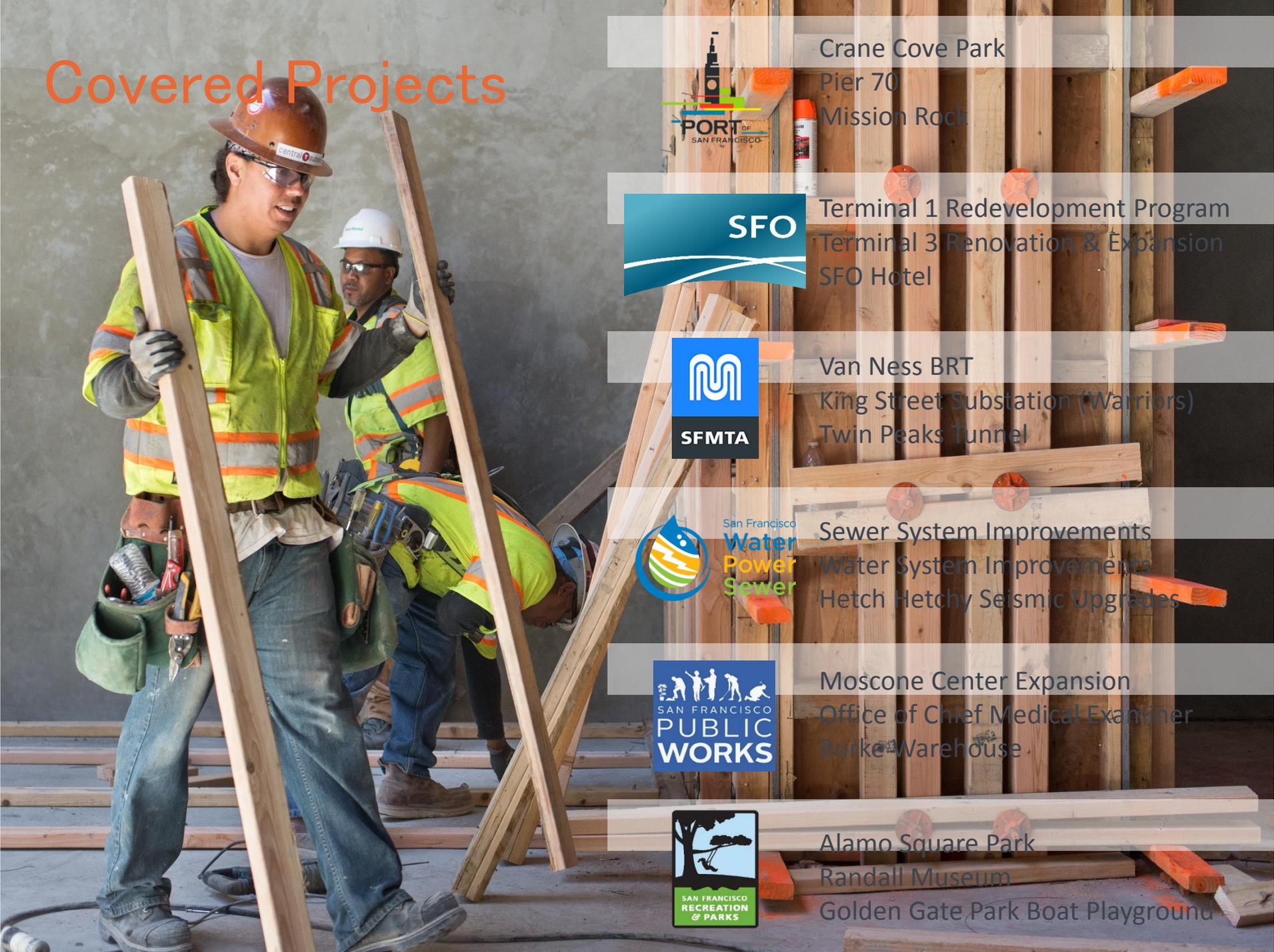
ETHNICITY AND RACE 2011 - 2018



WORKERS BY GENDER 2011 - 2018



Covered Projects



Crane Cove Park
Pier 70
Mission Rock



Terminal 1 Redevelopment Program
Terminal 3 Renovation & Expansion
SFO Hotel



Van Ness BRT
King Street Substation (Warriors)
Twin Peaks Tunnel



Sewer System Improvements
Water System Improvements
Hetch Hetchy Seismic Upgrades



Moscone Center Expansion
Office of Chief Medical Examiner
Burke Warehouse



Alamo Square Park
Randall Museum
Golden Gate Park Boat Playground

An aerial, grayscale photograph of San Francisco, showing a dense urban landscape with numerous skyscrapers and buildings. The Golden Gate Bridge is visible in the distance. A large red rectangular overlay is positioned in the center of the image, containing the title text.

WISF Board Member Profile



September 13, 2018

Paul Giusti

Business Services Unit Manager
Recology

- My Background
- What I Value About WISF Board Membership
- Opportunities for Collaboration

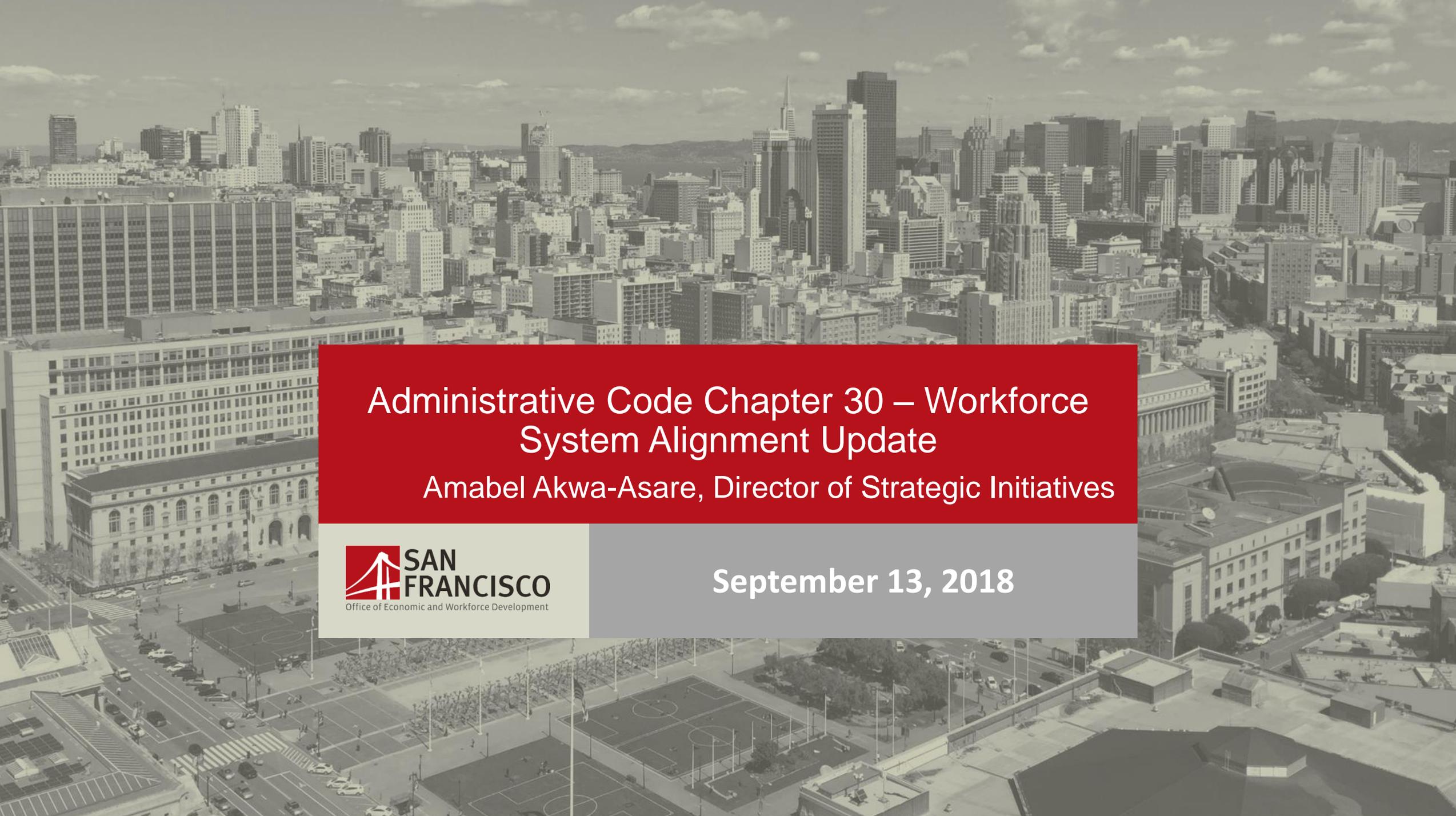




Neighborhood Spotlight: Welcome to the Lakeview



September 13, 2018



Administrative Code Chapter 30 – Workforce System Alignment Update

Amabel Akwa-Asare, Director of Strategic Initiatives



September 13, 2018



Update to Citywide Workforce Development Plan: 2017 – 2018 Progress

Workforce Investment San Francisco
September 13, 2018



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Overview

- **Progress Update to Citywide Workforce Development Plan**
- **Workforce Services Inventory Findings**



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Citywide Workforce Development Plan: Alignment Vision

- Plan period: 2017-2022 (presented to WISF in March 2017)
- Goals:
 - Coordinate approach to delivering the array of workforce services administered by 17 City departments.
 - Increase efficiency of access to services provided across departments, to link job-seekers to stable, sufficiency employment.
 - Improve business engagement strategies and evolve training systems to become more demand-driven, integrated, and effective.
 - Build data infrastructure across departments to deepen understanding of workforce delivery and outcomes.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION

#1:

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

Many local residents have not prospered from San Francisco's recent period of economic growth. For many, it is the continuation of a long cycle of poverty within their families and communities.

Contributors to the City's workforce development pipeline must have all of the tools and partnerships necessary to move these residents out of poverty. Tools and partnerships that address employment barriers and access to services and technology are especially valuable.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #1 – Progress

- **Dialogue and Coordination between City Departments**
 - Regular convening of the Alignment Committee
 - Establishment of Working Groups for discrete problems (e.g. data working group, client journey working group)
- **Building Strategic Partnerships**
 - CityBuild Gleneagles Training Program
 - Service Coordination with OEWD, HSA & HOPE-SF
 - OEWD provider conference (April 18)



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION

#2:

**Adopt the Workforce
Transit Map as a
representation of local
government's role in the
system**

The Workforce Transit Map is a visual representation of local government's role in the City's workforce development system. It is based on information gathered through the annual City Workforce Services Inventory. The Map shows how unsubsidized employment and career tracks with upward mobility are our shared, system-wide end goals for clients. Each City department provides a specific set of services, which, when connected, will create a pipeline for clients from any entry point to upwardly mobile career employment.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #2 – Progress

- **Partnership with Google through Mayor’s Office of Civic Innovation Civic Bridge**
 - Original project goal: develop a “Workforce Transit Map”
 - Pivot: list of recommendations that support a deeper understanding of client journeys
 - Final recommendation: Integrated Client Management System



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION

#3:

Build data sharing infrastructure across City workforce development departments

Once we have agreed on how our services connect to form a pipeline for clients, we must build data sharing infrastructure to inform how best to move clients through the pipeline. City departments need to agree on a common set of data elements that will be collected and reported by their respective programs. These data must inform system stakeholders of client milestones to facilitate successful progression through the pipeline. A universal client management system is necessary for this level of data sharing.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #3 – Progress

- **Alignment Data Working Group**
 - HSA, OEWD, DCYF, PUC, DPW
 - Community Partners: Arriba Juntos, Community Youth Center, Episcopal Community Services of San Francisco, Goodwill Industries, Hunters Point Family, Japanese Community Youth Council, Jewish Vocational Services, Mission Neighborhood Centers, San Francisco Conservation Corp, Self-Help for the Elderly, Success Center SF.
- **City Workforce Services Inventory**
 - updated data elements
 - process improvements



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #3 – Progress

- **Alignment data systems**
 - HSA/OEWD dialogue around systems and data sharing agreements
 - Consultation with Digital Services & the City Performance Unit
 - City internal data sharing
 - Future integration of external systems (see Google’s recommendation for an Integrated Client Management System)



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION

#4:

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

Supply-side data from programs and clients is only one half of the workforce development pipeline. Demand-side relationships with private and public employers are essential for guiding program curricula, forecasting actionable hiring opportunities, and providing monetary support for system offerings. System stakeholders must leverage existing relationships and build new ones to ensure all contributors have the information and connectivity necessary to move clients through the pipeline into real employment opportunities.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #4 - Progress

- **Partnership with DHR & OEWD (The City as employer)**
 - Train-the-Trainer Workshops for CBO partners
 - Entry-Level Mapping to Career Pathways
- **Capital Planning Committee**
 - OEWD construction sector labor market & end use data
- **Private Sector Investment**
 - Research and planning for strategic partnership & fund development



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION #5:

Continue to explore efficiencies gained through aligned procurement and shared contracting between City workforce development departments

The tools and partnerships that effectively move clients along the pipeline can be made more efficient through administrative improvements. For City workforce development departments who contract service delivery to community-based organizations, efficiencies may be gained through aligned procurement and shared contracting. Realized cost savings mean more money for programs and clients.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #5 - Progress

- **Procurement Coordination (HSA, DCYF, OEWD)**
 - Collaboration on Development
 - Interagency Review Panels
- **City Financial Management System**
 - Easier access to contract details
- **City Controller's Office**
 - Audit of Program and Contract Monitoring





FY 2016-17 Workforce Services Inventory



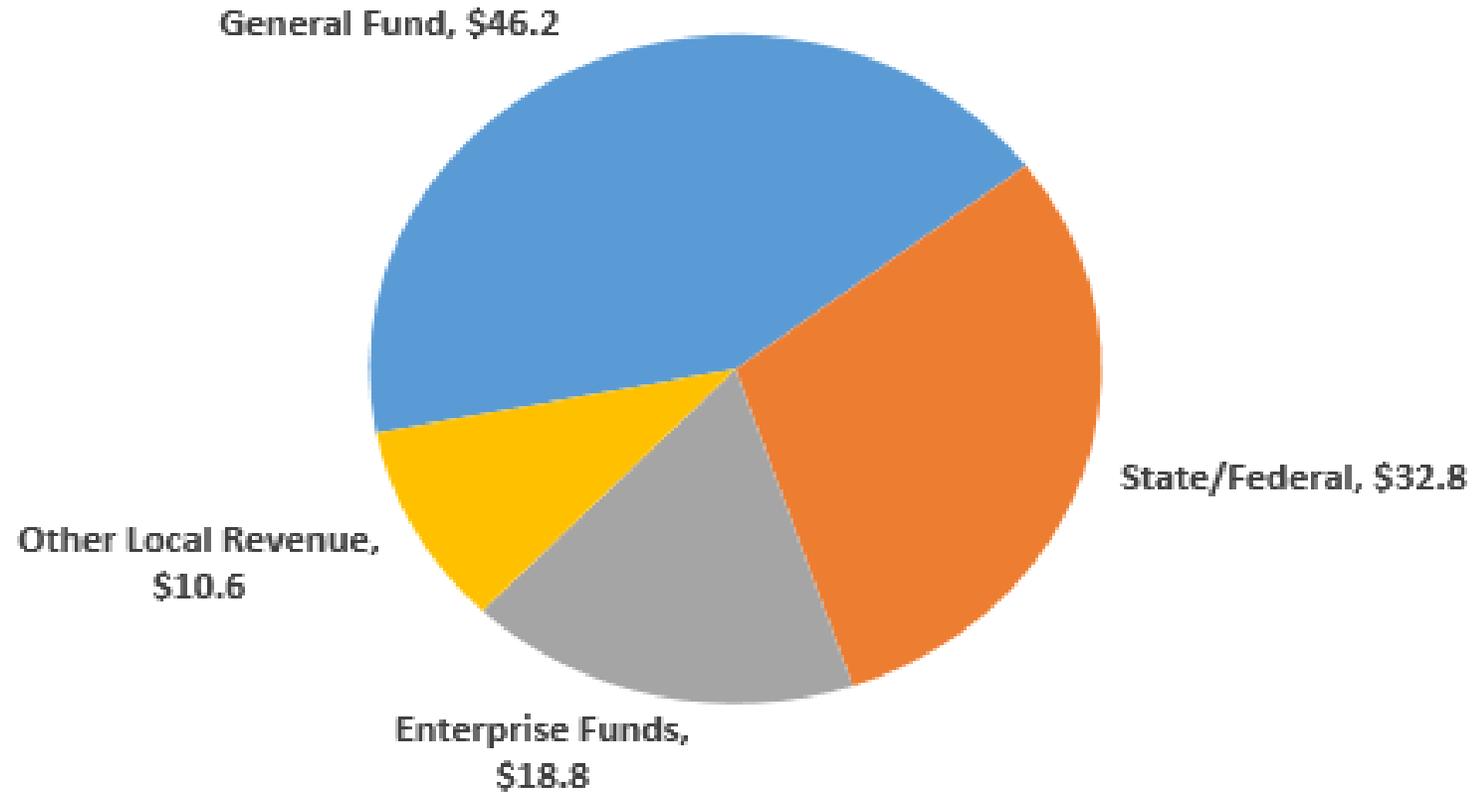
Workforce Inventory – participating departments

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

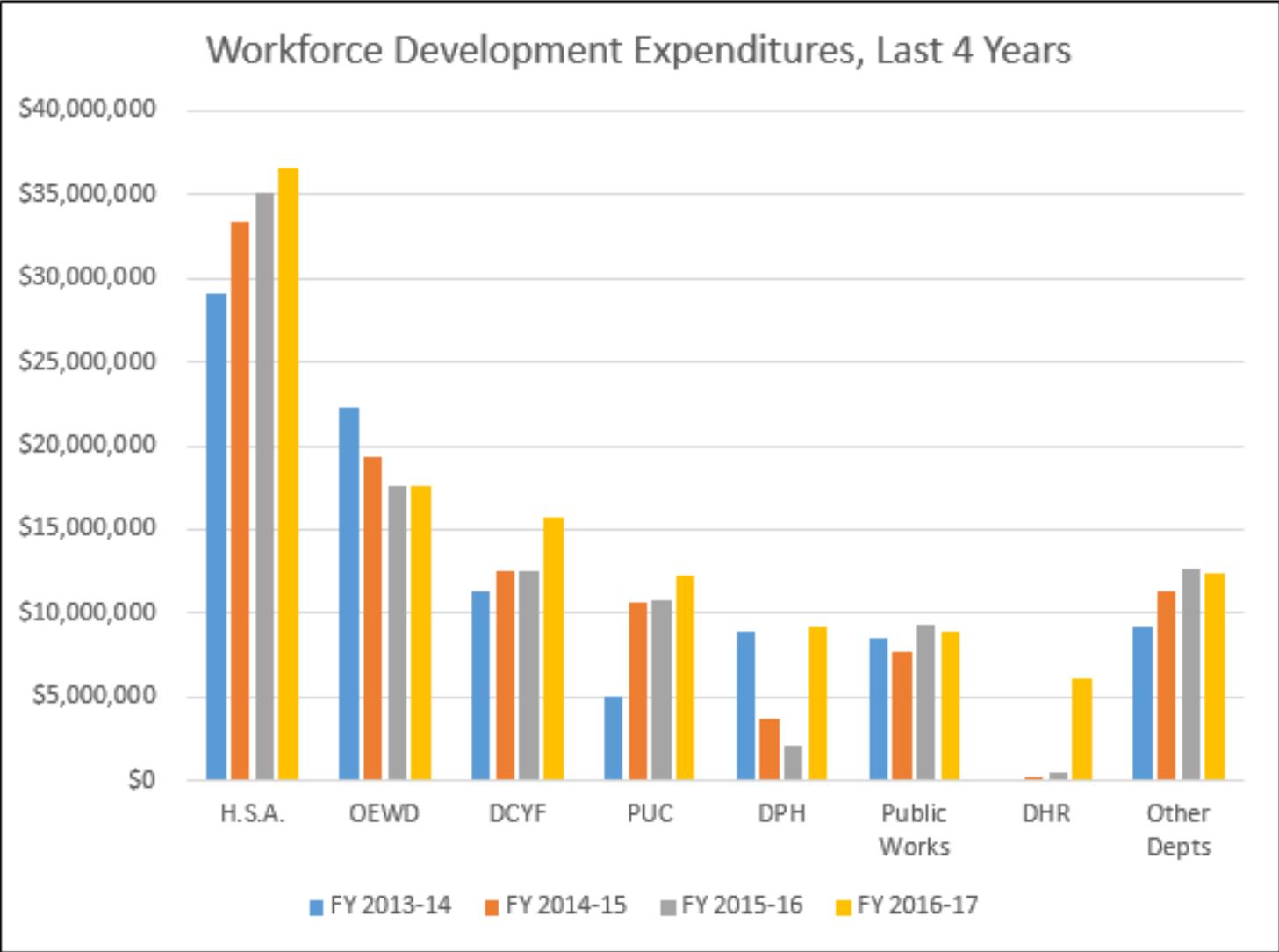


Total Funding ~ \$108 million

Citywide Workforce Development Spending by Funding Source
FY 2016-17



Workforce Investment by department



Service Delivery

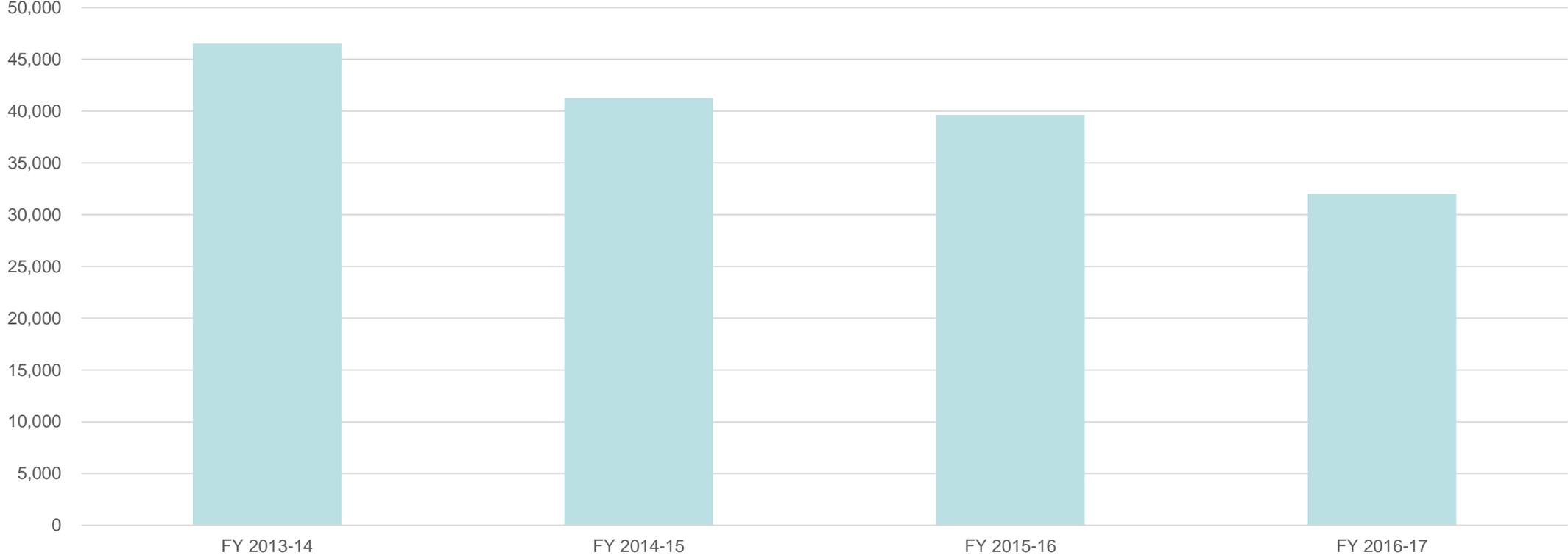
- \$108 million funding for 209 programs
- Departments contract with 121 CBOs

	Service Provider	MTA	PORT	DHR	APD	SFO	OCEIA	MOHCD	DPH	SHF	DPW	PUC	DCYF	OEWD	HSA
1	A Philip Randolph Institute	X									X				
2	Academy of Truck Driving														X
3	America Works				X										
4	APA Family Support Services							X							
5	API Wellness Center								X						
6	Arriba Juntos												X		X
7	Asian Neighborhood Design	X													
8	Asian Pacific Islander Legal Outreach						X								

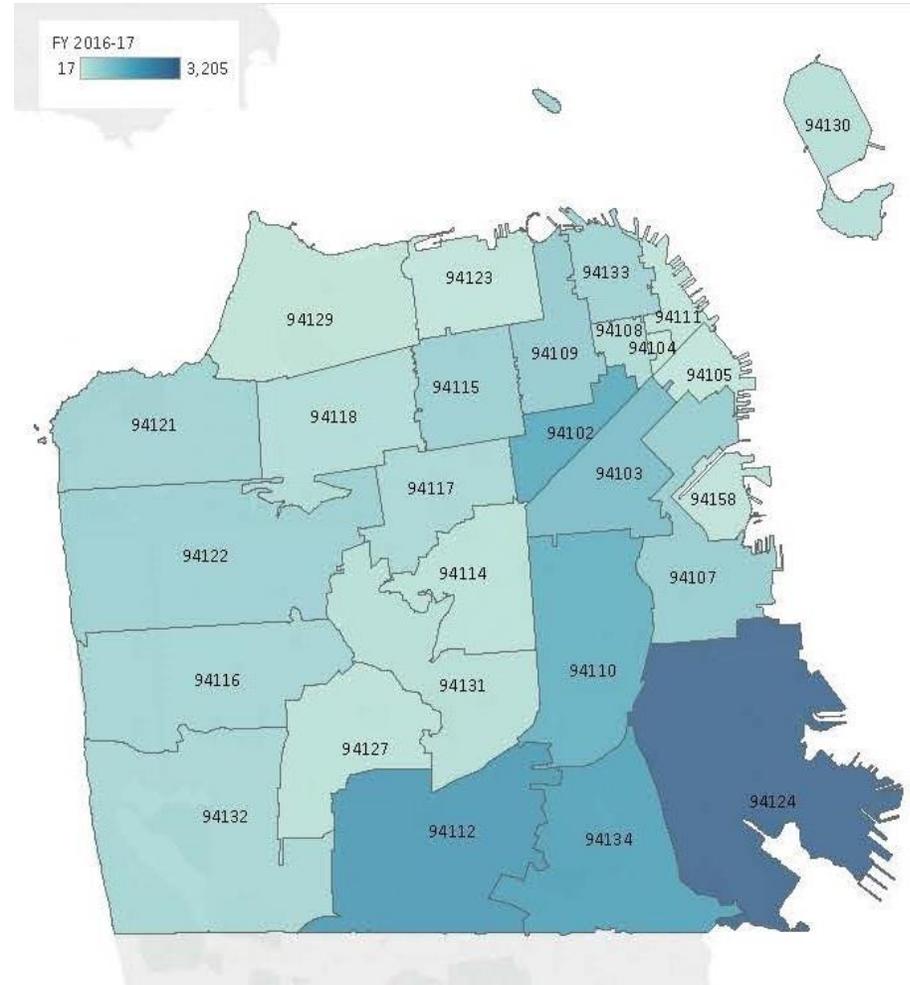


Clients Served Across the System

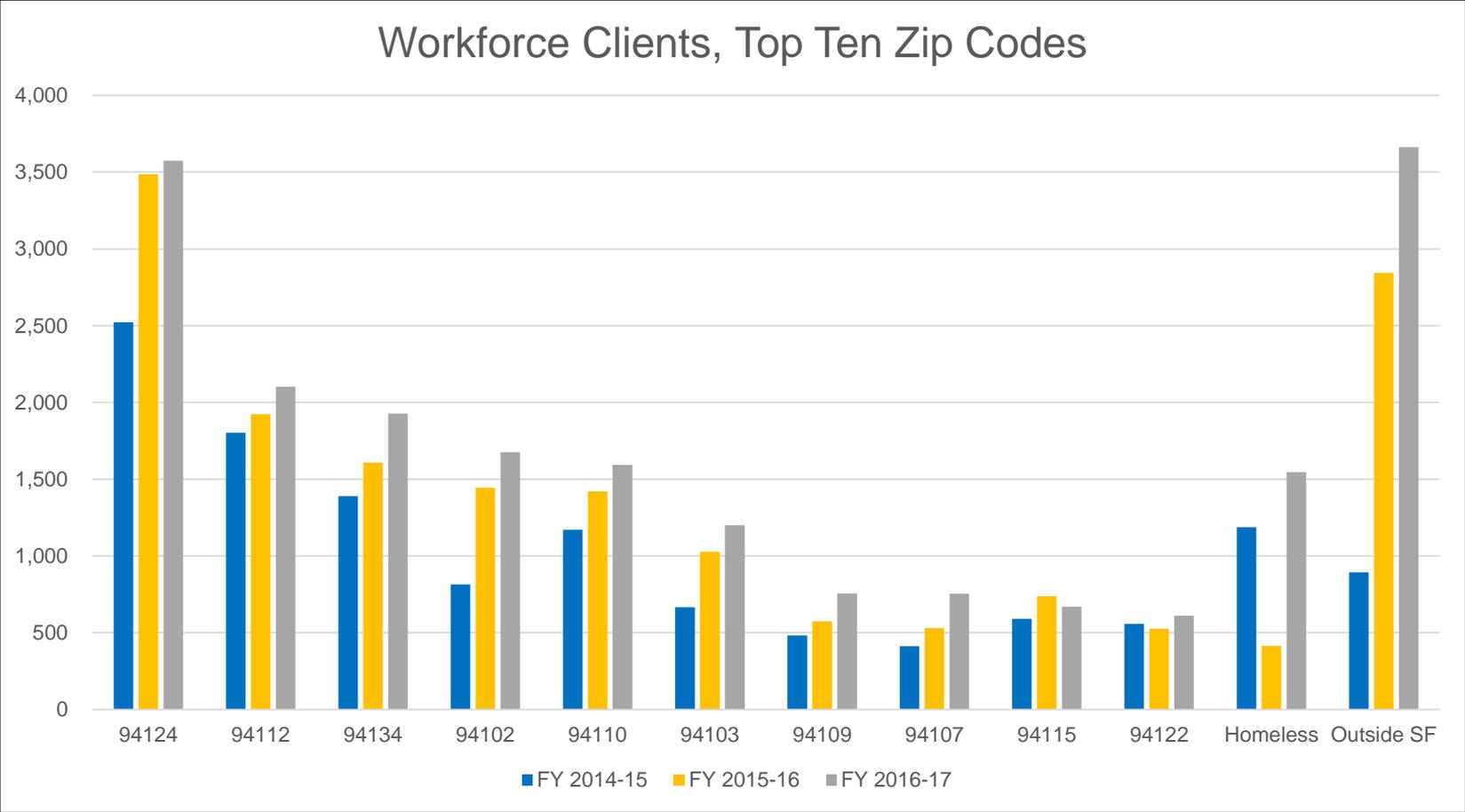
Clients Served (Duplicated)



Clients by zip code



Clients by zip code



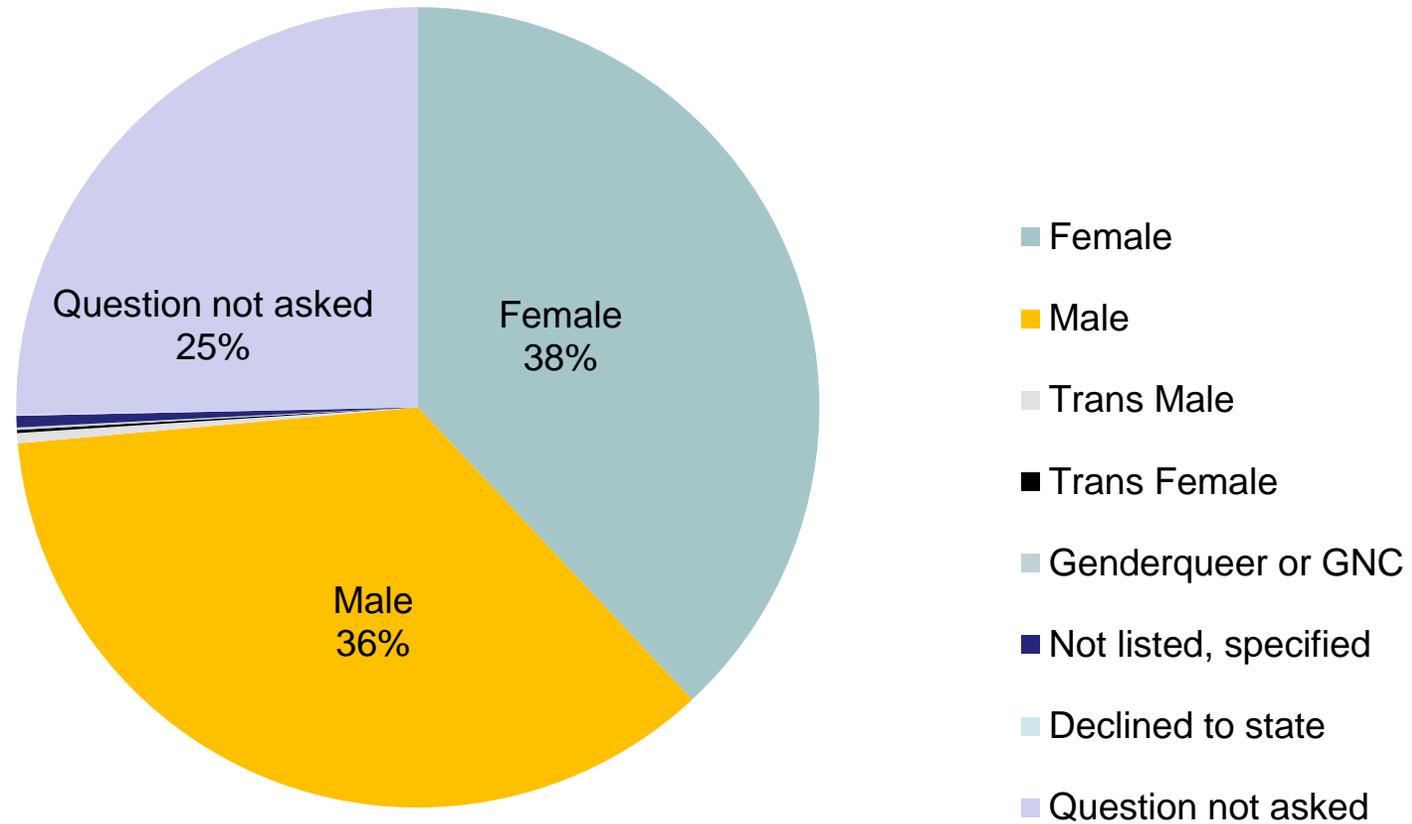
Notes:

- The number of clients with unreported zip codes decreased from 25,276 in FY 2014-15 to 19,583 in FY 2015-16, and further dropped to 4,585 in FY 2016-17
- Majority of outside SF clients are served by SFO which targets SF and San Mateo residents
- Swing in homeless clients likely due to inaccurate data

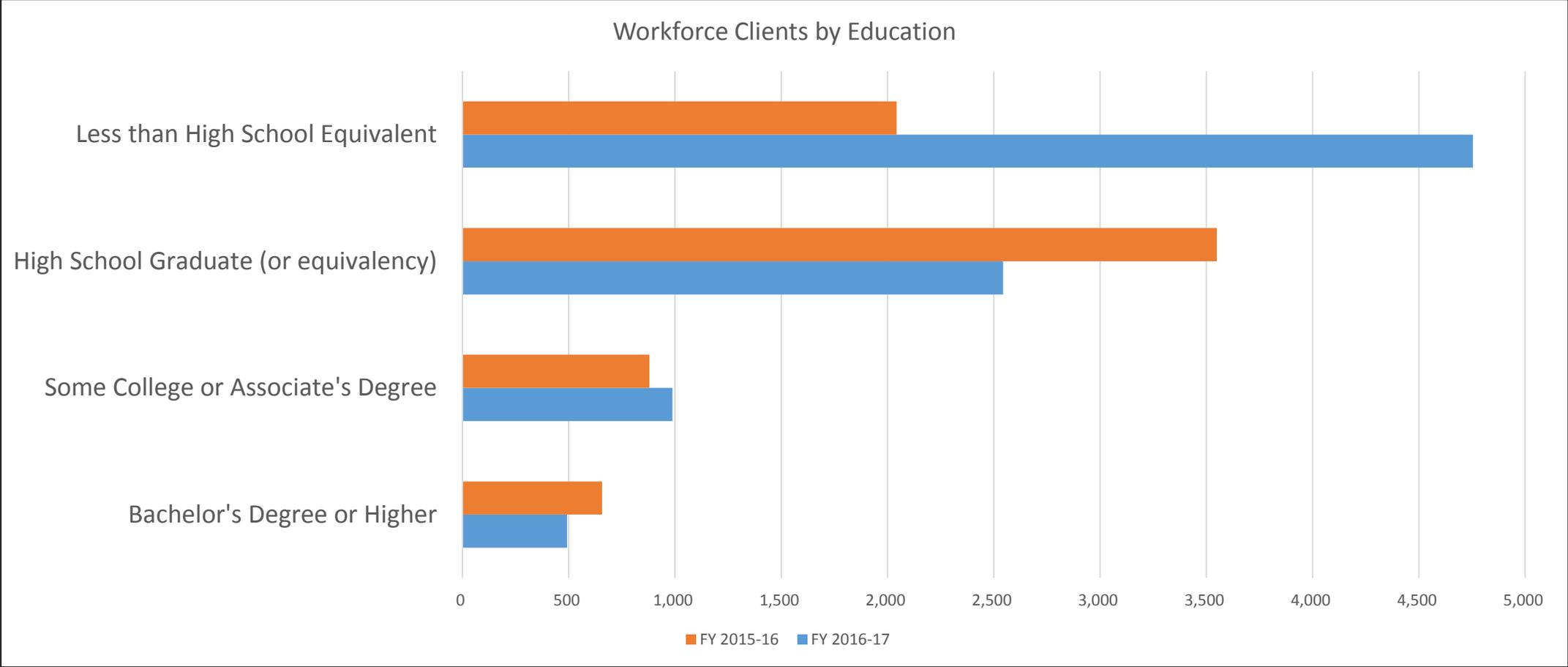


System Clients by Gender Identity

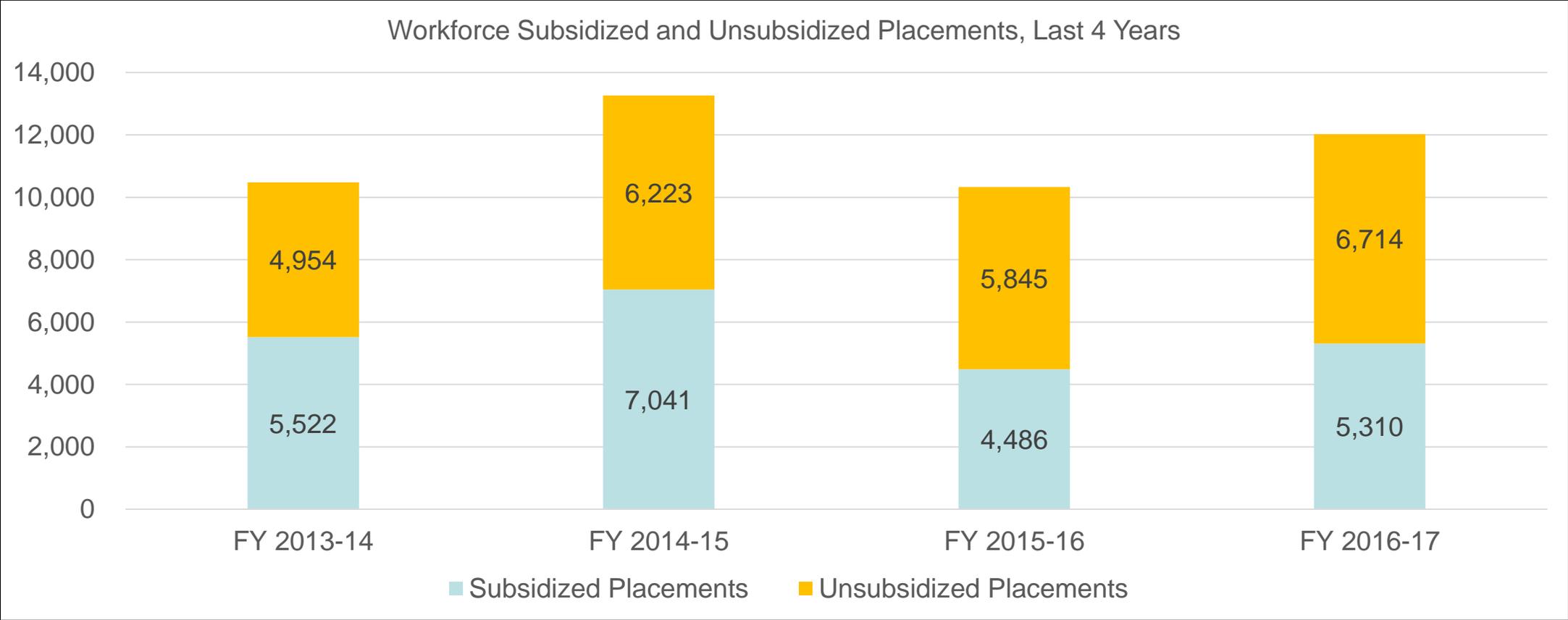
Workforce Clients by Gender Identity (FY 16-17)



Clients by Educational Attainment



Placement Outcomes



	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Total Clients Served	41,571	35,046	33,805	30,505
Unsubsidized Placements	4,954	6,223	5,845	6,714
Percentage	11.9%	17.8%	17.3%	22.0%

Next Steps

- **Continuous Improvements for FY 17-18 Inventory**
 - Follow up dialogue with departments
 - More nuanced outcomes tracking
 - Retention (leveraging other source)



Regional & Local Plan Update



Amabel Akwa-Asare
Workforce Investment of San Francisco Board
September 13, 2018

Background

- **Regional and Local WIOA Plans, 2017-21**

- *Required by Workforce Innovation and Opportunity Act (WIOA)*
- *California Workforce Development Board (CWDB) required to submit a plan to Department of Labor for WIOA compliance*
- *Regional and Local Boards submit to State Board (Plans were submitted in March 2017 and are available on OEWD's website)*

- **State Policy Objectives, 2017-21**

- *Fostering demand-driven skills attainment.*
 - *Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.*
- *Enabling upward mobility for all Californians.*
 - *Including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.*
- *Aligning, Coordinating, and Integrating Programs and Services*
 - *To economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.*

Local Plan priorities

- **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
- **Priorities:**
 - *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. Use technology solutions where appropriate.*
 - *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.*
 - *Increase access to workforce services for populations underserved by the workforce system.*
 - *Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers.*
 - *Streamline and align policy and administration across multiple funding sources.*
 - *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.*
 - *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 recipients of public assistance, public housing residents, ex-offenders, transitional age youth (TAY), and English language learners.*
 - *Support local government and private sector succession planning efforts through targeted skill building programs aligned with job vacancy projections.*
 - *Equipped with the most current labor market analysis, meet the workforce needs of growth sectors within the local and regional economy.*

Regional Plan priorities

- **Focus:** Aligning educational and training programs with regional industry sector needs (“regional sector pathways”)
- **Bay-Peninsula Regional Planning Unit (RPU):**
 - 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
- **Sectors:**
 - Healthcare
 - Construction
 - Tech
 - Advanced Manufacturing
- **Priorities/Strategies:**
 - Information sharing; exchange of promising practices and challenges.
 - Engage in shared employer outreach and engagement; e.g. hold regular sector-based roundtables with employers.
 - Coordinate with economic development entities across the region.
 - Discuss pathways for regional workforce clients to access key training and other workforce services regardless of where they live.

Why are plans being updated?

- WIOA requires biennial updates of state, regional, & local plans to ensure plans remaining current and account for changes in labor market and economic conditions and in other factors affecting implementation.
- CWDB has made changes to the State Plan which require that Local Boards update their plans to keep consistent with the policy direction of the State Plan
- New state level partnerships
 - California Department of Social Services (CDSS), the County Welfare Directors Association (CWDA), and the California Workforce Association (CWA) with the goal of improving labor market outcomes for all recipients of CalFresh.
 - California Department of Child Support Services (DCSS) with the goal of improving labor market outcomes for unemployed, underemployed, and payment-delinquent non-custodial parents.
 - Updated Dept. of Rehabilitation partnership agreement which includes new language about how workforce, DOR, and additional Competitive Integrated Employment (CIE) partners will collaborate to create more CIE opportunities for Californians with intellectual and developmental disabilities.
 - California Department of Corrections (CDCR), the California Prison Industry Authority (CALPIA), and the California Workforce Association (CWA), with the goal of improving labor market outcomes of the state's formerly-incarcerated population.

Required components for the Local Plan update

In 10 pages or less describe:

- Coordination of services for CalFRESH recipients
- Coordination of services with local Child Support Agency
- Strategies to enhance Competitive Integrated Employment
- Services for English language learners, the foreign born and refugees

Required components for the Regional Plan update

In 10 pages or less describe:

- Required regional self-assessment using Indicators of Regional Coordination and Alignment
- Compliance with state requirements pertaining to Multi-Core Craft Curriculum (MC3) pre-apprenticeship partnerships
- Efforts to align, coordinate, and integrate reentry and workforce services for the formerly incarcerated and other justice-involved individuals

Prison to Employment Program Initiative

• Background

- \$37 million statewide initiative to build a regional prison to employment pathway
- Closely aligned with regional plan update
- Grants will be distributed to RPUs through competitive procurement
 - Phase 1
 - \$150,000 Planning grant will be released in October 2018 (Bay-Peninsula Region Lead: NOVA)
 - Planning for Phase II application (leveraging existing programs and partnerships as “shovel-ready projects and planning new initiative with re-entry stakeholders)
 - Phase 2:
 - Funding for individual regions contingent on strength of Phase II application in regards to demonstrated need and responsive projects (Bay-peninsula estimate \$ 1-3 million)
 - RFP will come out in October 2018 and proposals will be due in March 2019
 - 2 year implementation from time of project approval

Timeline

DATES	Regional and Local Plan Activities
August – November 2018	Stakeholder engagement for local, regional, and mandated partners. Coordination with regional planning unit (RPU) for self-assessment.
November – December 2018	Draft plan modifications based on stakeholder engagement and coordination with RPU.
October 2018 – March 2019	Planning Phase for regional Prison to Employment grant. (Implementation proposals due March 2019)
December 5, 2018	Update Workforce Investment of San Francisco Board (WISF).
January 2019	Public comment on draft plans.
January – February 2019	Incorporate feedback and revision process.
March 2019	Submission to WISF for approval.
March 15, 2019	Final Submission to State CWDB.
April/June 2019	CWDB reviews and provides feedback (approval or conditional approval).
August 1, 2019	Final Submission to CWDB (with signatures from Chief Elected Officials)



Public Comment on Non-Agenda Items



September 13, 2018



Meeting Adjourned



September 13, 2018