

Citywide Workforce Development Plan, FY 2017-2022



**Workforce Community Advisory
Committee (WCAC) Meeting
February 21, 2017**

Citywide Plan Timeline

- Alignment Committee Meeting, February 23
- Finalize Citywide Plan based on stakeholder feedback
- Submit to WISF for review and comment, March 9
- Make additional edits based on WISF feedback
- Submit to Board of Supervisors, TBD

Economic Overview

- City is at “full employment” – less than 20,000 residents looking for work, but 79,000 in poverty between the age of 18 and 64 – an estimated 40,000 disengaged from the labor market;
- Controller’s Office forecasts a hiring slowdown, not necessarily recession, over the next five years;
- Construction and utilities infrastructure development can continue to spur livable wage job opportunities in the near-term, including end-use jobs;
- Remaining jobseekers are more likely to be TAY, older adults, African-American, Hispanic or Asian/Pacific Islander, immigrants, limited English proficient, and have less than a college degree; and
- Finding opportunities for lower skilled workers requires a regional approach – Alameda and San Mateo counties.

Workforce System Overview

- \$100 million investment in FY 2015-16, but less demand for services compared to previous two years;
- Continuing to serve a large number of people from Bayview Hunter's Point, Excelsior and Visitacion Valley;
- Serving large numbers of non-white clients (89%) and clients with a high school degree or less (79%); and
- City Workforce Services Inventory data is still too inconsistent to draw meaningful conclusions about client populations and service quality.

An aerial photograph of a city skyline, likely San Francisco, with various buildings and streets. A large yellow rectangle is overlaid on the left side, and a grey rectangle is overlaid on the right side. The text is centered within these rectangles.

RECOMMENDATION

#1:

**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.

Draft Recommendation #1: Adopt the Workforce Transit Map as a representation of local government's role in the system

- Serves as our starting place for operationalizing the work of the Alignment Committee and broader stakeholder community;
- Affirms the workforce development system's commitment to unsubsidized employment placements and career tracks with upward mobility; and
- Provides a tool for identifying how programs across departments can collaborate to move clients through the system.

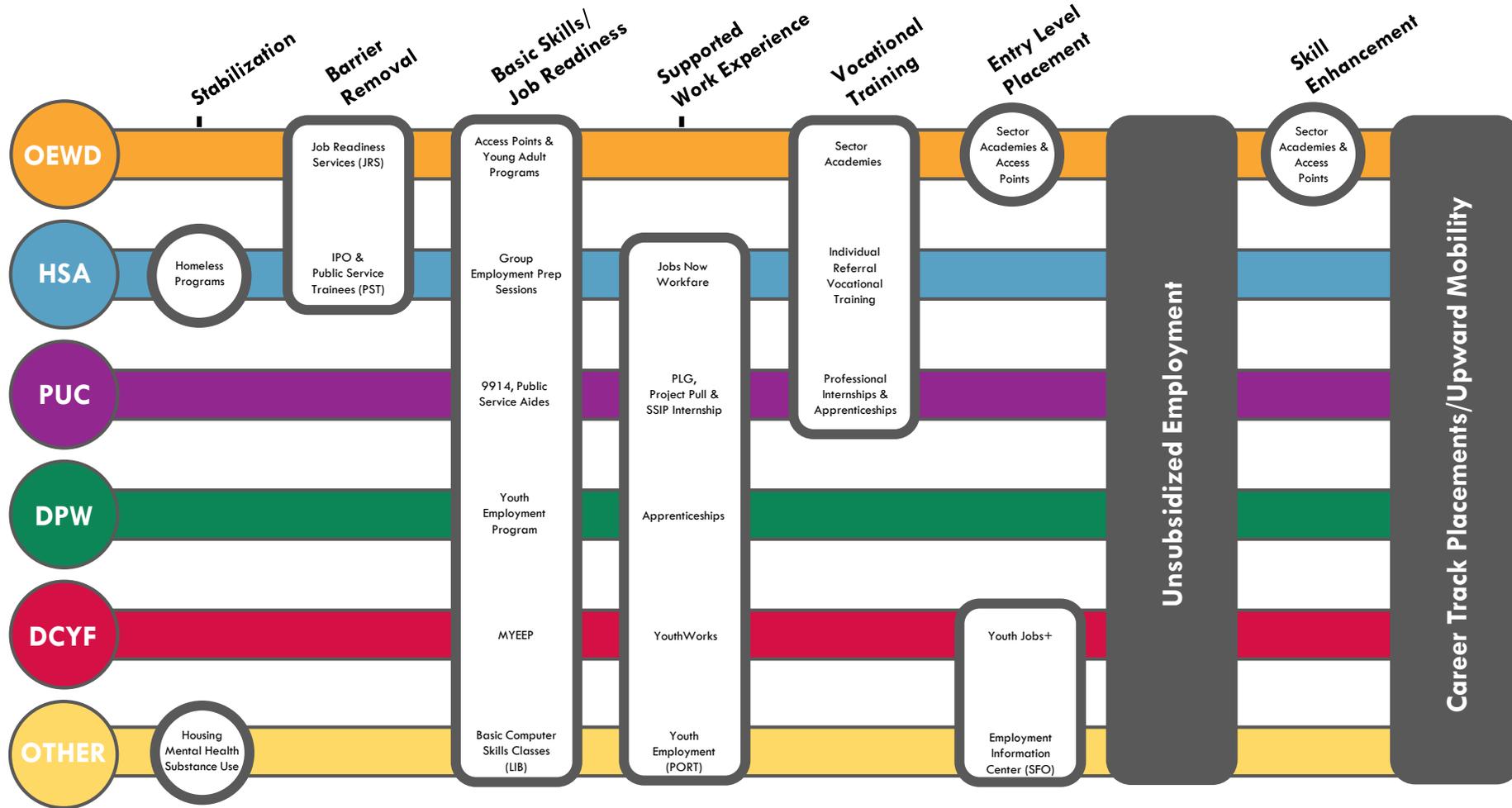
Previous Recommendation(s) Included:

- Develop tools and partnerships to measure system success by unsubsidized employment placements.

THE WORKFORCE TRANSIT MAP

How Clients Move through San Francisco's Workforce Development System

PRELIMINARY DRAFT



Recommended Action(s)	Estimated Impact	Budget Request	Proposed Timeline
<p>Convene a working group of the Alignment Committee to further develop the Workforce Transit Map to present for adoption.</p>	<p>An agreed-upon visual representation of local government's role in the system.</p>	<p>\$0.00</p>	<p>Complete by April 30, 2017</p>
<p>Formal adoption of the Workforce Transit Map by all members of the Alignment Committee.</p>	<p>A unifying vision of the workforce development system.</p>	<p>\$0.00</p>	<p>Complete by June 30, 2017</p>
<p>Convene a working group of the Alignment Committee to identify programs that could serve as client milestones and 'transfer stations' along the pipeline.</p>	<p>An understanding of how programs can work better together to move clients along the pipeline.</p>	<p>\$0.00</p>	<p>Complete by September 30, 2017</p>
<p>TOTAL BUDGET</p>		<p>\$0.00</p>	

An aerial photograph of a city skyline, likely San Francisco, with various buildings and a park area in the foreground. A large red rectangle and a grey rectangle are overlaid on the image, containing text.

RECOMMENDATION

#2:

**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.

Draft Recommendation #2: Build data sharing infrastructure across City workforce development departments

- City departments need to be using the same terminology and collecting the same core data elements that allow for client tracking and program evaluation;
- Meaningful collaboration between programs and departments is not possible without a coordinated client entry and exit system; and
- A universal client management system would reduce service providers' reporting time, meaning more time and resources for clients.

Previous Recommendation(s) Included:

- Increase the use of available technologies and mobile platforms to make services more accessible and better support clients.
- Standardize data collection and reporting across all City workforce development programs and departments.

Recommended Action(s)	Estimated Impact	Budget Request	Proposed Timeline
Starting with an initial conversation between HSA, DCYF and OEWD, convene a joint working group of the Alignment Committee and nonprofit service providers to draft a common set of data elements that would allow system stakeholders to track clients at any point in the pipeline.	An agreed-upon set of common data elements that community-based organizations can collect and City departments can use for reporting and evaluation purposes.	\$0.00	Completed by April 30, 2017
Formal adoption of common data elements by all members of the Alignment Committee; these data elements will be collected and analyzed as part of the next City Workforce Services Inventory.	Five largest workforce development departments collect the same core data.	\$0.00	Completed by June 30, 2017
Connect the Human Services Agency's Salesforce GovCloud system with the Office of Economic and Workforce Development's Jobs Portal.	Pilot data sharing between workforce development departments.	\$0.00	TBD
Convene a working group of the Alignment Committee to review unique client data reporting requirements and needs (e.g. OEWD's WIOA performance reporting requirements).	Discovery of challenges and opportunities with a shared client management system.	\$0.00	TBD
Based on findings from the working group on client data reporting requirements and needs, submit a budget request to expand the capacity and connectivity of the Jobs Portal.	Ability to track workforce clients from entry to exit; make meaningful referrals; evaluate system success by unsubsidized employment and upward mobility.	TBD	TBD
TOTAL BUDGET		TBD	



RECOMMENDATION

#3:

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.

Draft Recommendation #3: Actively use demand-side relationships and data to guide workforce development programming

- The City and County of San Francisco is the largest local employer and its succession needs could be a major opportunity for local workforce clients;
- City departments may need to change their employer engagement strategies, as traditional services may no longer be meeting employer demand; and
- Workforce development services need to more closely follow investments in economic development, especially where the City has leverage to mandate local hiring criteria.

Previous Recommendation(s) Included:

- Leverage and build the capacity of existing training and placement programs to meet the City's succession planning needs.
- Deepen public-private partnerships to better forecast employer demand and develop customized trainings to meet the demand.

Recommended Action(s)	Estimated Impact	Budget Request	Proposed Timeline
<p>Through a public sector working group, convene department heads and human resources specialists from the City departments most impacted by employee retirements, to plan for near and long-term succession needs and strategize use of workforce services.</p>	<p>Increased human resources efficiencies; greater entry and mobility options for jobseekers.</p>	<p>\$0.00</p>	<p>Begin by March 31, 2017</p>
<p>Led by OEWD, interviews, surveys and roundtables of private employers and business associations to assess near and long-term hiring needs and the City workforce development system's value proposition in addressing those needs.</p>	<p>Increased training and placement program efficiencies; greater entry and mobility options for jobseekers; increased private investment in the public workforce system.</p>	<p>\$0.00</p>	<p>Complete by June 30, 2017</p>
<p>Issue a policy brief based on primary stakeholder conversations and case study research, which will cover best practices and outline options for private sector investment into the workforce development system.</p>	<p>Increased private investment in the public workforce system; improved outcomes.</p>	<p>TBD</p>	<p>Complete by August 31, 2017</p>
<p>TOTAL BUDGET</p>		<p>TBD</p>	

An aerial photograph of a city skyline, likely San Francisco, with various skyscrapers and buildings. The image is overlaid with a blue rectangular box on the left and a grey rectangular box on the right, both containing white text. The background is slightly faded to make the text stand out.

RECOMMENDATION #4:

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.

Draft Recommendation #4: Continue to explore efficiencies gained through aligned procurement and shared contracting between City workforce development departments

- Thirty three (33) community-based organizations (CBOs) receive workforce development funding from at least 2 City departments;
- In a number of cases, it appears City departments are contracting the same providers to provide the same or similar services; and
- Duplicated services mean lower rates of return on investments, increased administrative effort for the City and for CBOs, and less CBO staff time with clients.

Previous Recommendation(s) Included:

- City departments to explore, articulate and execute shared procurement and shared contracting opportunities.

Recommended Actions	Estimated Impact	Budget Request	Proposed Timeline
<p>Coordinated by OEWD, the largest City funder will lead working groups to identify and measure overlap in contracts with CBOs receiving workforce funds from three or more City Departments. Where applicable, amend scopes of work to ensure consistent program outcomes and other service delivery or reporting language.</p>	<p>Potential cost savings and maximized resources.</p>	<p>\$0.00</p>	<p>Complete by May 31, 2017</p>
<p>Align planning processes through shared procurement schedules and strategies.</p>	<p>Potential cost savings and maximized resources.</p>	<p>\$0.00</p>	<p>Complete by August 31, 2017</p>
<p>TOTAL BUDGET</p>		<p>\$0.00</p>	

An aerial photograph of San Francisco, showing a dense urban landscape with various buildings, streets, and green spaces. A large purple rectangular box is overlaid on the left side of the image, containing white text. The background shows a mix of modern high-rise buildings and older, lower-rise structures. The sky is overcast with light clouds.

RECOMMENDATION

#5:

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.

Draft Recommendation #5: Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery

- Economically vulnerable populations, including TAY, older adults and English Language Learners, will continue to rely on workforce services to reach economic security;
- Serving populations with employment barriers requires a consistent feedback loop between funders, providers and employers; and
- Recent collaboration between HSA, DCYF and OEWD regarding youth workforce programming provides a blueprint for how to address the specific needs of vulnerable populations.

Previous Recommendation(s) Included:

- Collaborate across City departments and service providers to create a clear pipeline for the economically vulnerable and those with employment barriers.
- Develop a pipeline between youth workforce development programs and adult programs to ensure youth have continued support.

Recommended Action(s)	Estimated Impact	Budget Request	Proposed Timeline
<p>Convene monthly Alignment Committee meetings to reach a common understanding of how workforce programs can work in tandem to specifically address the needs of the economically vulnerable and those with employment barriers. Invite relevant stakeholders, such as HOPE SF, as appropriate.</p>	<p>A list of operational steps to strengthen connections between programs to better support vulnerable clients.</p>	<p>\$0.00</p>	<p>Begin by May 31, 2017</p>
<p>Actions associated with Recommendation #1.</p>	<p>An understanding of how programs can work better together to move clients along the pipeline.</p>	<p>\$0.00</p>	<p>Complete by September 30, 2017</p>
<p>Actions associated with Recommendation #2.</p>	<p>Ability to track workforce clients from entry to exit; make meaningful referrals; evaluate system success by unsubsidized employment and upward mobility.</p>	<p>TBD</p>	<p>TBD</p>
<p>TOTAL BUDGET</p>		<p>TBD</p>	

Letter from the WCAC

Goals of the Letter:

- Explain the role of WCAC in developing the Plan;
- Voice commitment to Plan recommendations; and
- Describe current opportunities and challenges facing nonprofit service providers and their clients.

Draft Letter from the WCAC

Dear Colleagues:

As directed by Chapter 30 of the San Francisco Administrative Code, our Workforce Community Advisory Committee (WCAC) serves in an advisory capacity to Workforce Investment San Francisco (WISF) and the Committee on City Workforce Alignment ("Alignment Committee") on workforce development system priorities, client needs and services.

We bring a valuable perspective to the City's strategic planning conversations regarding workforce development: that of trusted nonprofit partner and direct service provider with an intimate knowledge of local residents' barriers to employment. At a time when unemployment is at historic lows in the City, we have a unique insight into the system's challenges to upskill and gainfully employ residents who have not prospered from San Francisco's recent economic growth.

At recent WCAC meetings, starting in the fall of 2016, our members have discussed strategies needed for the continued improvement of the City's workforce development system. We agree with the recommended strategies, actions and data outlined in this Plan and find that they are very useful – they reflect a system that requires a diverse set of tools and partnerships to appropriately serve constituents of different backgrounds, challenges and goals.

To meet the needs of our most vulnerable local residents, all system stakeholders must have:

- Convenient access to tools, resources and services;
- Laddered, contextualized goals and objectives for client development;
- Coordinated service options that incentivize and maintain engagement, no matter how long it takes for client goals to be reached;
- Strategies and tools for measuring both short and long-term client success, including livable wages and job retention;
- Coordinated funding and reporting requirements to maximize system investments; and
- Strategies aligned with employer and sector demand to create real opportunities for residents, including:
 - A commitment from the City to prioritize the hiring of successful graduates from workforce development programs; and
 - A commitment from corporate and private businesses to partner with nonprofits to create successful pathways and workforce development programs.

Nonprofit service providers play a critical role in San Francisco's workforce development system. We look forward to strengthening our partnerships with the City and County of San Francisco to act on the recommendations outlined in this Plan. Together we can ensure that all local residents have access to sustainable career pathways that allow them to live in the city, care for their children and be stewards of their community.

In partnership,

The Workforce Community Advisory Committee (WCAC)



Questions? Next Steps?

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