



Strategy Framework for Workforce RFP 122 and Local Planning Workforce Investment San Francisco December 9, 2020

AGENDA

- OEWD Planning Context
- Proposed RFP Timeline
- What We Have Learned & What We are Thinking
- Summary of RFP Framework
- Discussion



OEWD WORKFORCE PLANNING CONTEXT

Our Workforce Division funds a range of services which prepare and train San Franciscans for career pathways and 21st century jobs.

We help connect employers with local job seekers in partnership with Community-Based Organizations.

Our workforce strategies are developed in response to:

- The needs of job seekers and employers
- Local and regional economic indicators and available labor market information
- Alignment with local, regional, and state planning
- Available funding



Mayor London Breed kicks off her youth employment initiative, **Opportunities for All**, in October 2018

COVID-19 AND WORKFORCE DEVELOPMENT

SF Unadjusted Unemployment Rate		
SF County	Unemployment	Rate
Oct 2019	11,600	2.00%
Nov 2019	11,500	1.90%
Dec 2019	11,300	1.90%
Jan 2020	13,400	2.30%
Feb 2020	13,200	2.20%
Mar 2020	17,500	3.00%
Apr 2020	69,400	12.60%
May 2020	69,400	12.60%
Jun 2020	71,100	12.50%
Jul 2020	62,700	10.90%
Aug 2020	49,800	8.80%
Sep 2020	47,500	8.40%
Oct 2020	40,100	6.90%

Source: California EDD, US Bureau of Labor Statistics

- San Francisco workers and businesses continue to be impacted by the serious economic challenges presented by the COVID-19 pandemic.
- OEWD and its community and labor partners have fully engaged to meet the needs of displaced workers and vulnerable community members during this crisis in preparation for our recovery.
- Mayor Breed and the Board of Supervisors have invested resources into our Fiscal Year 2020-2021 budget intended to **support unemployed San Franciscans** during this crisis, **address persistent employment inequities**, and **emerge from the pandemic even stronger**.

SF ECONOMIC RECOVERY TASK FORCE

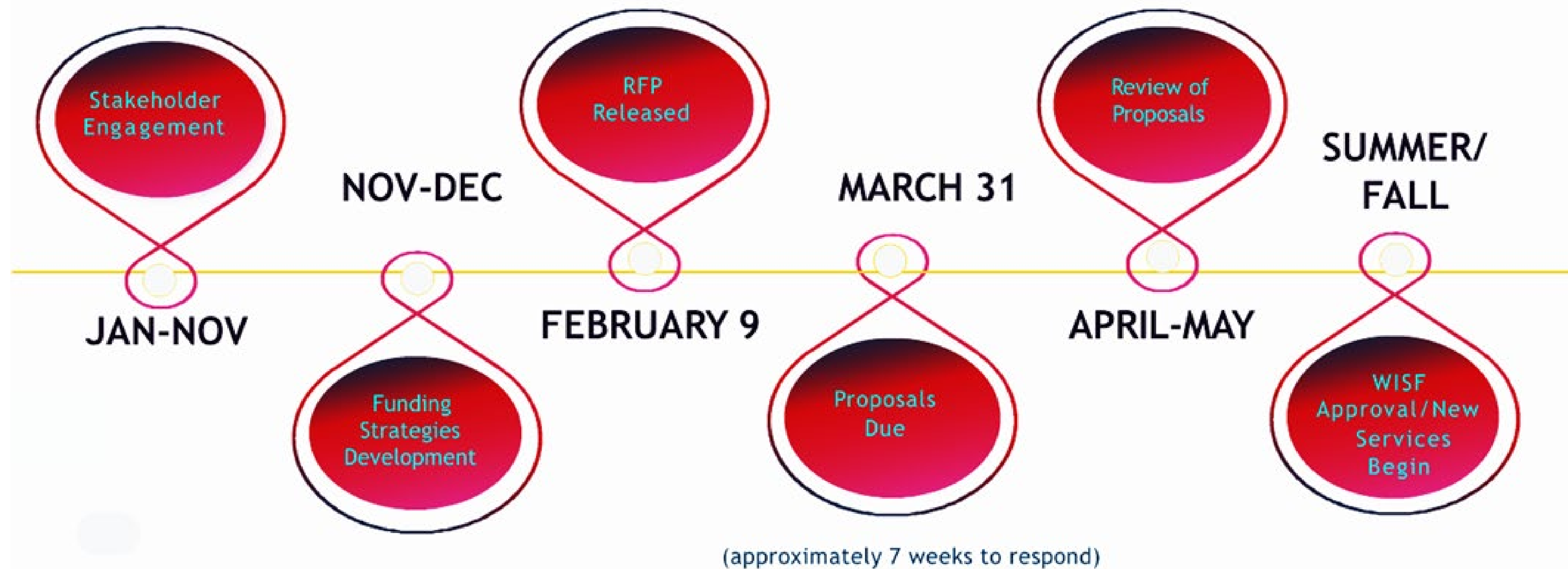


Workforce Development Recommendations

- 2.1 Centralize the City's workforce development programs
- 2.2 Provide culturally competent, accessible job training with career connections for marginalized and laid-off workers, particularly ACHE sector workers
- 2.3 Strengthen implementation of the First Source Hiring policy
- 2.4 Expand subsidized employment and hiring program – JobsNOW! and arts-specific

www.onesanfrancisco.org/covid19

PROPOSED RFP TIMELINE



STAKEHOLDER ENGAGEMENT

Community Members

- Workforce Community Listening Sessions
- Community Surveys and Forums
- OEWD Budget Meetings

Service Providers

- Service Provider Convenings
- Community Coalition Meetings
- OEWD "Coffee & Connections"

Employer and Labor Partners

- Employer Roundtables
- Sector-Specific Planning Meetings
- Labor Council & Building Trades Council Sessions

Local Partners

- WIOA Core Partners
- Other City Departments

SHAPE OUR WORKFORCE PROGRAMS

Virtual Community Listening Sessions

Hosted by OEWD



BE PART OF THE SOLUTION

Your perspective is critical. We want your input on how the City can support jobseekers and provide **jobs, training, and career opportunities for all.**

Upcoming Listening Sessions:
November 10 at 12:30 PM
November 18 at 4:30 PM

 SAN FRANCISCO
OFFICE OF ECONOMIC &
WORKFORCE DEVELOPMENT

WHAT WE HAVE LEARNED

- We have a robust network of service providers.
- Sector programming continues to provide a range of entry and mid-level opportunities into targeted industries.
- We are reaching many job seekers, but:
 - many San Franciscans are being left out.
 - more support is needed for job seekers to reach self-sufficiency.
 - we need to develop stronger pathways into careers and sustainable wages.
- We need to better align with other City departments that are funding workforce services.



Mayor Breed with participants at OEWD's August 2019 Job Fair for Older Adults and Job Seekers with Disabilities

WHAT WE ARE THINKING

I. EXPAND SKILLS AND REACH

- Continue to focus on our four priority sectors, but adapt to current economic conditions and:
 - explore additional occupational trainings
 - increase short-term industry-certification opportunities
 - broaden our employer reach
 - expand skill-advancement training, apprenticeship opportunities and “Learn & Earn” models
- Create stronger linkages for young adults to enter sector and “next step” skills training
- Strengthen services for San Franciscans with heightened workforce needs



A CityBuild apprentice receives hands-on training

WHAT WE ARE THINKING

II. MORE PATHWAYS, DEEPER ASSISTANCE

- Continue to invest in programs that enhance language access
- Offer more support for job retention and advancement
- Enable service providers to offer deeper and longer-term assistance to job seekers through multi-year grants
- Provide services to support digital competency and financial empowerment
- Continue to work towards a unified and seamless citywide workforce development system

“A workforce system grounded in equity.”



PRINCIPLES OF EMPLOYMENT EQUITY - PREAMBLE

Employment Equity ensures that OEWD's programs and services do not disadvantage or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, disability, sexual orientation, immigration status, country of origin, language, or justice system involvement.

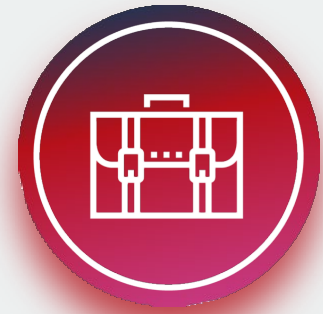
We acknowledge the intersectionality of each of these characteristics, particularly race, which disproportionately affects access and opportunity for each of these groups.

OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many San Franciscans.

Every resident of San Francisco deserves the opportunity to achieve employment and economic success. Our goal is a skilled and equipped workforce that reflects the diversity and assets of all of the City's residents.

SUMMARY OF RFP FRAMEWORK

CITYWIDE JOB CENTERS
neighborhood & specialized



ADULT PROGRAMS

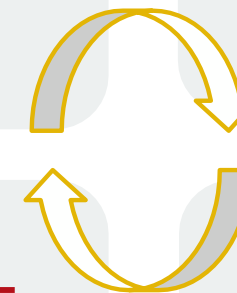
- Job search assistance
- 1:1 support
- Soft skills
- Supportive services

PREPARING TOMORROW'S WORKFORCE
to compete in San Francisco's job market



YOUTH/YOUNG ADULT PROGRAMS

- Career search
- Job preparation
- Subsidized employment opportunities



SKILLS TRAINING & EMPLOYMENT ASSISTANCE
industry-recognized, in strong sectors



SECTOR TRAINING

- Construction
- Healthcare
- Hospitality
- Technology

CONNECTING LOCAL TALENT
with local employers



BUSINESS SERVICES

- Hiring events
- Layoff assistance
- Job Promotion

OEWD WORKFORCE BUDGET OVERVIEW

BUDGET

PROGRAM AREA	FY 2019-2020	FY 2020-2021	change from 2019-2020
Adult Programs	7,361,230	7,428,614	67,384
Youth/Young Adult Programs	2,749,096	2,123,996	(625,100)
Sector Training			
<i>CityBuild</i>	4,208,477	3,595,454	(613,023)
<i>TechSF</i>	1,904,000	1,664,000	(240,000)
<i>Health Care Academy</i>	1,500,000	1,438,293	(61,707)
<i>Hospitality Initiative</i>	1,675,000	1,650,000	(25,000)
Opportunities for All	1,130,000	2,630,000	1,500,000
Black Community Investment Funding	-	21,000,000	21,000,000
Board Addbacks	-	2,520,000	2,520,000
Total	20,527,803	42,565,357	22,037,554

WHERE THE WORK IS

SF Metro District (SF+San Mateo Counties)

Industry	February 2020	October 2020	Change Since Feb	% change since Feb
Leisure & Hospitality	147,900	103,000	-44,900	-30.4%
Trade, Transportation & Utilities	152,700	137,100	-15,600	-10.2%
Nonprofits & Personal Services	72,200	65,200	-7,000	-9.7%
Technology	156,400	142,500	-13,900	-8.9%
Government	132,300	121,100	-11,200	-8.5%
Educational & Health Services	150,200	140,000	-10,200	-6.8%
Manufacturing	38,700	36,100	-2,600	-6.7%
Professional & Business Services	213,700	207,800	-5,900	-2.8%
Construction	41,800	41,200	-600	-1.4%
Financial Activities	86,900	89,500	2,600	3.0%
Total	1,192,800	1,083,500	-109,300	-9.2%

1. ADULT PROGRAMS

Assisting job seekers and employers to access to San Francisco's workforce system through a menu of virtual and on-site employment and education services

Comprehensive Job Center

- Serving as the central hub to San Francisco's workforce services, providing coordinated access to the services of OEWD's core partners

Neighborhood Job Centers

- Strategically located in isolated neighborhoods or those experiencing high rates of unemployment to provide an array of individualized workforce services, including pipeline-building strategies that connect to job centers and sector training

Specialized Job Centers

- Serving specific target populations with customized career services that respond to a unique set of participant needs to help them transition into the workforce

2. YOUTH/YOUNG ADULT PROGRAMS

Assisting young adults to access San Francisco's workforce system through a menu of virtual and on-site employment and education services

Young Adult Job Centers

- Offering a variety of workforce, education, barrier-removal, and wrap-around supportive services to assist young adults in achieving economic stability and general well-being

Opportunities For All Programs

- Providing access to career exploration, job readiness, mentorship opportunities, and paid internships to our most vulnerable young adults

Young Adult Subsidized Employment

- Providing subsidized employment opportunities and support to gain valuable work experience and employer connections to bridge into industries that provide career pathways

RAMP (Reconnecting All through Multiple Pathways)

- Allowing disconnected young adults to get on track towards a career pathway through a combination of education, skills training, and work experience in an intensive bootcamp model

3. SECTOR WORKFORCE PROGRAMS

Providing employment services and sector-specific training leading to industry-recognized credentials in growing industries in the City, in partnership with community-based organizations, educational institutions, labor Unions and employers

Sector Coordinator

- Manage and coordinate the fundamental activities and services to educate and connect job seekers to sector employment and training opportunities

Sector-Specific Training

- Delivers industry recognized training with credentials, certifications or degrees that prepare unemployed, underemployed, and low-wage workers that lead to training-related employment or career advancement opportunities

On-Ramp Programs

- Deliver sector foundational learning, career exploration and work-based learning opportunities to expose job seekers to industries, with a particular focus on employment equity

SECTOR OVERVIEW: TECHNOLOGY, HEALTH CARE, HOSPITALITY

TechSF

- Providing multiple entry-points through foundational, entry level and mid-level opportunities for training with integrated work-based learning opportunities, stackable credentials and apprenticeship opportunities

Health Care Academy

- Providing participants the opportunity to learn or upskill the knowledge, skills, and certifications needed to achieve their clinical and non-clinical career goals, while supporting the industry's new and existing workforce with new career pathway opportunities

Hospitality Initiative

- Shifting primary focus in the short-term to respond to current labor market conditions and respond to the immediate needs of displaced workers and continue to engage with labor and employer partners to help address the overall industry needs

SECTOR OVERVIEW: CONSTRUCTION

Construction training and services operated in partnership with labor unions, apprenticeship programs, community-based organizations, construction contractors, educational partners, and City agencies

CityBuild Academy & Special Training

- Full-time, hands-on pre-apprenticeship training that prepares candidates for a successful career in construction industry through union trade apprenticeship programs. Through comprehensive classroom and experiential learning and incorporating Multi-Craft-Core-Curriculum (MC3), graduates will obtain industry recognized credentials for employment

Construction Career Development Services

- Retention services to support CityBuild graduates to complete their apprenticeship and advance their professional and personal growth

Construction On-Ramp

- Deliver sector foundational learning, career exploration, work-based learning, and barrier removal services to prepare young adults, justice-involved candidates to join CityBuild

CityBuild Pro

- Full-time training in Professional Services with opportunities for entry to mid-level opportunities in administrative, architectural and engineering and other careers in low carbon economy of the future

SECTOR OVERVIEW: EMERGING INDUSTRIES

Special Projects

- CityDrive: Preparing participants to obtain a Class B license for transportation-related positions in SFMTA or other industry partners
- Advanced Manufacturing: Providing participants with hands-on and experiential learning with the latest manufacturing knowledge, techniques, and certifications needed to work and have a successful career in the industry
- CityGrow: Pre-apprenticeship training for new and existing cannabis industry occupations with career pathway opportunities

Pilot Project Sector Skills Training

- Programming related to high demand industries that have labor market information to validate job demand as well as training or job readiness strategies, formal employer partnerships, and commitment

4. ADDITIONAL PROGRAMS

Business Services – First Source Hiring Coordinator(s)

- Supporting OEWD's implementation of the First Source Hiring Program to connect qualified local job seekers with entry level positions with covered employers. Services may include job seeker outreach, candidate recruitment, including pre-screening for minimum qualifications, and assistance with hiring events

One-Stop Operator

- Leading the coordination of services and providing training and technical assistance to the workforce system's core partners

Database Management

- Maintaining OEWD's Workforce Central Database System, a fully hosted, web-based application for OEWD and its grantees that tracks and reports client data and is integrated with the State of California's API system (CalJOBS)

Pilot Programs

- Developing new program areas and approaches that will enhance the effectiveness of San Francisco's workforce development system, contributing to San Franciscans' ability to maximize their full economic potential and advancing OEWD's employment equity objectives

DISCUSSION

