



Welcome to the Committee on City Workforce Alignment (CCWA) Meeting July 31, 2024

HOSTED BY: THE OFFICE OF ECONOMIC & WORKFORCE
DEVELOPMENT

Housekeeping

▶ Recording

- ▶ Audio, video, and chat will be monitored and recorded.

▶ Audio and Video

- ▶ We respect all participants in this convening today and want to create a safe space for all. By default, all participants will be muted and video is disabled. Video will be on for speakers only.

▶ Public Comment

- ▶ To submit public comment, please select the Chat button at the bottom of your screen and send a message to "Public Comment." You can either put your question in the chat or request to speak.

RAMAYTUSH OHLONE LAND ACKNOWLEDGEMENT

The Committee on City Workforce Alignment acknowledges that we are on the unceded ancestral homeland of the Ramaytush (rah-my- toosh) Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land, and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

Agenda

1. Ohlone Land Acknowledgement, Announcements, & Housekeeping (Discussion Item)
2. Roll Call (Discussion Item)
3. Chair's Welcome (Discussion Item)
4. Adoption of the Agenda (Action Item)
5. Approval of the Minutes from April 24, 2024 Meeting (Action Item)
6. Citywide Workforce Development Plan Submission (Discussion Item)
7. Committee on City Workforce Alignment Meeting Working Groups Updates (Discussion Item)
8. FY 22-23 Citywide Workforce Services Inventory Results (Discussion Item)
9. Opportunities for Partnership and Collaboration (Discussion Item)
10. Public Comment on Non-Agenda Items (Discussion Item)
11. Adjournment (Action Item)



July 31, 2024

Committee on City Workforce Alignment

San Francisco Office of Economic and Workforce Development
www.oewd.org



July 31, 2024

FY 24-29 Citywide Workforce Development Plan Submission

Prepared for
Committee on City Workforce Alignment

San Francisco Office of Economic and Workforce Development
www.oewd.org

Workforce Alignment Ordinance No. 209-22

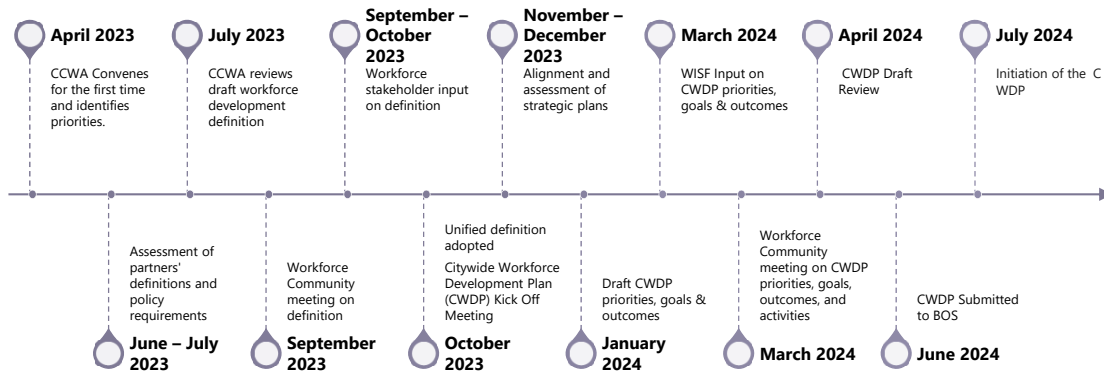
- ✓ **Public body** with City, labor, and community representation
- ✓ Define "**workforce development**" and adopt uniformly
- ✓ **Develop FY 24-29 Citywide Workforce Development Plan:**
 - Integrate Citywide **racial equity policy goals** and benchmarking goals
 - Coordinate resources and decision-making in line with **sector strategy and demand-side analysis**
 - Achieve **client de-duplication** and evaluate **program-level data** to increase effectiveness for measurable success



Committee Members



CWDP Development Process



1

Coordination of Partners' Plans and Priorities



2

Equitably Invest in Workforce Programs for our Most Vulnerable



3

Invest in Workforce Development Across the Life Course



4

Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers



5

Enable Data-Sharing for Better Coordination Between Workforce & Other Systems



<https://shorturl.at/bSZks>

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CITYWIDE WORKFORCE DEVELOPMENT PLAN FY 2024-29

A unified strategy from City departments,
organized labor, community-based service
providers, and residents of San Francisco

Published by
SAN FRANCISCO
OFFICE OF ECONOMIC &
WORKFORCE DEVELOPMENT
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94105
workforce.development@sfgov.org
www.oewd.org

JUNE 30, 2024



July 31, 2024

Committee on City Workforce Alignment Working Groups Updates

Prepared for
Committee on City Workforce Alignment

CCWA Working Group #1: Coordination of Partners' Plans and Priorities

The purpose of this work group is to foster a cohesive and effective workforce development system in San Francisco by strategically coordinating partners' plans and priorities. Through aligning efforts, fostering collaboration among service providers, and implementing best practices, the goal is to create sustainable pathways to employment and career advancement for all San Franciscans, with a particular emphasis on supporting economically vulnerable populations.

	<p>Coordination of Partners' Plans and Priorities</p>
<p>CO-CHAIRS</p>	<p>TBD</p>
<p>WORKING GROUP MEMBERS</p>	
<p>MEETING SCHEDULE</p>	<p>Monthly</p>
<p>COMPLETION DATE</p>	<p>July 2029</p>

GOAL #1: COORDINATION OF PARTNERS' PLANS AND PRIORITIES

Outcome 1.1
Cohesion with and support for partners' existing plans and priorities.

- Promote CBO Cooperation
- Industry-Specific Committees
- Prioritize supportive Services (housing, healthcare, food, and childcare)
- Develop Pipelines by partnering with CBOs, Labor, and Education
- Adhere to SF Policies

Outcome 1.2
Shared understanding of existing services, terminology, and best practices.

- Replicate Success & Best Practices
- Create Best Practice Guide
- Leverage Workforce Inventory
- Learn from Other Cities & Models
- Research Incentives for Workforce Development Engagement
- Promote Skills-Based Hiring

Outcome 1.3
Prioritized lived experience and connection with community.

- Address Needs of Vulnerable Populations
- Prioritize Lived Experiences & Community Connections
- Utilize City as Employer to Enhance Client-Centered Services
- Promote Providers with Lived Experience to Leadership
- Simplify & Standardize Resume/Application Formats

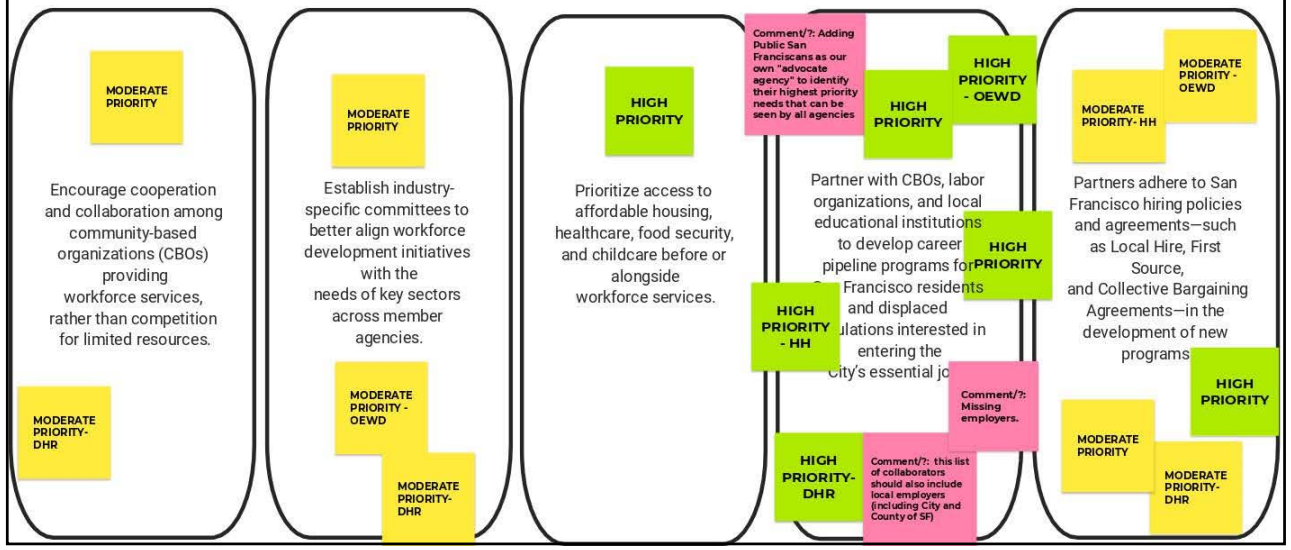
Outcome 1.4
Strong partnerships with CBOs, labor partners, and local educational institutions for career pipeline programs.

- Quarterly Consortiums
- Joint Resource Fairs with CBOs and Libraries
- Expand Partnerships with Educational Institutions
- Develop Toolkits & Resources for Smaller Organizations
- SFUSD Partnership for Skill Development in Key Industries

Outcome 1.1: Cohesion with and support for partners' existing plans and priorities

Comment/?

HIGH PRIORITY	MODERATE PRIORITY	LOW PRIORITY
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GOAL #1 PRIORITIZED ACTIONS

Outcome 1.1
Cohesion with and support for partners' existing plans and priorities.

Partner with CBOs, labor organizations, local educational institutions, and employers to develop career pipeline programs for San Francisco residents and displaced populations interested in entering the City's essential jobs.

Outcome 1.2
Shared understanding of existing services, terminology, and best practices.

Use annual workforce inventory to summarize programming and leverage the process to disseminate service delivery information.

Conduct research to identify and compile workforce development best practices and develop a comprehensive best practices guide based on this research.

Outcome 1.3
Prioritized lived experience and connection with community.

Ensure workforce development programs and services adequately address the specific needs of economically vulnerable populations, such as unemployed, underemployed, and historically excluded workers.

Outcome 1.4
Strong partnerships with CBOs, labor partners, and local educational institutions for career pipeline programs.

Hold quarterly consortiums and joint resource fairs with workforce providers, community organizations, libraries, and other stakeholders to facilitate collaboration, share insights, promote awareness, and enhance access to available services.

CCWA Working Group #2: Equitably Invest in Workforce Programs for our Most Vulnerable

The purpose of this working group is to create an equitable workforce system that empowers our most vulnerable populations, including the unemployed, underemployed, and those historically excluded from the labor market. This is achieved through providing targeted, culturally humble programs and wraparound services that meet people's needs throughout their career journey, supporting their success in workforce programs and fostering improved workforce and economic outcomes.



Equitably Invest in Workforce Programs for our Most Vulnerable

CO-CHAIRS

Tiffany Jackson, Hospitality House
Anthony Bush, HSH

WORKING GROUP MEMBERS



MEETING SCHEDULE

Quarterly

COMPLETION DATE

July 2027

GOAL #2: Equitably Invest in Workforce Programs for our Most Vulnerable

Outcome 2.1: Better workforce and economic outcomes for vulnerable populations.

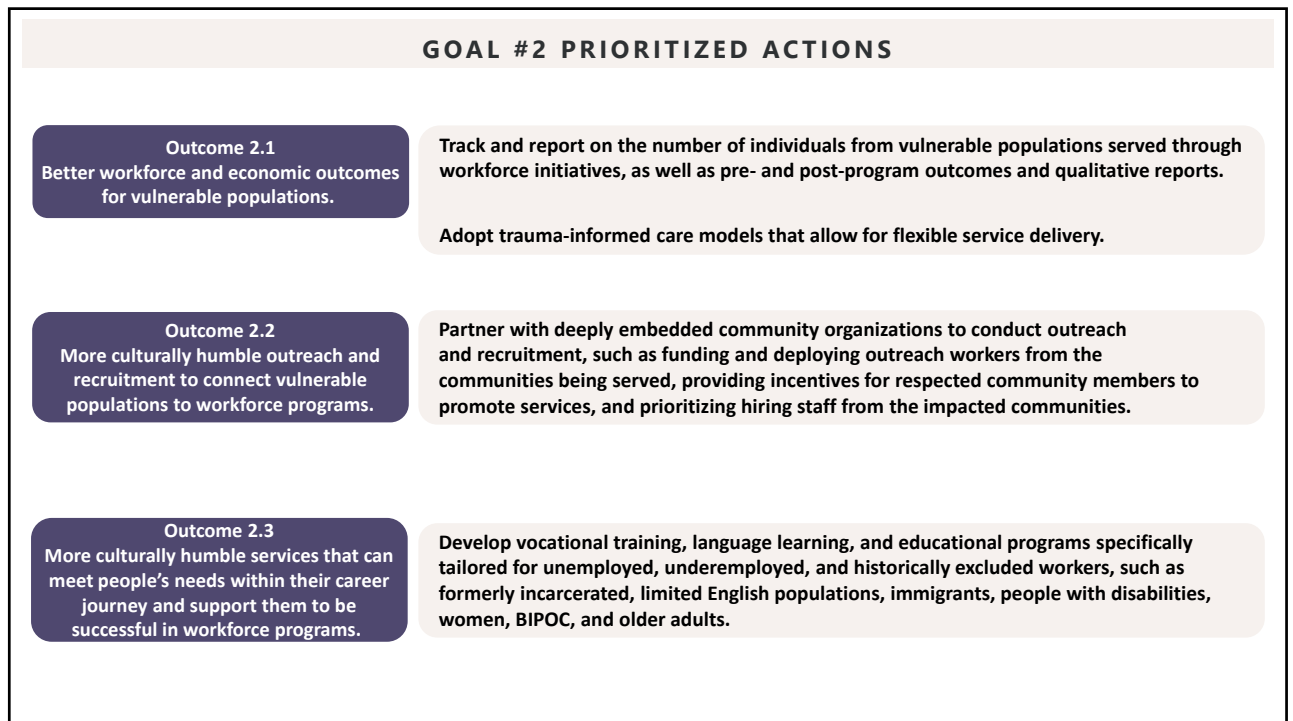
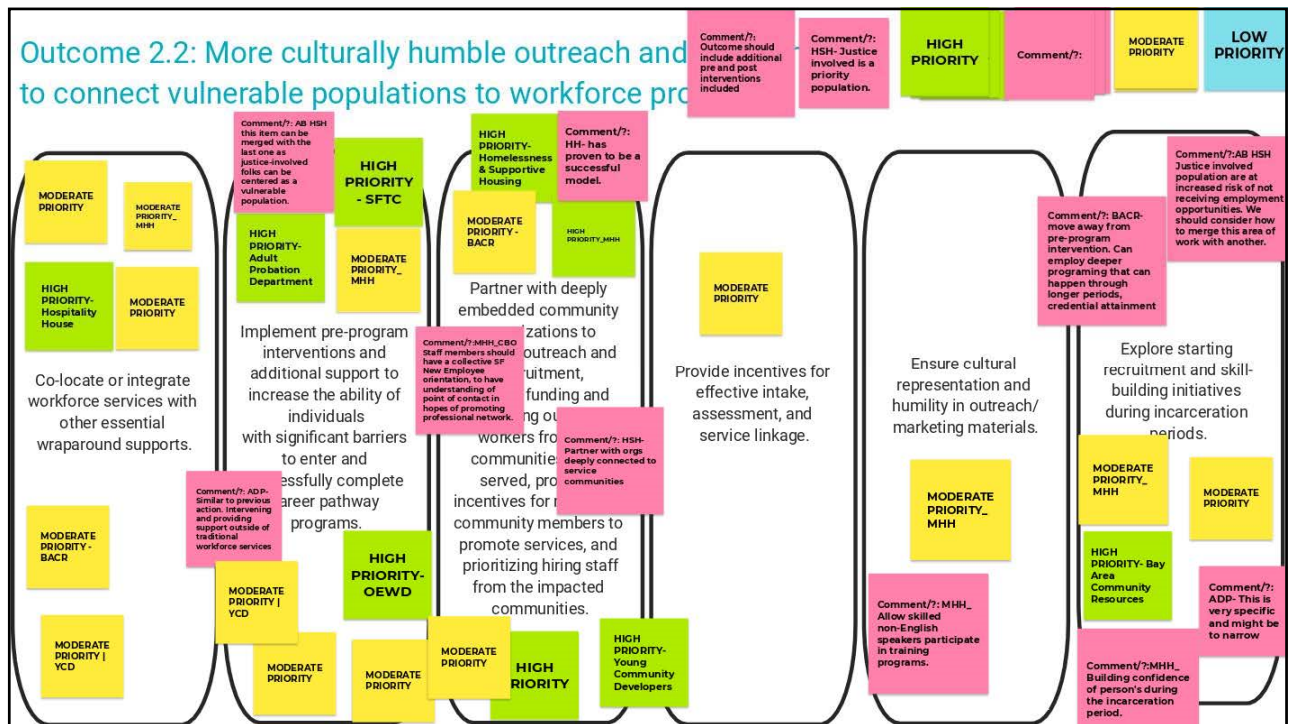
- Define & Understand Vulnerable Groups
- Segmentation Analysis
- Community Input in Identifying Gaps
- Pre/Post Program Data & Qualitative Stories
- Service Monitoring
- Trauma-Informed Care Models
- Cultural Humility Training
- Flexible Delivery
- Inclusive Hiring

Outcome 2.2: More culturally humble outreach and recruitment to connect vulnerable populations to workforce programs.

- Integrated Service Delivery
- Pre-Program Interventions
- Community-Driven Outreach
- Service Linkage Incentives
- Culturally Humble Materials
- Incarceration Period Recruitment

Outcome 2.3: More culturally humble services that can meet people's needs within their career journey and support them to be successful in workforce programs.

- Tailored Training and Programs for unemployed, underemployed, and historically excluded workers
- Special Programs for individuals without right-to-work documentation
- Employment Pathways for Skilled Immigrants
- Enhanced Cultural and Linguistic Competency
- Integrated Language Support
- Specialized Peer-to-Peer Support
- Employment Opportunities for Older Adults
- Individualized Case Management
- Housing Connections for Entry-Level Hires
- Comprehensive Wellness Services
- Barrier Removal: Facilitating access to training and employment.
- Community-Specific Training & Programs: Targeted initiatives for historically Black communities.



CCWA Working Group #3: Invest in Workforce Development Across the Life Course

The purpose of this work group is ensure individuals can access the skills, opportunities, and support needed for meaningful employment and career advancement across their life course. By fostering collaborative partnerships, prioritizing youth and older adult workforce development, and implementing inclusive, client-centered services, this work aims to create a comprehensive workforce system that meets the evolving needs of San Francisco's diverse community.

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Invest in Workforce Development Across the Life Course

CO-CHAIRS

Ruth Barajas, Bay Area Community Resources
Dion-Jay Brooker, Young Community Developers

WORKING
GROUP
MEMBERS



MEETING
SCHEDULE

Quarterly

COMPLETION
DATE

July 2026

GOAL #3: Invest in Workforce Development Across the Life Course

Outcome 3.1
Ensure workforce system meet the needs of individuals across their life course from pre-employment through full retirement.

- Life Course Mapping
- Audience Segmentation & Needs Assessments
- Career Lifecycle Training & Programs
- Work-Life Experience Opportunities
- Inclusive Engagement Practices

Outcome 3.2
Awareness of programs and career options and how to access them.

- Multilingual Program Accessibility
- Door-to-Door and Social Media Outreach
- Community Event Tabling & Success Stories
- Library and School Collaborations
- Expanded Community Outreach
- Partnerships with Educational Institutions, Community Organizations, & Employers
- Career Counseling and Mentorship Programs

Outcome 3.3
Develop additional workforce programs and services to meet community-identified needs.

- Develop coordination process for proposed programs and services.
- Establish resourcing mechanism for proposed programs and services.

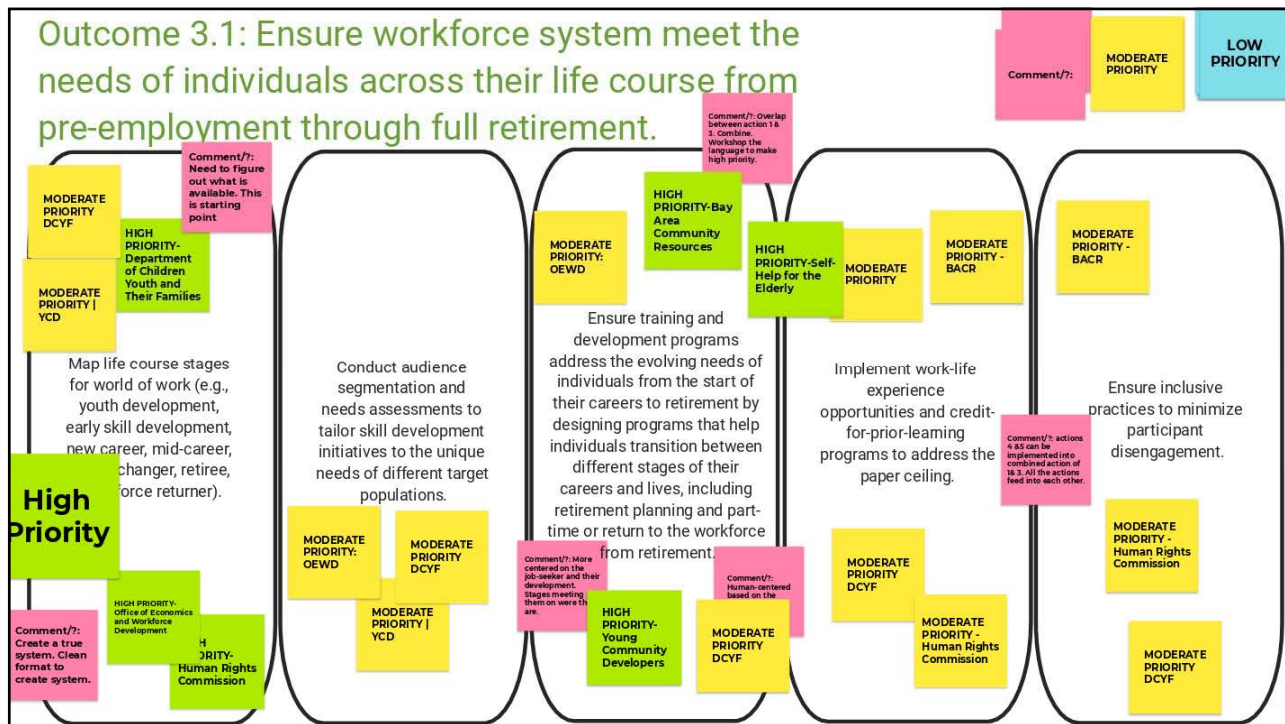
GOAL #3: Invest in Workforce Development Across the Life Course

Outcome 3.4
Provide young people with access to work experience and career opportunities.

- Youth Workforce Program Coordination
- Youth-Focused Financial Literacy
- Youth Mentorship Programs
- Career Exploration Opportunities for Youth

Outcome 3.5
Improve employer engagement in the workforce development system.

- Employer Collaboration and Program Support
- Extended Wage Subsidies for Local Hiring
- Independent Contracting and Business Ownership Education
- Entrepreneurship and LLC Development Pathways
- Specialized Training and Staffing for Small Businesses
- Employer Support Interventions
- Expansion of High-Road Job Partnerships
- Investment in Nonprofit Wages and Career Ladders
- Access to Non-degree Government Jobs
- Connection to Job-Ready Individuals for Shortage Industries
- Succession Planning and Knowledge Transfer



GOAL #3 PRIORITIZED ACTIONS	
<p>Outcome 3.1 Ensure workforce system meet the needs of individuals across their life course from pre-employment through full retirement.</p>	<p>Map life course stages for world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner).</p> <p>Ensure training and development programs address the evolving needs of individuals from the start of their careers to retirement by designing programs that help individuals transition between different stages of their careers and lives, including retirement planning and part-time or return to the workforce from retirement.</p>
<p>Outcome 3.2 Awareness of programs and career options and how to access them.</p>	<p>Expand persistent outreach by providing multilingual materials and support, conducting door-to-door campaigns, utilizing social media, partnering with libraries and schools, and participating in community events to reach a wider audience.</p>
<p>Outcome 3.3 Develop additional workforce programs and services to meet community-identified needs.</p>	<p>Develop coordination process for proposed programs and services.</p>
<p>Outcome 3.4 Provide young people with access to work experience and career opportunities.</p>	<p>Improve coordination among youth workforce programs to identify and address gaps, while reducing duplication of efforts.</p> <p>Incorporate financial literacy education into workforce development initiatives, with a focus on financial empowerment, wealth building, and financial justice.</p>

CCWA Working Group #4: Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

The purpose of this work group is to foster equitable and sustainable career pathways through comprehensive apprenticeship and pre-apprenticeship programs, empowering economically vulnerable populations with the skills, opportunities, and support needed to achieve long-term employment and economic stability.

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Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

CO-CHAIRS:

Bart Pantoja, San Francisco Building and Construction Trades Council

WORKING
GROUP
MEMBERS:



San Francisco
Department of Public Health



Meeting
Schedule:

Monthly

COMPLETION
DATE:

July 2025

GOAL #4: Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

Outcome 4.1: Long-term jobs, skill development, and livable wages for apprentices.

Outcome 4.2: Enhance existing City apprenticeship opportunities.

Outcome 4.3: Clear career pathways, starting with traineeships and fellowships.

Outcome 4.4: Increased employer engagement in apprenticeship.

- Labor Market-Driven Apprenticeships
- Develop Apprenticeships in In-Demand Industries
- Expand Employer Commitment to Apprenticeships
- Program Success Analysis
- Accessibility of Apprenticeships
- Technology and Equipment Provision for Apprentices

- Prioritize City-Funded Apprenticeships for Vulnerable Populations
- Analyze Funding for Apprenticeship Expansion
- Centralize Apprenticeship Coordination
- Increase Awareness of Civil Service Opportunities

- Develop City Workforce Career Pathways
- Peer-to-Peer Support Networks for Alumni
- Career Counseling and Mentorship Programs

- Employer Collaboration and Program Marketing
- Cost-Saving Budget Models
- Tax Incentives
- Financial Rewards and Recognition
- Pre-Apprenticeship Programs for Small Businesses
- Specialized Training and Staffing for Small Businesses
- Community Ambassador Program Standards
- Standards and Resources for Community-Based Apprenticeships



GOAL #4 PRIORITIZED ACTIONS

Outcome 4.1
Long-term jobs, skill development,
and livable wages for apprentices.

Align apprenticeship programs with labor market trends and industry demands, particularly in addressing workforce shortages and uplifting non-traditional apprenticeship sectors.

Develop relevant apprenticeship and vocational opportunities by working closely with unions, public and private school systems, and employers to secure commitments for job placements and continuing education opportunities.

Outcome 4.2
Enhance existing City
apprenticeship opportunities.

Prioritize City-funded and private sector apprenticeships for economically vulnerable populations, ensuring broad support across sectors.

Promote Apprenticeship SF as the centralized hub for coordinating apprenticeship programs, with a specific focus on enhancing awareness of civil service apprenticeship opportunities and building program capacity.

Outcome 4.3
Clear career pathways, starting
with traineeships and fellowships.

Clarify and refine job classifications within City workforce development departments to support both public and private sector apprenticeship programs.

Develop and implement a comprehensive communications plan to raise awareness and support for apprenticeship opportunities across both the private and public sectors.

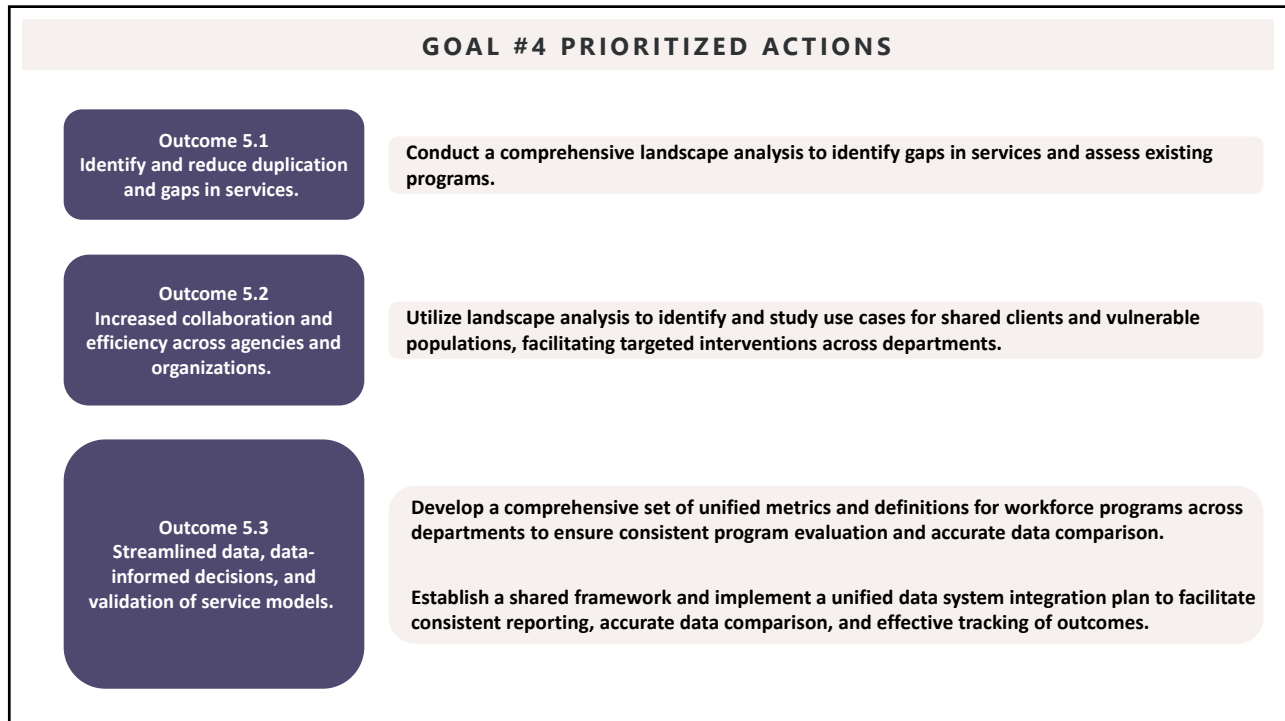
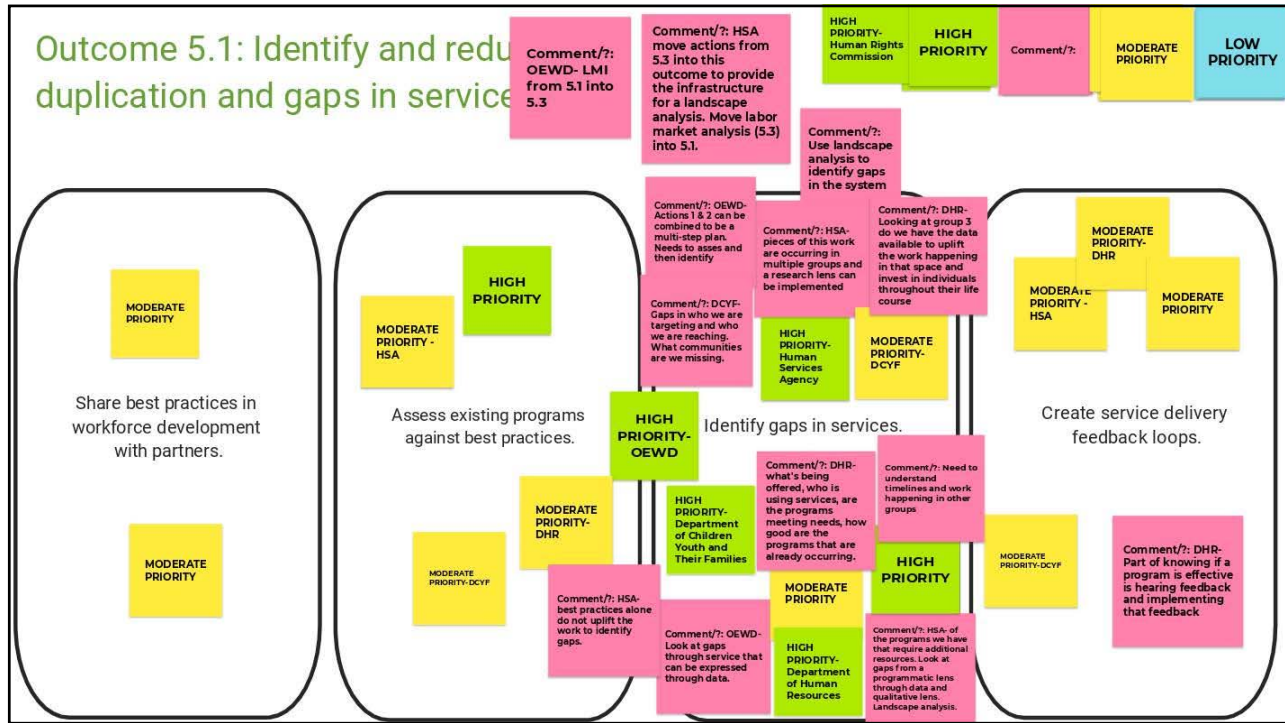
CCWA Working Group #5: Enable Data-Sharing for Better Coordination Between Workforce & Other Systems

The purpose of this working group is to enable data-sharing for better coordination between workforce and other systems, with the goals of identifying and reducing service gaps, increasing cross-agency collaboration, and streamlining data-informed decision-making. By developing shared infrastructure and processes, the aim is to enhance effectiveness and efficiency of workforce development services to better serve community.

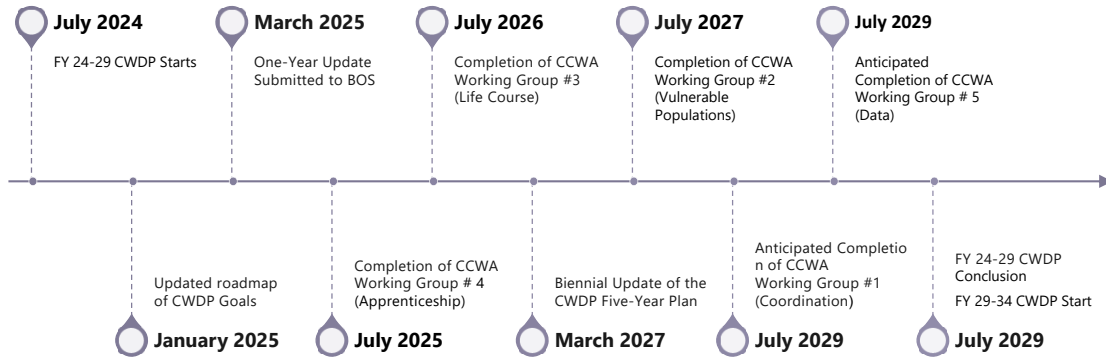
	<h2>Enable Data-Sharing for Better Coordination Between Workforce & Other Systems</h2>
CO-CHAIRS:	TBD
WORKING GROUP MEMBERS:	
Meeting Schedule:	Quarterly
COMPLETION DATE:	June 2029

GOAL #5: Enable Data-Sharing for Better Coordination Between Workforce & Other Systems

<p style="text-align: center;">Outcome 5.1 Identify and reduce duplication and gaps in services.</p>	<ul style="list-style-type: none"> • Share Workforce Best Practices • Assess Programs Against Best Practices • Identify Service Gaps • Create Feedback Loops in Service Delivery
<p style="text-align: center;">Outcome 5.2 Increased collaboration and efficiency across agencies and organizations.</p>	<ul style="list-style-type: none"> • Identify Shared Client Use Cases • Develop Privacy Protocols and MOUs • Research Use Case Implementation • Address Operational Inefficiencies • Centralize Workforce Database for Internal Use • Develop External-Facing Workforce Database
<p style="text-align: center;">Outcome 5.3 Streamlined data, data-informed decisions, and validation of service models.</p>	<ul style="list-style-type: none"> • Unified Data System Integration • Pre- and Post-Income Evaluation Measures • Apprenticeship Impact Analysis • LMI-Driven Program Objectives • Labor Market Data Collaboration • Future Workforce Technology Research • Comprehensive Outcome Metrics • Targeted Local Business Analysis • Poverty Data Review and Updates • Comprehensive Analysis Reports for Decision-Making



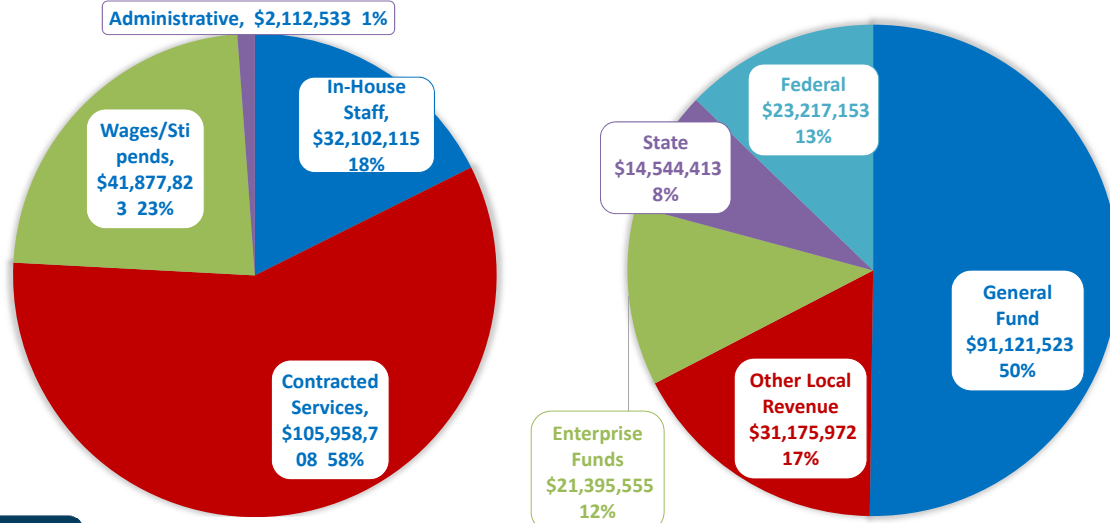
CWDP Working Groups



July 31, 2024

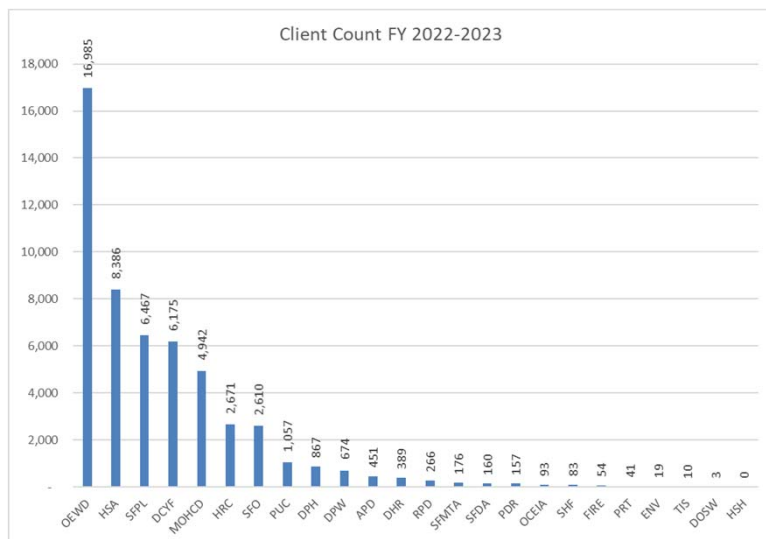
FY 2022-23 Workforce Inventory Update Preliminary Results

\$182 Million Invested in Workforce Services

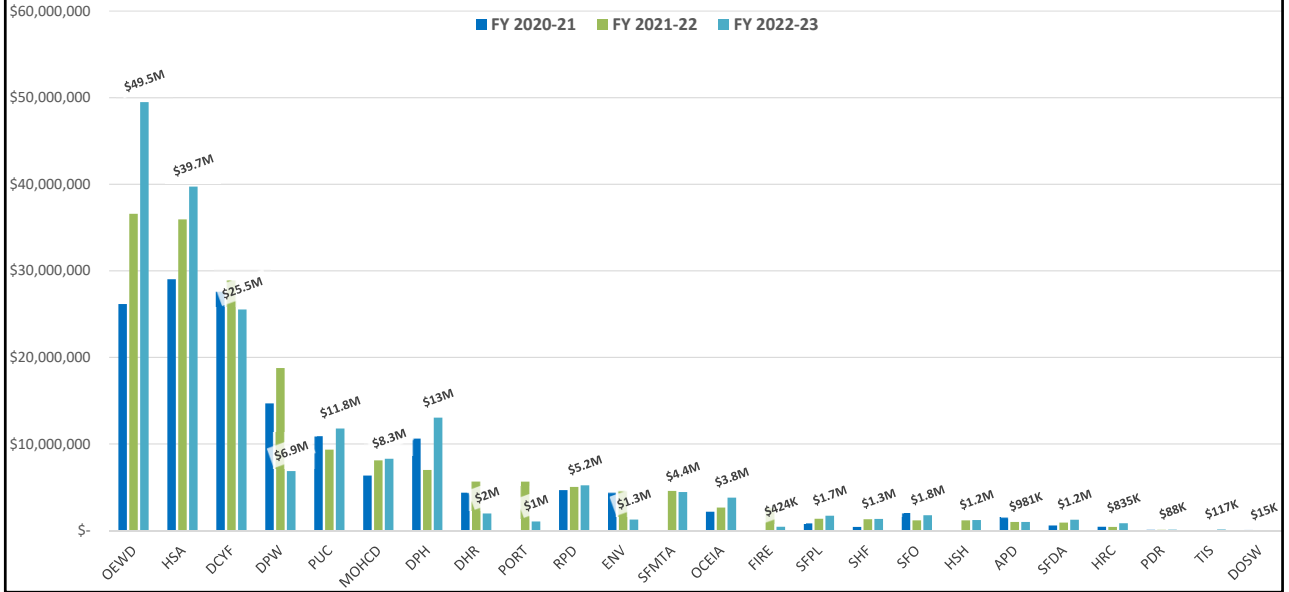


FY 22-23 Workforce Inventory Summary

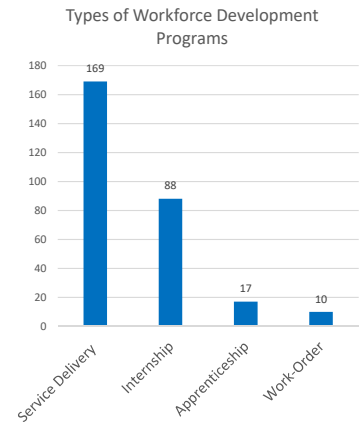
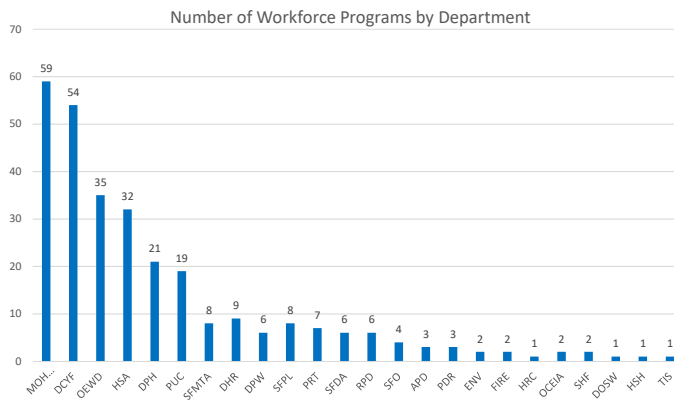
- Over **35,600** "Unique Clients by Department"
- Nearly **62,500** Program Participants
- Over **28,600** Training Completions
- Over **17,500** Job Placements



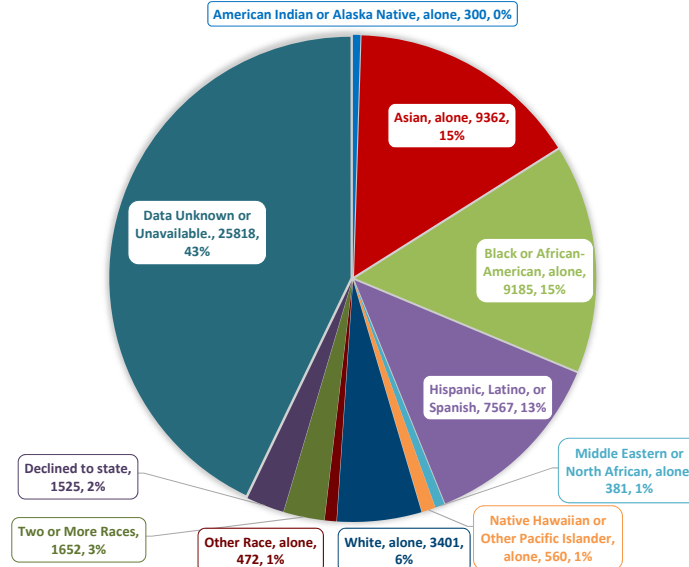
FY 22-23 Workforce Investments by Department



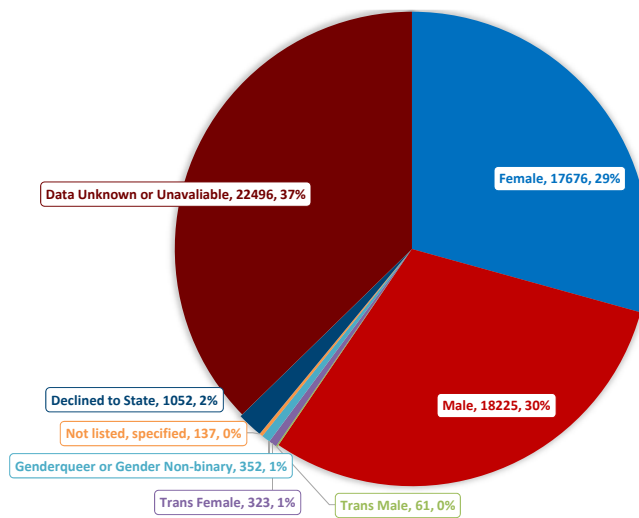
FY 22-23 Programs by Department



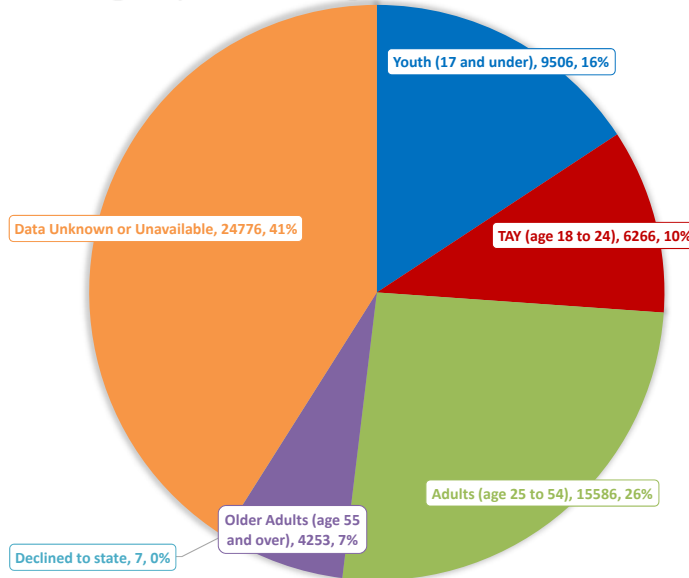
FY 22-23 Demographics, Race and Ethnicity



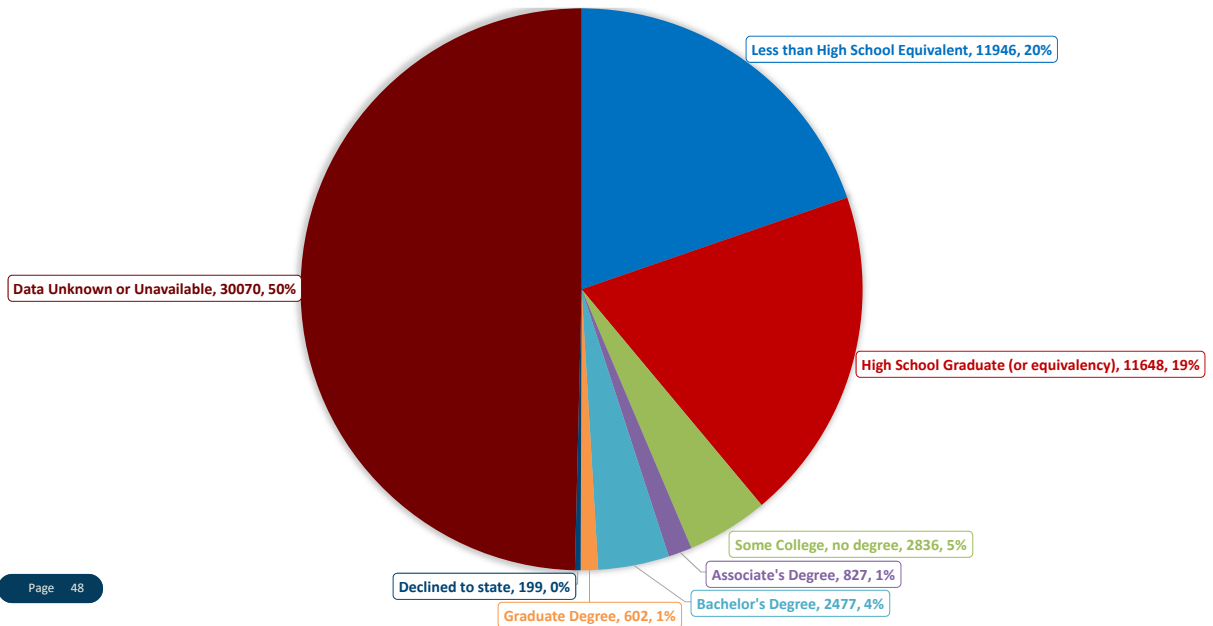
FY 22-23 Demographics, Gender



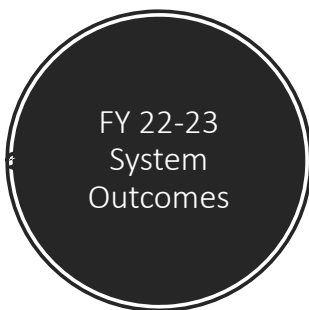
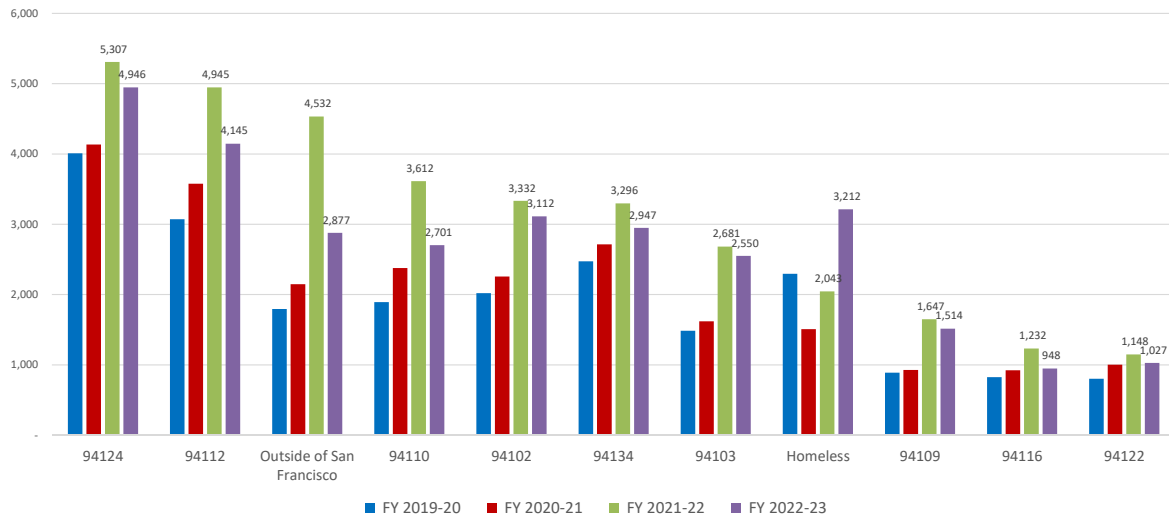
FY 22-23 Demographics, Age



FY 22-23 Demographics, Age and Educational Attain.



FY 22-23 Demographics, Client Location

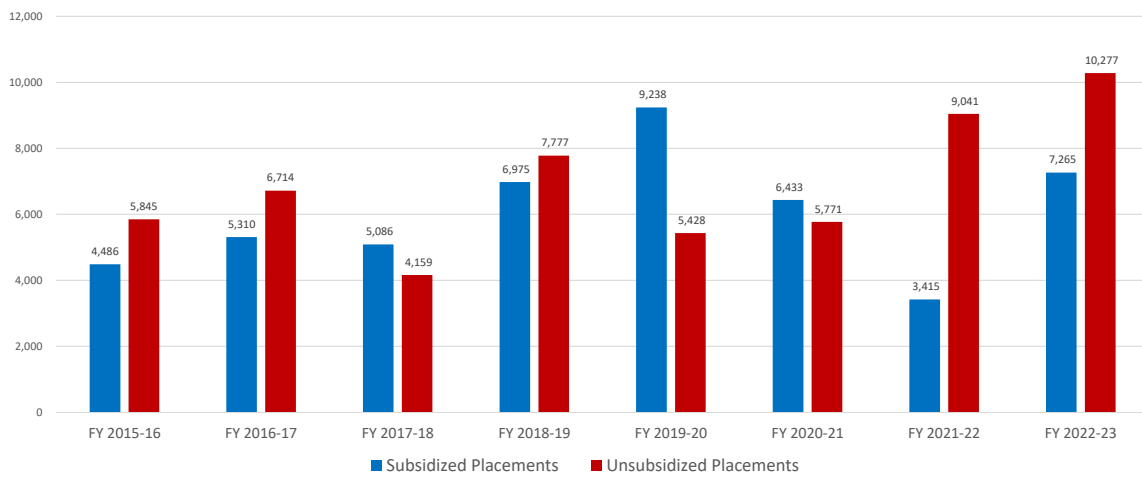


	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Clients Served	26,721	30,125	47,435	52,736
Enrolled in English Language Services	181	377	354	307
Completed Basic Skills Training	893	851	9,144	6,824
Completed Job Readiness Training	9,557	9,220	6,410	8,150
Completed Vocational/Occupational Training	14,972	4,687	11,653	12,010
Completed Training, Other	4,341	5,800	339	1,496
Subsidized Placements	9,238	6,433	3,376	7,265
Unsubsidized Placements	5,428	5,771	9,041	10,277

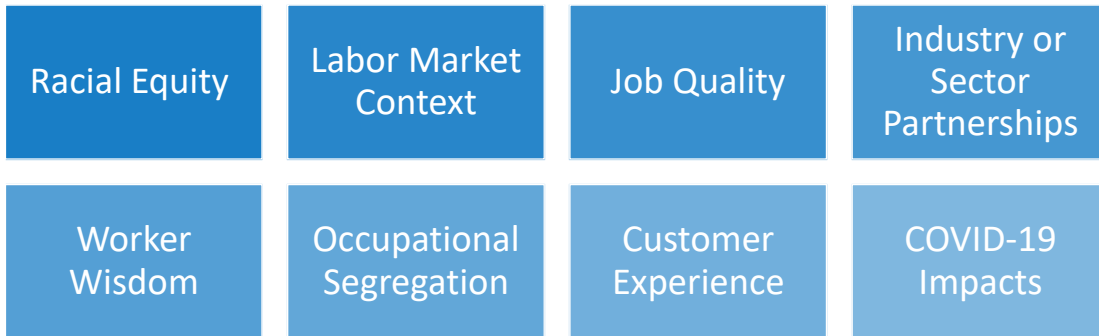
FY 22-23
Sample
Program
Outcomes

Department	Program	Program Participants ("Duplicated" Clients)	Unique Clients ("Unduplicated" Clients)	Enrolled in English Language Service(s)	Completed Basic Skills Training	Completed Job Readiness Training	Completed Training, Other (Not Voc. or Occ.)	Completed Vocational/Occupational Training, TOTAL	Training Completions, TOTAL
SFO	Interns - College, High School, Opportunities for All	32			32	32		0	64
SFO	Trainee Programs - Student Design	17			17	17		0	34
SFPL	Basic Computer Skills Classes	4218	0		4218			0	4218
SFPL	Career Online High School	52	52				52	0	52
SFPL	Project READ	47	47		47			0	47
SFPL	ESOL Tutoring	80	80	80				0	80
SFPL	Y.E.L.L. (Youth Engaged in Library Leadership)	41	41			41		0	41
SFPL	Summer Youth Volunteers	308	308					0	0
SFPL	Resume Workshops	371	0		371			0	371
SFPL	Special Jobs & career programs	1350	0		1350			0	1350
SHF	SFSO							0	0
SHF	SFPUC	7	7		7	7	7	26	47
SHF	SFSO/SFPUC	26	26		26	26	26	81	159
SHF	ECOJOBS	50	50		50		50	0	100

Sub. & Unsub. Placement in Employment, FY 22-23



FY 22-23 Qualitative Section



Next Steps





July 31, 2024

Opportunities for Partnership and Collaboration

San Francisco Office of Economic and Workforce Development
www.oewd.org

Thank you for joining the
Committee on City Workforce Alignment (CCWA)

QUESTIONS OR NEEDS? PLEASE CONTACT:
JENNIFER.HAND@SFGOV.ORG