



March 6, 2024

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# Citywide Workforce Development Plan Overview

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Prepared for  
**Workforce Investment San Francisco**

# Workforce Alignment Ordinance No. 209-22

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



# Plan Requirements (Ord. No. 209-22)

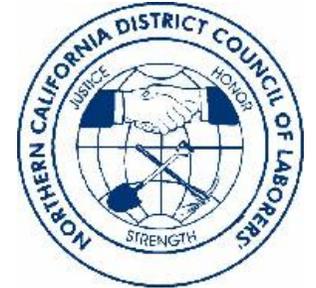
Plan Component	Source
Documentation of partnerships and mission alignment	Alignment Committee
Consistent with existing strategic plans	Economic Recovery Task Force, Citywide Racial Equity Framework, Workforce Innovation & Opportunity Act (WIOA) Plans
Unified definition of workforce development	Alignment Committee
Assessment of existing workforce services, Benchmarks for system efficacy, Measurable progress towards benchmarks	Workforce Inventory
City's workforce development needs	Office of Economic Analysis
Goals and strategies for all workforce services	Alignment Committee
Projection of funding needed to achieve goals	Alignment Committee

# CWDP Development Process



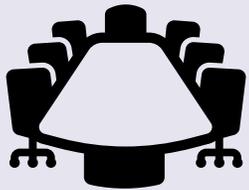
# Documentation of Partnerships and Mission Alignment

# Committee Members



# Consistent with Existing Strategic Plans

# An Intro to OEWD Workforce Strategic Plans



Bay Area  
Economic  
Strategy  
(CEDs)



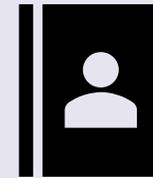
Bay-Peninsula  
Regional  
WIOA Plan



San Francisco  
WIOA Plan



OEWD Strategic  
Plan



Racial Equity  
Action Plan



SF Economic  
Recovery  
Task Force



## Citywide Workforce Development Plan (CWDP)

# Unified Definition of Workforce Development

# Critical Themes from Committee

Family sustaining  
wages and pathways  
out of poverty

Intentionality and  
impact

Equity, inclusion, and  
empowerment  
through economic  
opportunity

Future of work,  
succession planning,  
and economic  
recovery

Skill development,  
career pathways,  
advancement

Partnership,  
collaboration with  
government agencies  
and communities

Data, evaluation, and  
data-driven  
management

Adaptability,  
innovation, and  
seamless systems

# Critical Themes from Community

Worker Retention  
and Learning

Social  
Rehabilitation and  
Career Laddering

Leveraging Lived  
Experience

Addressing  
Workforce  
Readiness/Literacy

Economic  
Vulnerability  
Perspective

Supply-Side  
Priorities and  
Employer Services

Diversity and  
Language  
Accessibility

Inclusivity and  
Specificity

## "Workforce Development" shall mean publicly-funded services including:

1. workforce navigation, employment, training, supportive, educational support, and youth development services;
2. in preparation for employment or placement in post-secondary education;
3. which lead to family-sustaining wages, career pathways with an emphasis in high-growth sectors or in-demand occupations, quality jobs, and/or union membership; and
4. prioritize participants who experience economic vulnerability.

**WORKFORCE NAVIGATION:** Outreach, Referral, Orientation, Information Sharing, Referral, Skill & Career Assessment, Provision of Labor Market Information, Individual Career Planning, Career Coaching, Individual Case Management, Intensive Case Management, Career Exposure, Networking & Social Capital Development, Mentorship

**EMPLOYMENT SERVICES:** Job Search, Job Development, Resume Writing, Interview Preparation, Job Club/Job Seeker Support Services, Job Fairs, Job Placement, Subsidized Employment, Retention Services, Layoff Aversion, Employer Engagement/Concierge, Tax Credit Advising, Employment Bonding, Skills-Based Hiring

**TRAINING:** Basic Skills, English, Digital Literacy, Financial Literacy, Job/Workplace Readiness, Sector-Specific Job Readiness, Vocational, Occupational, On-the-Job, Project-Based Learning, Internship, Fellowship, Entrepreneurial, Pre-Apprenticeship, Apprenticeship, Training Scholarships (ITAs), Incumbent Worker

**SUPPORTIVE SERVICES:** Childcare, Transportation, Social Service Navigation, Driver's License Acquisition or Record Remediation, Drug Testing, Legal Aid Services, Assistance with Work-Related Expenses, Clothing and Supplies, Referrals to Mental and Behavioral Health

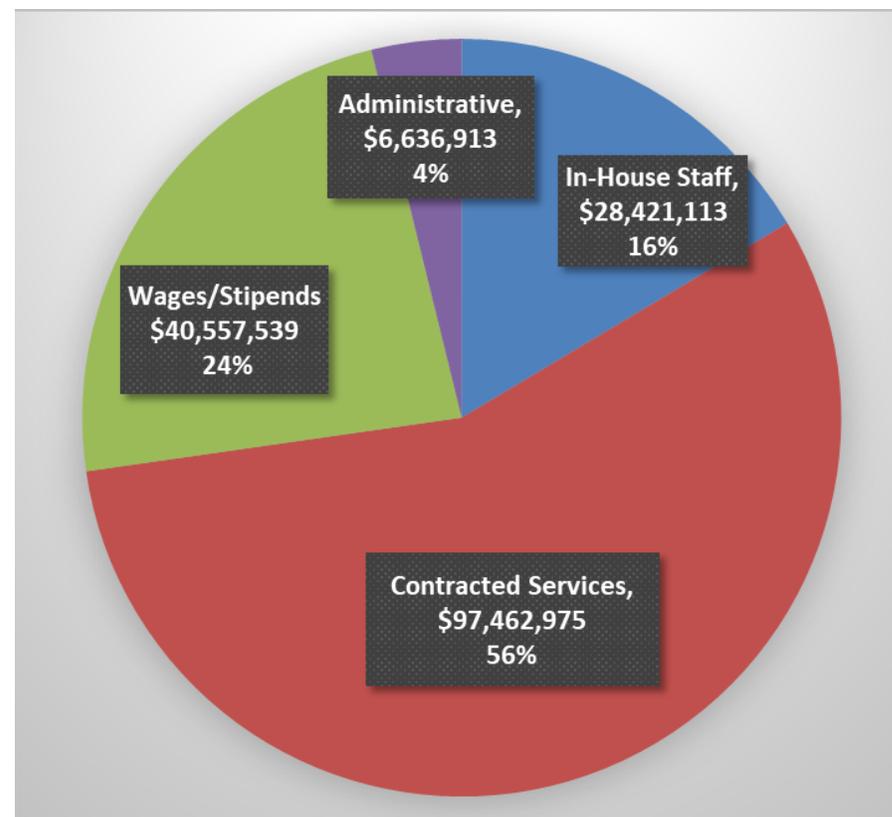
**EDUCATION SUPPORT:** HS Diploma/GED Attainment, Educational Testing Fees, Assistance with Education-Related Expense, College Degree Barrier Remediation

**YOUTH DEVELOPMENT:** Young Adult Workforce Services, Mentoring, Youth Internship, College Prep, & Placement in Post-Secondary Education

# Assessment of Existing Workforce Services & Benchmarking

# \$173 Million Invested in Workforce Services

- **298** Programs
- **315** Service Provider Contracts
- **157** Unique Service Providers
- Nearly **80,000** Program Participants
- Over **27,223** Training Completions
- Over **12,417** Job Placements
- Most City Workforce Contracts:
  - Goodwill Industries (5)
  - Young Community Developers (5)
  - San Francisco Conservation Corps (4)
  - Community Youth Center (4)
  - Larkin Street (4)



# FY 21-22 Sample Program Outcomes

Dept.	Program	Program Participants ("Duplicated" Clients)	Unique Clients ("Unduplicated" Clients)	Enrolled in English Language Services	Completed Basic Skills Training	Completed Job Readiness Training	Completed Training, Other (Not Voc. or Occ.)	Completed Vocational & Occupational Training, TOTAL	Training Completions, TOTAL	Unsubsidized Job Placements	Subsidized Job Placements	Placements and Employment, TOTAL
APD	Goodwill CASC Employment Services	221	221					0	0	150		150
APD	Young Community Developers IPO	72	72			32		0	32	11	72	83
APD	Arriba Juntos IPO	72	72			52		0	52	10	72	82
DCYF	Bridges from School to Work (Bridges from School to Work, Inc.)	81	81			14		0	14	50	1	51
DCYF	Burton High School Pathways and Partnerships (Bayview Hunters Point YMCA)	329	329			271			271	0	0	0
DCYF	Career Pathways Undocumented (CPU) (Bay Area Community Resources)	15	15			14			14	1	14	15
DCYF	Careers in Science Internship Program (California Academy of Sciences)	49	49			32			32	0	0	0
DCYF	Code on Point - Coding Bootcamp (Formerly Code Ramp) (Success Center San Francisco)	15	15			9			9	0	0	0

# Department Qualitative Self-Assessment

Racial Equity

Labor Market  
Context

Job Quality

Industry or  
Sector  
Partnerships

Worker  
Wisdom

Occupational  
Segregation

Customer  
Experience

COVID-19  
Impacts

# Goals and Strategies for all Workforce Services

# Draft Strategic Priorities



**Apprenticeship &  
Pre-Apprenticeship  
Programs**



**City Department  
Data-Sharing**



**Diversity, Equity,  
Inclusion &  
Protecting Vulnerable  
Community Members**



**Workforce  
Development  
Across the  
Life Course**



**Coordination  
of Partners'  
Plans &  
Priorities**



SAN FRANCISCO

OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT



**DISCUSSION**

