



April 24, 2024

FY 24-29 Citywide Workforce Development Plan

Prepared for
Committee on City Workforce Alignment

Workforce Alignment Ordinance No. 209-22

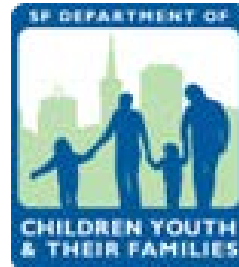
- ✓ **Public body** with City, labor, and community representation
- ✓ Define "**workforce development**" and adopt uniformly
- **Develop FY 24-29 Citywide Workforce Development Plan:**
 - Integrate Citywide **racial equity policy goals** and benchmarking goals
 - Coordinate resources and decision-making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



Action Requested

FY 2024 – 2029 Citywide Workforce
Development Plan Adoption

Committee Members



CWDP Development Process



Required Components & Sources

Required Plan Component	Source
City's anticipated workforce development needs	U.S. Census Bureau, American Community Survey, California Employment Development Division, California Jobs First Regional Economy Report, Lightcast-Burning Glass San Francisco Economy Report, San Francisco Department of Human Resources
Documentation of partnerships and mission alignment across the entire workforce development system	Annual Workforce Inventory
Assessment of existing workforce services	Annual Workforce Inventory
Benchmarks for system efficacy	Annual Workforce Inventory
Measurable progress towards identified benchmarks	Annual Workforce Inventory
Goals and strategies for all Workforce Development Services in San Francisco	Committee on City Workforce Alignment, Community Input
Alignment with strategic plans, such as the Economic Recovery Task Force Report, San Francisco Racial Equity Framework, and the Local Plan.	Economic Recovery Task Force Report, San Francisco Racial Equity Framework, and the Local Plan, Department Plans
Projection of funding needed to achieve the goals	Committee on City Workforce Alignment

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

Support for Vulnerable Populations	Targeting Programs and Pathways for Specific Populations	Worker Retention and Learning	Social Rehabilitation and Career Laddering	Leveraging Lived Experience
Community-Based Outreach & Staffing	Addressing Workforce Readiness/Literacy	System & Case Management Improvements	Supply-Side Priorities and Employer Services	Diversity and Language Accessibility
Inclusivity and Specificity	Language Accessibility & Foreign Born Workers	Data Analysis to Address Vulnerable Population Needs	Youth Workforce Development	Workforce Development for Older Adults

"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



Coordination of Partners' Plans and Priorities



Equitably Invest in Workforce Programs for our Most Vulnerable



Invest in Workforce Development Across the Life Course



Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers



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



Coordination of Partners' Plans and Priorities

COMMITTEE &
COMMUNITY
PRIORITIES

Intentionality and Impact, Collaborative Partnerships, Family Sustaining Wages and Pathways Out of Poverty, Addressing Community Needs, Improving Metrics and Evaluation, Employer Engagement, Skills Development

WHAT DOES
SUCCESS LOOK
LIKE?

- More San Franciscans are employed.
- Workforce clients get a job, a better job, and a career.
- Workforce clients earn a living wage two years post-program.
- Members establish positive, mutually beneficial, informal and formal partnerships.
- Workforce providers are aware of the full scope of workforce development system and build partnerships with complementary programs.
- Workforce providers and City employees are diversified across direct service and leadership job classes.
- Workforce providers and City employees offer client-centered and community-embedded services.
- No displacement of current City workforce due to workforce development strategies.



Coordination of Partners' Plans and Priorities

OUTCOMES

- Outcome 1.1:** Cohesion with and support for partners' existing plans and priorities.
- Outcome 1.2:** Shared understanding of existing services, terminology, and best practices.
- Outcome 1.3:** Prioritized lived experience and connection with community.
- Outcomes 1.4:** Strong partnerships with CBOs, labor partners, and local educational institutions for career pipeline programs.

WHO IS LEADING THIS WORK?

HRC, APD, BACR, DCYF, DHR, DPH, DPW, HH, SFHSA, HSH, OEWD, PUC, SHE, YCD, SFBCTC, NCDCL

CCWA WILL COMPLETE BY:

July 2025



Equitably Invest in Workforce Programs for our Most Vulnerable (Unemployed, Underemployed, and Historically Excluded from the Labor Market Workers)

COMMITTEE &
COMMUNITY
PRIORITIES

Equity, Inclusion, Empowerment, Targeted Programs and Pathways for Specific Populations, Support for Foreign Born Workers, Culturally Humble Services, Community-Based Outreach and Staffing, Prioritizing Stabilization and Wraparound Services, System and Case Management Improvements, Data Analysis to Address Needs of Vulnerable Populations, Accessibility

WHAT DOES
SUCCESS LOOK
LIKE?

- Clients are placed into employment after completion of services.
- Clients achieve economic self-sufficiency without supplemental public benefits.
- Clients can access supportive services for stabilization before, during, and after program enrollment.
- Clients can access any service in their preferred language.
- City and County of San Francisco workforce increases racial, gender, and linguistic diversity.



Equitably Invest in Workforce Programs for our Most Vulnerable (Unemployed, Underemployed, and Historically Excluded from the Labor Market Workers)

OUTCOMES

- Outcome 2.1:** Better workforce and economic outcomes for vulnerable populations.
- Outcome 2.2:** More culturally humble outreach and recruitment to connect vulnerable populations to workforce programs.
- 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.

WHO IS LEADING THIS WORK?

HRC, APD, BACR, DCYF, DPH, HH, SFHSA, HSH, OEWD, SHE, YCD

CCWA WILL COMPLETE BY:

July 2027



Invest in Workforce Development Across the Life Course

COMMITTEE &
COMMUNITY
PRIORITIES

Skills Development, Collaborative Partnerships, Youth Workforce Development, Workforce Development for Older Adults, Future of Work, Succession Planning, Employer Interventions

WHAT DOES
SUCCESS LOOK
LIKE?

- Participants access the workforce development system at any stage of their careers and across their life course.
- Workforce development services are client-centered and community-embedded.
- More youth, young adults, and older adults access workforce services.
- More employers partner closely with City and workforce providers.
- The City makes age standard policy changes, especially for youth and young adults.



Invest in Workforce Development Across the Life Course

OUTCOMES

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

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

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

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

Outcome 3.5: Improve employer engagement in the workforce development system.

WHO IS LEADING THIS WORK?

OEWD, SFHSA, DCYF, DHR, PUC, HRC

CCWA WILL COMPLETE BY:

July 2026



Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

COMMITTEE &
COMMUNITY
PRIORITIES

Quality over Quantity, Employer Engagement, Civil Service & Government Employment, Nonprofit & Community Capacity Building, Language Access, Enhancing Partnerships and Collaboration, Career Services, Skill Building, Employer Incentives, Small Business & Entrepreneurship Pathways

WHAT DOES
SUCCESS LOOK
LIKE?

- Economically vulnerable populations access City-funded apprenticeships.
- Pre-apprentices and apprentices achieve wage progression and measurable skills gains.
- Pre-apprentices and apprentices are prepared for journey-level work and eligible to be dispatched at the prevailing rate of pay.
- City apprenticeships incorporate wage progression.
- More employers enter the City-funded ecosystem for apprenticeship



Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

OUTCOMES

- 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.

WHO IS LEADING THIS WORK?

SFBCTC, NCBLIC, OEWD, DHR, PUC, DPW, DPH

CCWA WILL COMPLETE BY:

July 2025



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

COMMITTEE &
COMMUNITY
PRIORITIES

Data Sharing Infrastructure, User Experience Enhancement, Participant Feedback, Resource Allocation and Support, Data & Metrics Development, Improve System Processes, Improving Metrics and Evaluation

WHAT DOES
SUCCESS LOOK
LIKE?

- Shared language defining workforce development and goals.
- Strategic alignment or summary of how strategic plans and services work together.
- Shared data system to uncover workforce development services provided across life course and impact to clients and vulnerable communities.
- Interagency referral systems are operational.
- All workforce programs collect and report enrollment, completion, and placement data at a minimum.



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

OUTCOMES

- Outcome 5.1:** Identify and reduce duplication and gaps in services.
- Outcome 5.2:** Increased collaboration and efficiency across agencies and organizations.
- Outcome 5.3:** Streamlined data, data-informed decisions, and validation of service models.

WHO IS LEADING THIS WORK?

HRC, SFHSA, OEWD, DCYF, DHR

CCWA WILL COMPLETE BY:

June 2029



SAN FRANCISCO

OFFICE OF ECONOMIC &
WORKFORCE DEVELOPMENT



DISCUSSION



Next Steps (Pending Plan Approval)

- Final Plan Editing & Graphic Design
- Working Group Initiation
- Project Management Plan