



**May 17, 2024**

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# **FY 24-29 Citywide Workforce Development Plan**

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**Prepared for  
WISF Executive Committee**

# 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

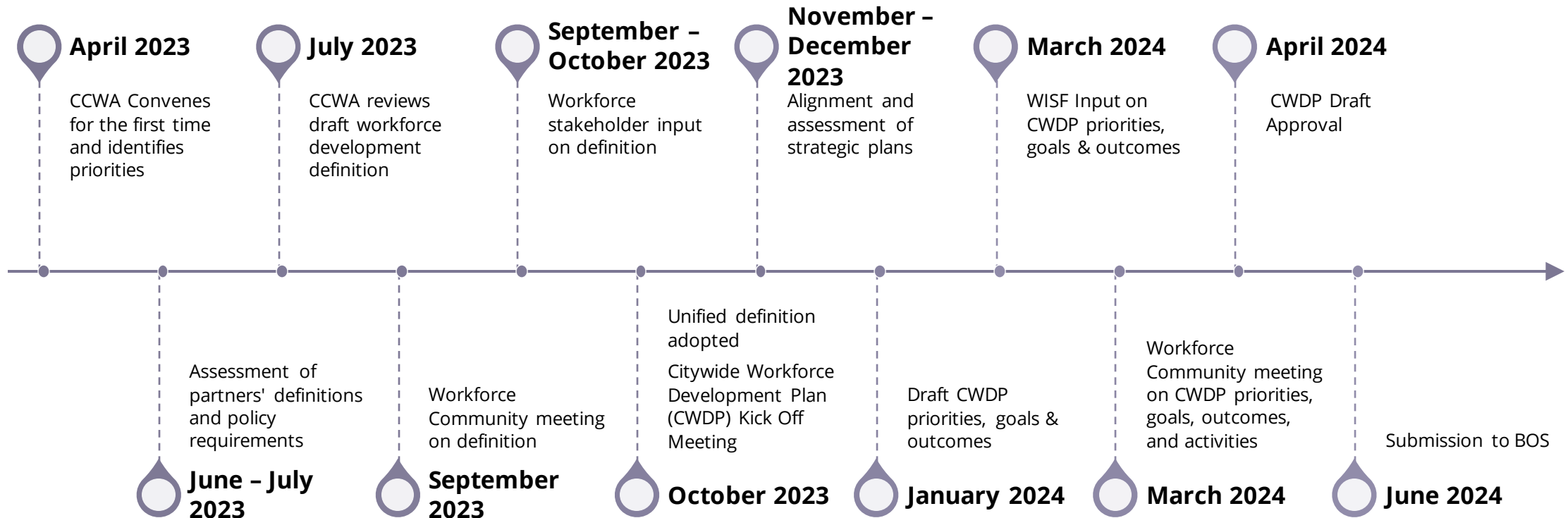




# Committee Members



# CWDP Development Process



# 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.



## 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 eligible and prepared for employment after completion of services with the goal to attain employment.
- 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.



## 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.



## 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



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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, policies, 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.



SAN FRANCISCO

OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT



**DISCUSSION**

