CITYWIDE WORKFORCE DEVELOPMENT PLAN RECOMMENDATIONS UPDATE, FY 2018-19

ONE — Break the cycle of poverty through targeted outreach and service delivery

Complete	Adopt the Citywide Workforce Development Plan.
Ongoing	Hold quarterly Alignment Committee meetings.
Ongoing	Identify the population size and characteristics of vulnerable, working age individuals.
Ongoing	Collect pre- and post-program client income data.
Ongoing	Build systemic City partnerships to serve families and individuals in poverty.
Complete	Invite the Human Rights Commission to the Alignment Committee to apply racial equity lens.

TWO — Develop a Workforce Transit Map to show how clients navigate the system

Revise	Develop a "Workforce Transit Map."
Revise	Adopt the "Workforce Transit Map."
Ongoing	Identify gaps in the system and improve access to training programs and services.

THREE — Build data sharing infrastructure across City departments

Complete	Draft a common set of data elements to track clients and assess system.
Complete	Adopt data elements in City Workforce Services Inventory.
Ongoing	Connect HSA's data system with OEWD's data systems.
Ongoing	Develop data sharing agreements among departments.
Planning	Submit a budget request to expand City workforce development databases.

FOUR — Use demand-side data to guide programming

Planning	Determine near and long-term succession planning and general hiring needs with DHR.
Ongoing	Refer to City resources to understand upcoming hiring opportunities and develop plans.
Complete	Develop strategy to educate workforce clients about City employment opportunities.
Ongoing	Conduct an analysis of near and long-term hiring using LMI and private sector forecasts.
Ongoing	Issue a policy brief on private sector investment into the workforce development system.
Planning	Convene a working group to coordinate business services across departments.

FIVE — Streamline procurement and contracting

Ongoing	Develop shared procurement schedules and strategies.
Ongoing	Identify overlap in multi-agency City contracts with CBOs and standardize outcomes.
Ongoing	Explore joint workforce program monitoring.

ONE   Break the cycle of poverty through targeted outreach and service delivery

Adopt Citywide Workforce Development Plan.
- Completed in FY 2017-18.
- Changes allowable by new departments.

Hold quarterly Alignment Committee meetings.
- Mayor Breed appointed Sheryl Davis & Joshua Arce as co-chairs, so equity leads workforce.
- Alignment Committee meetings are ongoing.
- Departments meet one-on-one to develop stronger network partnerships.

SFHSA identifies the demographics, location, and other characteristics of San Franciscans living in poverty.
- Data collected in Inventory, available on Open Data SF or federal resources, solicited in qualitative and anecdotal report from communities, and City Planning Department's Neighborhood Spotlights.
- Alignment Committee working towards standardized vulnerable population data sharing.
- HSA provided OEWD with data on public benefits recipients as part of strategic planning efforts.

Collect pre- and post-program client income data, as part of the FY 2016-17 Inventory.
- Data collection is ongoing and OEWD provides technical assistance to improve data quality.

Create systemic partnerships with City departments and/or initiatives that are serving families and individuals in poverty.
- One-Stop Operator meetings coordinate services at the AJCC with OEWD, HSA, Goodwill, City College of San Francisco, CA Employment Development Department, and Department of Rehabilitation.
- Co-location of workforce development and public benefits assistance at the AJCC.
- Co-location of reentry services with HSA, Adult Probation (APD), and Child Support Services (DCSS) at APD's Community Assessment and Services Center.
- OEWD and DCSS pilot for payment delinquent, non-custodial parents in transitional employment.
- OEWD and HSA pilot for vulnerable populations in online bachelor's degree program.
- OEWD convened City partners for a reentry workforce system design and grant submissions.

Invite HRC to guide Alignment Committee in applying racial equity.
- HRC joined the Alignment Committee in FY 2017-18.
- Alignment Committee enrollment in Government Alliance on Racial Equity Training.
- Opportunities for All launches as a partnership with HRC, DCYF, San Francisco Unified, OEWD, community-based organizations, and employers to communicate the opportunities for economic mobility for youth in San Francisco.

TWO   Develop a Workforce Transit Map to show how clients navigate the system

Develop a Workforce Transit Map.
- Results from Google Civic Bridge project bolstered commitment to coordinated entry and data sharing.
- OEWD and HSA engaged in marketing and design services to improve public-facing content.

Adopt the Workforce Transit Map.
- Needs to be revised.

Identify gaps in the system and improve access to training programs and services.
- Leverage HRC study with Harvard Business School to improve system and create intergenerational workforce transit map.

THREE   Build data sharing infrastructure across City departments

Data Working Group
- Convened and completed in FY 2016-17. Yielded common workforce data elements.

Adoption of common data elements in the FY 2016-17 Citywide Workforce Services Inventory
- Completed in FY 2016-17, with ongoing revisions based on user feedback.

Connect HSA's data system with OEWD data systems.
- Linkage with the Jobs Portal is on hold pending OEWD data warehouse completion.
- HSA and OEWD engaged in data mapping, data sharing, and system integration project with Controller.

Develop data sharing agreements among departments.
- HSA and OEWD data sharing agreement from the Controller's project may serve as a model.

Submit a budget request to expand City workforce development databases.
- Budget requests are on hold until the results of the HSA and OEWD Controller project.

FOUR   Use demand-side data to guide programming

Determine near and long-term succession planning and general hiring needs with DHR.
- DHR engaged in one-on-one conversations with departments to help with succession planning.

Refer to City resources to understand upcoming hiring opportunities and develop plans.
- System coordination demonstrates success when departments respond to labor market needs.
- City Drive is a new training program for MUNI drivers created in response to mass lay-offs. OEWD, DHR, SFMTA, City College, and employer partners created a truncated training pipeline to City employment.

Develop a strategy to educate workforce clients about City employment opportunities.
- DHR and OEWD launched Pathways to Civil Service train-the-trainer program.

Conduct an analysis of near and long-term hiring using LMI and private sector forecasts.
- San Francisco labor market information newsletter prototype in review with OEWD.

Issue a policy brief on private sector investment into the workforce development system.
- OEWD research under review for publication in FY 2019-20.

Convene a working group to coordinate business services across departments.
- OEWD received funding to convene regional business services in the health care industry.
- OEWD received funding to convene regional employers to build a tech apprenticeship network.
- From lessons learned, OEWD will convene City business services working group next year.

FIVE   Streamline procurement and contracting

Develop shared procurement schedules and strategies.
- OEWD and APD explored releasing a joint procurement.

Identify overlap in multi-agency City contracts with CBOs and standardize outcomes.
- The Alignment Committee will explore the feasibility of standardizing outcomes.

Explore joint workforce program monitoring.
- The Controller's Office audited 153 community-based organizations and tied fiscal management to performance outcomes. Though effective, engagement with community-based organizations requires collaboration and culturally humble approach and the Alignment Committee will advise appropriately.