

**Citywide Workforce Development Plan
FY 2024-2029**

GOAL ONE: 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—especially employees at the City and County of San Francisco—are diversified across direct service and leadership job classes.
- Workforce providers—especially employees at the City and County of San Francisco—offer client-centered and community-embedded services.
- No displacement of current City workforce due to workforce development strategies.

Outcome 1: Cohesion with and support for partners' existing plans and priorities.

- Encourage cooperation and collaboration among community-based organizations (CBOs) providing workforce services, rather than competition for limited resources.
- Establish industry-specific committees to better align workforce development initiatives with the needs of key sectors across member agencies.
- Prioritize access to affordable housing, healthcare, food security, and childcare before or alongside workforce services.
- Partner with CBOs, labor organizations, and local educational institutions to develop career pipeline programs for San Francisco residents and displaced populations interested in entering the City's essential jobs.
- Partners adhere to San Francisco hiring policies and agreements—such as Local Hire, First Source, and Collective Bargaining Agreements—in the development of new programs.

Outcome 2: Shared understanding of existing services, terminology, and best practices.

- Identify and replicate best practices that have demonstrated success in workforce development efforts.
- Establish and annually update best practice guide to workforce development.
- Use annual workforce inventory to summarize programming and leverage the process to disseminate service delivery information.
- Identify other cities/models demonstrating measurable improvements to learn from.
- Research workforce best practices, including incentives for employers, businesses, and participants to engage in workforce development initiatives.

- Integrate skills-based hiring best practices, such as experience for education substitutions, in City employment and in coaching for private sector employers.

Outcome 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.
- Prioritize the lived experiences and community connections of target populations to better understand and meet their workforce development needs.
- City as Employer is able to prioritize lived experience in workforce development services so City providers may be able to be client-centered and community-embedded.
- Providers with lived experience are developed into higher wage and leadership positions within the social service and public administration sector.
- Create a simplified, standardized resume/application format that allows individuals to express their needs and be connected to relevant services and job opportunities.

Outcomes 4: Strong partnerships with CBOs, labor partners, and local educational institutions for career pipeline programs.

- Hold quarterly consortiums that bring together workforce providers, community organizations, and other stakeholders to facilitate collaboration, share insights, and coordinate efforts.
- Host joint resource fairs with various workforce-focused community-based organizations and libraries to promote awareness and access to available services.
- Expand partnerships to educational institutions such as SFUSD and CCSF.
- Develop toolkits and resources to support smaller organizations in offering workforce development programs such as apprenticeships.
- Establish partnerships with the San Francisco Unified School District (SFUSD) to ensure local students gain the necessary skills and experience for in-demand industries.

Who is leading this work?

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

When will CCWA complete this work?

July 2025