

COMMITTEE ON CITY WORKFORCE ALIGNMENT: COORDINATION OF PARTNERS' PLANS AND PRIORITIES WORKING GROUP

Draft Minutes of The
June 28, 2024

Office of Economics and Workforce Development
1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103

**CCWA
Voting Members
Present** Chad Houston, OEWD
Julia Ma, DHR
Tiffany Jackson, Hospitality House (remote)
Sylvia Tionson, HSA (remote)

CCWA Staff Present Ken Nim, Chair
Tai Seals-Jackson, Secretary
Jen Hand, OEWD
Miriam Palma-Trujillo, OEWD

**CCWA
Members Absent** Vince Courtney Jr., Northern California
District Council of Laborers

**Ohlone Land
Acknowledgement, Announcements &
Housekeeping
(Discussion Item)** Chair Nim called the meeting to order at 9:42 a.m. Secretary Tai Seals-Jackson (OEWD) opened the meeting by reciting the Ohlone Land Acknowledgement and reviewing housekeeping rules.

**Roll Call
(Discussion Item)** Chair Nim requested that Secretary Seals-Jackson conduct roll call. Secretary Seals-Jackson conducted roll call and announced that a quorum was present.

**Chair's Welcome
(Discussion Item)** Chair Nim welcomed Committee Members and introduced himself as the Interim Director of OEWD's Workforce Division.

Chair Nim stated that the priority for this meeting was to review Goal #1 of the Citywide Workforce Development Plan, focusing on *Coordination of Partners' Plans and Priorities*. The aim was to refine the scope to high-priority actions within the Five-Year Plan. Additionally, the meeting would cover the logistics and structure of the working group and involve nominating co-chairs to steer and advance efforts.

**Adoption of the
Agenda
(Action Item)** Chair solicited comments on the agenda from CCWA members. Seeing none, Chair Nim requested a motion to adopt the meeting agenda. Member Ma made the motion, which was seconded by Member Houston and passed unanimously.

**Citywide
Workforce
Development Plan-
Goal #1:
Coordination of** Chair Nim introduced Jen Hand, Workforce Impact Manager, to present on the FY 2024-2029 Citywide Workforce Development Plan ("FY 24-29 Plan"), Goal #1: Coordination of Partners' Plans and Priorities.
Ms. Hand presented an overview of the five working groups which align with the goals of the Citywide Workforce Development Plan for FY 2024-2029. The primary purposes of these working groups are to build

Partners' Plans and Priorities
(Discussion Item)

leadership within the 17-member Alignment Committee, establish strategic partnerships, and advance detailed work outside of the quarterly convenings. These smaller working group meetings aim to delve into the specifics of the plan, allowing committee members and the public to participate.

Ms. Hand emphasized that the current meeting's objective is to prioritize the actions identified in the plan, with about 30 actions within this goal alone. The group needs to consolidate and prioritize these actions to drive the work forward effectively. Additionally, the meeting will address leadership, resources, timing, and the cadence of future meetings.

Ms. Hand provided background on the committee's activities over the past year, including quarterly and community meetings as well as the importance of adhering to the ordinance that mandates the work. The Alignment Committee, formed in 2023, developed the 5-Year Plan, creating a unified public body comprising major workforce-investing city departments, community leaders, and labor leaders.

Ms. Hand presented the purpose of the working group and inquired if members had any additional purposes or goals they wanted to achieve from this working group.

Member Ma inquired about the interrelationship between the working groups and the larger body, asking if there was a report-back structure and how the different working groups interact. Ms. Hand responded that this was up for discussion but proposed that the working groups report back to the Alignment Committee at its quarterly meetings. She added that since this group oversees the work of all the groups, it is recommended that this group meet regularly over the next five years and involve additional partners as necessary.

Ms. Hand presented the timeline for the working group, clarifying that the current end date set for July 2025 may need to be extended to 2029, as this group encompasses all goals and priorities of the FY 24-29 Plan.

Member Ma suggested mapping out the work of the five-year plan into phases, with the first year focused on developing an implementation plan. Member Jackson emphasized the importance of having pilot programs to produce tangible outcomes and data to support the five-year plan.

Ms. Hand summarized the timeline for their work, suggesting a phased approach over five years. The first year would focus on developing the implementation plan, to be submitted as a one-year update to the Board of Supervisors by March of the following year. This plan would help set the stage for more detailed work in subsequent years.

Ms. Hand presented the four outcomes along with their corresponding actions. Each outcome featured approximately 4 to 5 actions, with each committee member selecting one high-priority action per outcome. This selection will guide the committee's focus over the next five years. Members also categorized actions as medium or low priority during the discussion.

Member Ma asked if the committee has the flexibility to modify or streamline actions over time, noting overlaps and connections among them. Ms. Hand noted the committee's flexibility, emphasizing that current decisions are not final, and that there is an update to the Plan due to the Board of Supervisors in March 2025. She highlighted the importance of prioritizing high-priority actions to shape future timelines and project management.

Jamboard Activity Part 1 (Prioritization of Actions):

The activity comprises two parts: the first, identifying high-priority actions under each outcome. Participants were encouraged to prioritize these actions and can note any questions or comments using comment sticky notes. The focus is on immediate high-priority decisions, with discussions on moderate and low priorities deferred to future meetings.

Member Ma asked whether high-priority actions should be based on departmental perspectives or on the department's role within the broader committee. Ms. Hand clarified that the focus should prioritize actions aligned with the committee's overarching goals, while also considering departmental perspectives.

Outcome 1.1, members expressed strong consensus regarding the prioritization of:

- 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.

Members emphasized the holistic nature of this action, noting its potential to encompass related actions such as barrier removal and supportive services. They highlighted the critical role of understanding industry needs to ensure effective job pipelines and stressed the importance of employer engagement for sustainable workforce development.

Member Jackson uplifted the action “prioritize access to affordable housing, healthcare, food security, and childcare before or alongside workforce services”.

Public input reinforced the importance of community voice and transparent decision-making processes in shaping equitable workforce strategies. Director Nim further emphasized the economic recovery focus, emphasizing the City's essential jobs and the need to cultivate local talent through educational partnerships.

Outcome 1.2, members expressed consensus regarding the prioritization of:

- Use annual workforce inventory to summarize programming and leverage the process to disseminate service delivery information.

Members noted that this approach aligns with current practices and provides a foundational understanding of existing services. There was also consensus around researching workforce best practices and integrating skills-based hiring into City employment.

Member Ma noted that while the workforce inventory provides a landscape view, it may not comprehensively detail best practices. The focus was on using the inventory as a starting point for understanding existing services and terminology across departments, which could inform the Committee's future actions and partnerships effectively. Members discussed the potential to enhance the inventory by adding features that summarize best practices or key program narratives without creating additional burdensome systems.

Member Jackson emphasized building upon existing systems rather than creating new ones, suggesting that the inventory could be expanded to better support current practices and initiatives. Members proposed a consolidated approach that integrates best practices within the existing framework.

**Working Group
Meeting Logistics**
(Discussion Item)

Chair Nim solicited feedback regarding extending the deadline to July 2029 from the current July 2025. Members had no objections, and consensus was reached to extend the working group deadline to July 2029.

Chair Nim also sought feedback on the framework and cadence for future meetings. Member Ma proposed meeting quarterly to maintain momentum but suggested meeting more frequently initially. Member Houston agreed with meeting more frequently but expressed concerns about members' availability for monthly meetings. Member Jackson supported frequent meetings to expedite progress but acknowledged potential scheduling conflicts.

Consensus was reached to meet more frequently initially, with the frequency to be revisited every quarter.

**Working Group
Co-Chair
Nominations**
(Action Item)

Chair Nim outlined the vital role of the co-chairs in the success of the working group. Co-chairs are responsible for collaborating with OEWD staff to: set meeting agendas, facilitate discussions, ensure all voices are heard, represent the group in the broader Committee on City Workforce Alignment meetings, and drive progress on action items between meetings.

Chair Nim opened the floor for further discussion and nominations for co-chairs. Member Houston suggested waiting until all members were present for possible nominations. Ms. Hand noted that presenters were still needed to present updates at the next Committee on City Workforce Alignment meetings on July 31, 2024.

Member Ma expressed willingness to present with Member Jackson offering to support or co-present.

Members aimed to schedule the next meeting before July 31st to prepare for the broader Committee update. Otherwise, Members Ma and Jackson would present.

Public Comment on Chair Nim opened the meeting for public comment on any agenda or non-agenda items.

Non-Agenda Items

(Discussion Item)

Secretary Seals-Jackson provided guidance on the public comment process.

A member from the public, Alexis Snelling, a tech startup founder from the Fillmore, emphasized community support and mentoring for entrepreneurs, urging integration of community perspectives into workforce solutions.

A member from the public, Rebecca Baldwin, a San Francisco native and advocate for youth in tech and engineering, highlighted the need for better educational pathways and local talent utilization in the tech industry to address workforce challenges and inequality.

Seeing no additional comments in the chat or in person, Chair Nim closed public comment.

Adjournment

(Action Item)

Chair Nim thanked Members and the public for attending and reminded members that the next meeting would be held at One South Van Ness, with logistics to be coordinated for the next meeting.

Chair Nim called for a motion to adjourn. Member Houston offered a motion to adjourn which was seconded by Member Ma. The vote was unanimous, and the meeting adjourned at 11:17 A.M.

PART 1

INSTRUCTIONS:

Use the provided sticky notes labeled LOW PRIORITY, MODERATE PRIORITY, and HIGH PRIORITY to indicate the level of priority for each action. Identify only one high priority sticky for each outcome.

Use pink sticky notes to provide any comments or questions related to each action.



Outcome 1.1: Cohesion with and support for partners' existing plans and priorities



MODERATE PRIORITY

Encourage cooperation and collaboration among community-based organizations (CBOs) providing workforce services, rather than competition for limited resources.

MODERATE PRIORITY-DHR

MODERATE PRIORITY

Establish industry-specific committees to better align workforce development initiatives with the needs of key sectors across member agencies.

MODERATE PRIORITY - OEWD

MODERATE PRIORITY-DHR

HIGH PRIORITY

Prioritize access to affordable housing, healthcare, food security, and childcare before or alongside workforce services.

Comment/?: Adding Public San Franciscans as our own "advocate agency" to identify their highest priority needs that can be seen by all agencies

HIGH PRIORITY

HIGH PRIORITY - OEWD

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.

HIGH PRIORITY - HH

HIGH PRIORITY

Comment/?: Missing employers.

Comment/?: this list of collaborators should also include local employers (including City and County of SF)

HIGH PRIORITY-DHR

MODERATE PRIORITY - HH

MODERATE PRIORITY - OEWD

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.

MODERATE PRIORITY

MODERATE PRIORITY-DHR

HIGH PRIORITY

Outcome 1.2: Shared understanding of existing services, terminology, and best practices

Comment/?:

HIGH PRIORITY

MODERATE PRIORITY

LOW PRIORITY

HIGH PRIORITY-HH

Identify and replicate best practices that have demonstrated success in workforce development efforts.

Establish and annually update best practice guide to workforce development.

Comment/?: Seems like the first step to achieve other items in this section. - OEWD

HIGH PRIORITY - OEWD

Use annual workforce inventory to summarize programming and leverage the process to disseminate service delivery information.

Comment/?: seems the 1st, 2nd, 4th, and 5th actions can be combined into an overarching action involving researching, compiling, and disseminating best practices

Identify other cities/models demonstrating measurable improvements to learn from.

Comment/?: MISSING a San Franciscans' user journey that connects to Depts/Agencies/Resources that adapts to their dynamic needs vs a solely top-down approach

HIGH PRIORITY

Research workforce best practices, including incentives for employers, businesses, and participants to engage in workforce development initiatives.

MODERATE PRIORITY - OEWD

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

HIGH PRIORITY-HH

Comment/?: Leverage as starting place. Not a best practice report

HIGH PRIORITY-DHR

Comment/?: Workforce Inventory FY 21-22: https://www.sf.gov/sites/default/files/2023-07/FY%202122%20Workforce%20Services%20Inventory%20Summary_DRAFT_FINAL.pdf

HIGH PRIORITY

HIGH PRIORITY-HH

HIGH PRIORITY-HH

MODERATE PRIORITY-DHR

HIGH PRIORITY

Outcome 1.3: Prioritized lived experience and connection with community



HIGH PRIORITY - OEWD

HIGH PRIORITY - DHR

Ensure workforce development programs and services adequately address the specific needs of economically vulnerable populations, such as unemployed, underemployed, and historically excluded workers.

HIGH PRIORITY - HH

HIGH PRIORITY

MODERATE PRIORITY - OEWD

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.

HIGH PRIORITY - Hospitality House

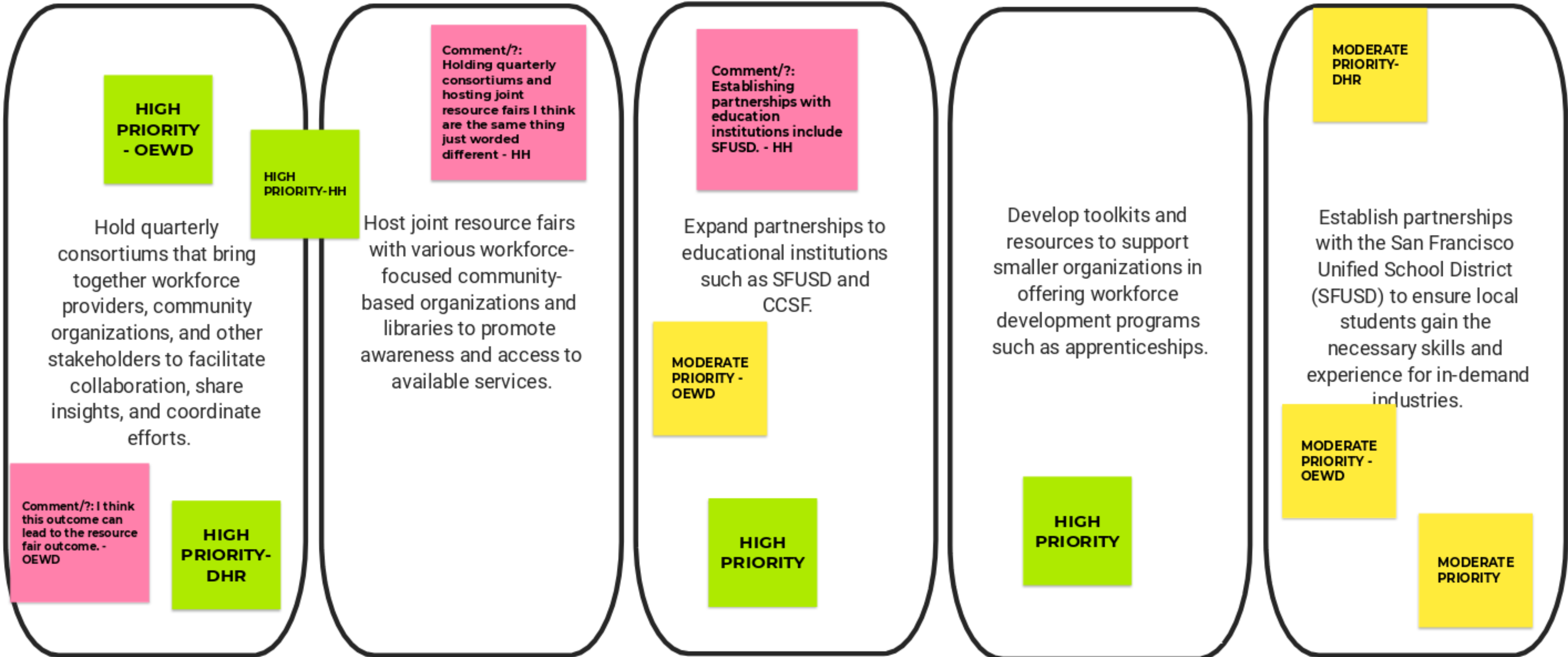
Providers with lived experience are developed into higher wage and leadership positions within the social service and public administration sector.

HIGH PRIORITY

Comment/?:
Networking is proven to connect 80%+ more of jobs even before the positions are posted... perhaps this can be integrated into resume as a proactive approach

Create a simplified, standardized resume/application format that allows individuals to express their needs and be connected to relevant services and job opportunities.

Outcome 1.4: Strong partnerships with CBOs, labor partners, and local educational institutions for career pipeline programs



PART 2

INSTRUCTIONS:

Please use yellow sticky notes to provide feedback on the following aspects of the listed ACTION:

- Allocated Resources
- Partners & Stakeholders
- Cost
- Deadline

Outcome 1.1: Cohesion with and support for partners' existing plans and priorities

ACTION:

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.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcome 1.1: Cohesion with and support for partners' existing plans and priorities

ACTION:

Prioritize access to affordable housing, healthcare, food security, and childcare before or alongside workforce services.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcome 1.2: Shared understanding of existing services, terminology, and best practices

ACTION:

Use annual workforce inventory to summarize programming and leverage the process to disseminate service delivery information.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcome 1.3: Prioritized lived experience and connection with community

ACTION:

Ensure workforce development programs and services adequately address the specific needs of economically vulnerable populations, such as unemployed, underemployed, and historically excluded workers.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcomes 1.4: Strong partnerships with CBOs, labor partners, and local educational institutions for career pipeline programs.

ACTION:

Hold quarterly consortiums that bring together workforce providers, community organizations, and other stakeholders to facilitate collaboration, share insights, and coordinate efforts.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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