



SAN FRANCISCO

OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT

City and County of San Francisco: Office of Mayor London N. Breed  
Economic and Workforce Development: Kate Sofis, Director

August 27, 2021

Hon. Presiding Judge Samuel K. Feng  
400 McAllister Street, Room 008 San  
Francisco, CA 94102

*RE: Response to 2020-2021 Civil Grand Jury report entitled, "Strategic Alignment: Breaking Through to a Living Wage"*

Dear Presiding Judge Feng,

Thank you for your Office's work on the Civil Grand Jury report, "Strategic Alignment: Breaking Through to a Living Wage." The Office of Economic and Workforce Development (OEWD) is appreciative of the thorough report and opportunity to review and respond to the Findings and Recommendations.

As we emerge from the pandemic, OEWD is committed to addressing employment disparities, getting San Franciscans back to work, and advancing an equitable economic recovery for all San Franciscans. Essential to our commitment is a focus on how OEWD interacts with our entire workforce system and our City partners. The Civil Grand Jury report points to strengthening workforce alignment and coordination between OEWD and City College of San Francisco (CCSF) to bolster enrollment into CCSF courses and programs.

Many of the Findings in the report examine gaps that our office has previously identified and are currently addressing in concert with CCSF. Furthermore, the Recommendations from the report offered suggestions that moved our office to build upon already implemented measures and systems to increase coordination between our department and CCSF.

CCSF offers a number of classes that provide meaningful workforce development opportunities. Just this year, we launched an OEWD TechSF partnership with CCSF around multiple training certifications through CCSF's Computer Networking and Information Technology Department, as well as pathways through Cyber Security. Additionally, our OEWD Job Centers are equipped and ready to make even more referrals to CCSF course offerings this year.

We strongly believe in the importance of increasing these types of connections between OEWD and CCSF, and the City invests resources in our partnership not out of obligation, but because of a belief in the opportunities our collaboration presents. We will continue to invest effort in strengthening these connections. Additionally, we will continue to build upon our work together through San Francisco's workforce board, Workforce Investment San Francisco (WISF), as well as Workforce Opportunity and Innovation Act partner convenings, and regular meetings between OEWD and CCSF staff. The combination of these efforts creates a critical opportunity to increase programmatic coordination between our department and CCSF to achieve an even stronger partnership.

One South Van Ness Avenue, 5th Floor  
San Francisco, CA 94103



(415)701-4848 (415)701-4897 [oewd.org](http://oewd.org)  
[workforce.development@sfgov.org](mailto:workforce.development@sfgov.org)

Thank you and the Civil Grand Jury for the diligent investigation, evaluation, and report. Please find OEWD's responses to the requested Findings and Recommendations below and enclosed. We look forward to implementing measures within OEWD to address the Findings and Recommendations within the report.

Sincerely,



Joshua Arce  
Director of Workforce Development  
Office of Economic & Workforce Development



## Civil Grand Jury Findings

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	F1	City College did not have a formal role on the City's Workforce Alignment Committee while it was active and does not have a role on the current ad hoc committee, and this inhibits effective programmatic coordination between OEWD and City College.	Office of Economic and Workforce Development [August 29, 2021]	Disagree partially	<p>While the City's Workforce Alignment Committee is one vehicle to Citywide workforce coordination, the Workforce Investment San Francisco (WISF) Board is responsible for coordinating investments related to Workforce Innovation and Opportunity Act funding and making policy recommendations for the broader San Francisco Workforce Development System. CCSF sits on the WISF board.</p> <p>Additionally, Under Chapter 30 of the City Administrative Code, the Committee on City Workforce Alignment ("Alignment Committee") comprised of City officials and employees was created. The Alignment Committee was responsible for planning and coordinating Workforce Development Services across City departments in order to increase their effectiveness. The current ad hoc committee is also made up solely of City officials and employees. If the charge of the Workforce Alignment Committee were broadened beyond the coordination of workforce services across City departments, then the inclusion of CCSF would be a logical partner.</p>
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	F3	OEWD's lack of a concerted effort to enroll groups in Eligible Training Provider List programs at City College hurts its ability to maximize limited funds.	Office of Economic and Workforce Development [August 29, 2021]	Disagree partially	We agree that there is a lack of concerted effort between OEWD and CCSF in enrolling OEWD participants into the ETPL programs offered by CCSF. This is due to WIOA funding requirements for our department that place strict guidelines and adherence to outcomes that are specific to job placement and not inclusive of enrollment in CCSF ETPL programs.
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	F4	Limited availability of technical courses during City College's summer semester is a contributing factor to OEWD participants pursuing their studies at alternative educational institutions, thereby incurring additional costs.	Office of Economic and Workforce Development [August 29, 2021]	Agree	We agree with the Finding because students have reported to OEWD providers that CCSF does not offer enough summer courses or evening courses for students who are working and/or participating in our training programs. This has led to students pursuing other options for technical courses due to the time and duration of CCSF programs, juxtaposed to other institutions that offer short-term programs.

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	F5	Demand for some City College courses and the lack of priority registration for OEWD participants results in their being denied enrollment for courses needed for their training programs.	Office of Economic and Workforce Development [August 29, 2021]	Disagree partially	OEWD is not aware of OEWD Program Participants, at scale, being denied enrollment for CCSF courses. However, our participants do encounter the effects of Finding #4, which lead to enrollments in other institutions and programs that offer more flexible short-term programming.
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	F6	Inaccuracies on the Eligible Training Provider List unnecessarily deter OEWD job seekers from taking needed courses.	Office of Economic and Workforce Development [August 29, 2021]	Agree	The ETPL on the Cal Jobs website shows inaccuracies with CCSF's catalog of courses, and does not equip OEWD participants with the correct information to enroll in many ETPL programs.
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	F7	The lack of synchronization and outreach among OEWD, City College, and community-based organizations in promoting Eligible Training Provider List certificate programs at City College results in the underutilization of these programs.	Office of Economic and Workforce Development [August 29, 2021]	Disagree partially	Currently, our Young Adult Providers coordinate with CCSF's outreach team to better inform our young adult program participants of CCSF offerings. Moreover, we send out e-newsletters that promote CCSF's CTE programs, and CCSF currently performs outreach to OEWD participants and OEWD funded Community Based Organizations. We do, however, believe our OEWD participants would benefit greatly if there was an individual point of contact to assist with admission, financial aid, and enrollment processes.

## Civil Grand Jury Recommendations

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	R1 [for F1]	The Board of Supervisors should reinstate the Committee on City Workforce Alignment to Chapter 30 of the Administrative Code and add City College as a member. The reinstatement should be completed no later than February 2022.	Office of Economic and Workforce Development [August 29, 2021]	Has not yet been implemented but will be implemented in the future	<p>We plan to do the following in response to Recommendation #1:</p> <ol style="list-style-type: none"> <li>1. Directly address this finding with our Workforce Alignment Committee at our next meeting tentatively scheduled for the Fall of 2021.</li> <li>2. Inquire with the City Attorney regarding the potential for the Workforce Alignment Committee to allow participation beyond City Departments.</li> </ol> <p>This action will take place immediately, and we will be able to offer an update on the aforementioned within 90 days.</p>
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	R3 [for F3]	OEWD should convene a joint working group to review current Career Technical Education course offerings at City College and make recommendations to develop content that aligns with the needs of the OEWD participants by December 2021. The joint working group should include City College's Dean for Workforce Development, the City's Director of Sector and Workforce Development, and the Eligible Training Provider List Coordinator for Workforce Development Comprehensive Job Centers.	Office of Economic and Workforce Development [August 29, 2021]	Will not be implemented because it is not warranted or is not reasonable	<p>We do not think it is necessary to convene an additional working group with CCSF. We currently coordinate with our Workforce Innovation Opportunity Act (WIOA) partners, inclusive of CCSF, by convening quarterly and on an ad-hoc basis.</p> <p>Action to Address Finding— We will work with CCSF to develop content that aligns with the needs of OEWD program participants by December 2021, within the context of our current meeting framework.</p>

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	R4 [for F4]	City College should enhance its number of short-term certificate training programs by February 2022, and these courses should be developed in collaboration with businesses or community-based organizations receiving OEWD funding. This should include an increase in the number of CTE course offerings during City College's summer semester to six.	Office of Economic and Workforce Development [August 29, 2021]	Will not be implemented because it is not warranted or is not reasonable	<p>We believe that if CCSF offered more short-term certificate programs with hours inclusive of evenings, it would assist in removing an enrollment barrier for OEWD participants that are working and/or participating in our workforce system programs. Due to OEWD participant schedules, short-term certificate programs that take place in the evening offer OEWD participants greater access to educational coursework. Additionally, certificate programs assist in upskilling jobseekers and lead to higher earnings. Though we agree with this feedback, this is a recommendation that is specific to CCSF. Due to our inability to implement the Recommendation, we responded to the Recommendation with <i>Will not be implemented because it is not warranted or is not reasonable</i>.</p> <p>Action to Address Finding— We are currently discussing your Recommendation, with CCSF, to enhance the number of courses provided by CCSF. Should CCSF choose to develop additional short-term certificate training programs, we will support and coordinate with CCSF in the creation of those programs.</p>
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	R5 [for F5]	City College should allow priority registration for OEWD clientele enrolling in certificate program courses on the Eligible Provider Training List. Priority registration should begin with the Fall 2022 semester.	Office of Economic and Workforce Development [August 29, 2021]	Will not be implemented because it is not warranted or is not reasonable	We responded with <i>Will not be implemented because it is not warranted or is not reasonable</i> because only CCSF can allow priority registration for their classes, and we do not fully agree with the Finding. Moreover, our department is not the only City department that offers workforce development programming— there are approximately 300 workforce development programs administered across 22 departments in San Francisco. If we are to extend priority enrollment for individuals enrolled in workforce development programming, we should extend this across all departments with workforce development programming.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	R6 [for F6]	City College should convene a workgroup to identify and correct inaccuracies in the course descriptions, schedules, and costs included on the Eligible Provider Training List by January 2022.	Office of Economic and Workforce Development [August 29, 2021]	Will not be implemented because it is not warranted or is not reasonable	<p>It would be helpful to our OEWD participants if the ETPL programs were accurately reflected on the Cal Jobs website. As written, the Recommendation places the responsibility on CCSF to convene a working group. We responded to this Recommendation with <i>Will not be implemented because it is not warranted or is not reasonable</i> because we cannot implement this Recommendation.</p> <p>Action to Address Finding— We will work with City College to support their correction of the inaccuracies in the ETPL. We will also make this Finding a recurring agenda item during our quarterly meetings with WIOA partners and CCSF to address the inaccuracies in the ETPL.</p>
Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]	R7 [for F7]	OEWD should work with stakeholders who coordinate the Eligible Provider Training List to develop an outreach program that encourages clientele to pursue City College certificate programs. The outreach plan should be approved by the Director of Workforce Development and implemented by April 2022.	Office of Economic and Workforce Development [August 29, 2021]	Will not be implemented because it is not warranted or is not reasonable	<p>OEWD should not create an outreach team to enroll students in a system, CCSF, that is not a part of our WIOA funding outcomes or requirements. We are committed to serving San Franciscans in our workforce system through participation in our programs and the placement in employment opportunities. As appropriate, OEWD-funded providers refer participants to CCSF to upskill for careers if they demonstrate interest in specific CCSF coursework.</p> <p>Action to Address Finding-- We will discuss with CCSF the possibility of having a point of contact to assist OEWD participants in navigating the CCSF system. This would be inclusive of admission, financial aid, and enrollment processes, and bolster enrollment for our participants.</p>