

COMMITTEE ON CITY WORKFORCE ALIGNMENT

Draft Minutes of The
Meeting of the Committee on City Workforce Alignment (CCWA)
January 31, 2024
War Memorial Veterans Building, Green Room, 2ND Floor San Francisco, CA 94102

CCWA	Anthony Bush, HSH	Ruth Barajas, Bay Area Community Resources
Voting Members Present	Bart Pantoja, Building and Constructions Trades	Sarah Dennis Philips, OEWD
	Ben Poole, PUC	Taras Madison, APD
	Brittini Chicuata, HRC	Tiffany Jackson, Hospitality House
	Julie Ma, DHR	Tony Lugo, HSA
	Dion-Jay Brookter, Young Community Developers	Warren Hill, DPW
	Luenna Kim, DPH	
	Maria Su, DCYF	

CCWA Staff Present	Ken Nim, Chair
	Chad Houston, OEWD
	Glenn Eagleson, OEWD
	Tai Seals-Jackson, Secretary

CCWA Members Absent	Anni Chung, Self Help for the Elderly (online)
	Vince Courtney Jr., Northern California District Council of Laborers (online)
	Shamann Walton, BOS

Ohlone Land Acknowledgement, Announcements & Housekeeping <i>(Discussion Item)</i>	Chair Nim called the meeting to order at 9:06 a.m. Secretary Tai Seals-Jackson (OEWD) opened the meeting by reciting the Ohlone Land Acknowledgement and reviewing housekeeping rules.
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Roll Call <i>(Discussion Item)</i>	Chair Nim requested that Secretary Seals-Jackson conduct roll call. Secretary Seals-Jackson conducted roll call and announced that a quorum was present.
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Chair's Welcome <i>(Discussion Item)</i>	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 report on the FY 21-22 Workforce Inventory Report and discuss priorities for the Citywide Workforce Development plan.
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Adoption of	Chair Nim requested CCWA members to review the agenda. Next, Chair Nim solicited
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the Agenda
(Action Item)

comments from CCWA members. Seeing none, Chair Nim requested a motion to adopt the meeting agenda. Member Courtney made the motion, which was seconded by Member Brookter and passed unanimously.

Approval of the Minutes from October 25, 2023
(Action Item)

Chair Nim directed CCWA members to review the minutes. Next, Chair Nim solicited comments from CCWA Members. Seeing none, Chair Nim requested a motion to approve the minutes. Member Pantoja made the motion which was seconded by Member Kim. The motion passed unanimously.

Citywide Workforce Development Plan Strategies
(Discussion Item)

Chair Nim introduced Chad Houston, the OEWD Director of Workforce Strategy, to introduce the work that had been done in the development of Citywide Workforce Development Plan Strategies.

Director Houston outlined the charge of the Committee on City Workforce Alignment, which includes creating a definition of workforce development and creating a Citywide Workforce Development Plan (CWDP). Today's meeting was to build on the work from the previous meeting in informing the strategies that would be included in the CWDP.

Director Houston stated that a survey had been sent out to Committee members from CivicMakers to provide feedback on the strategies. Director Houston introduced Cristelle Blackford, Managing Partner and Brittany Henry, Project Manager of Design Strategy from CivicMakers to provide the results of the survey and get feedback on the proposed priorities and strategies.

Ms. Blackford reviewed the process of the work to-date and the desired outcomes of the meeting today to confirm the pillars and strategies of the CWDP.

Ms. Blackford then introduced Brittany Henry who reviewed the responses received from members regarding the Citywide Workforce Development Plan. She reported that members who completed the survey reaffirmed their support for identified goals.

Committee members were asked to review the CWDP draft goals and asked if there were any additional overarching CWDP goals which should be included. All agreed to the goals of:

- Strengthen coordination
- Identify and address gaps
- Improve equitable outcomes

No additional goals were suggested.

Director Houston then reviewed the Draft Strategy Priorities for the CWDP:

1. Expand Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers
2. Enable Data Sharing for Better Coordination Between Workforce and Other Systems
3. DEI/Prioritizing Vulnerable Community Members
4. Youth Workforce Programs
5. Coordination of Partners' Plans & Priorities

Members were asked if there was anything missing from these priorities and if these were the right priorities to accomplish the CWDP goals.

Director Houston stated that given that Priority 4 focused on youth and young adults there was some feedback from the survey to call out other specific populations such as older adults. He stated that Priority 4 intended to outline support for someone through their life course as they access different workforce opportunities.

Member Poole agreed that there is a need to address the needs of someone throughout their life course, and there is a need for ongoing case management services as well.

Member Ma noted that the type of service that someone needs early in their career is very different from the help they need later in life.

Member Bush asked if there is a way to add in career laddering.

Member Chung expressed thanks for mentioning the needs of older adults as the workforce system is seeing more adults reentering the workforce and seeking more training because of the increased cost of living.

With regards to Priority 5, Director Houston acknowledged that each department has its own plans, and that the Committee does not want to contradict them. Director Houston then noted that Draft Strategic Priority 5 has been shifted to Coordination of Plans and Partnerships.

Member Lugo stated his agreement with this change. It acknowledges both the sectorial demand and the general job seeker needs.

Member Courtney stated that there is a need to further flesh out this item. The Committee should acknowledge that there should not be any displacement of workers due to workforce strategies and that plans should be in compliance with agreements already made with the City. There is a requirement to protect existing workers from being displaced by workforce programs.

Member Chicuata supported Member Courtney's remarks and suggested standardized language focuses not only be on the needs of the employer, but also the needs of the jobseeker. Member Chicuata further stated that as the economy continues to shift and recover, the group should consider the needs of individuals who have been negatively impacted by the transition or were negatively impacted before the pandemic, especially with the emerging considerations of tech advancements and artificial intelligence.

Member Su appreciated the shift in making sure that all City workforce development departments' plans are coordinated. Member Su inquired about strategies to train young people and engage the higher education sector.

Ms. Henry then introduced the next activity to provide input on Outcomes & Metrics, where CivicMakers prepared a virtual Mural Board to gather input on the five priority areas. She asked the group, if the Committee were successful at doing this, what would be the outcomes? For each measure, how is the Committee measuring success?

Expand Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

Member Lugo questioned the language of "long-term jobs" and stated that the focus now should maybe be on "long-term employment" as people may shift jobs throughout their career. Director Houston explained that the language used was what was submitted by Committee members, but it is still open for discussion.

Member Lugo mentioned that "wage progression" should also be one of the outcomes measures (not just for Pre-Apprenticeship).

Member Ma noted that the goal of a pre-apprenticeship program is to earn-and-learn, but it does not guarantee a permanent job.

Member Pantoja noted that apprentices are a part of an industry already, and employers invest in their apprentices. He suggested that one metric of success could be that apprentices develop the

skill sets that make them compatible within a market or industry.

Member Courtney stated that permanent employment is not an intended outcome of apprenticeship. The intended outcome is eligibility for an appointment and reaching journey-level status which enables workers to attain a high salary.

Member Chicuata noted that skill building, upskilling, and wage progression should be noted as successful outcomes.

Member Jackson added that most job seekers are working to pay for basic needs (pay rent, buy food, etc.). Programs should offer paid training.

Director Nim offered that OEWD provides a number of pre-apprenticeship and other training programs. One thing that could be considered are points for clients who complete these programs to give them a leg up.

Member Ma noted that the City's apprenticeship programs have wage progression built into the program model. This might be something to add to the success metrics that apprenticeship opportunities offer wage progression.

In response to a question of what this might look like outside of the construction field, Director Houston stated that OEWD offers a range of training programs in which someone might complete an apprenticeship such as in the tech industry that may not lead to employment with that employer but the client has garnered the skills that may lead to other opportunities.

Member Kim noted that the Department of Public Health is looking at different models for pipelines and ways to increase career pathways. She further expressed support for language that is inclusive of mid- and late-career opportunities as some may need to reenter the workforce after some time away from it.

Member Pantoja added that workers can develop a skill set that travels with them and that this supports career laddering within apprenticeships.

Enable Data Sharing for Better Coordination Between Workforce and Other Systems

Ms. Henry reviewed the identified outcomes regarding data sharing to support better coordination between workforce and other systems and asked if there were any others to add. Outcomes previously identified include reduced duplication and gaps in services; increased collaboration and efficiency across agencies and organizations; and streamlined data, informed decisions, and validation of services models.

Director Dennis Phillips stated that different agency plans and programs needed not just to be coordinated but aligned. She suggested a metric would be an actual strategic alignment or summary of how those plans work together and a summary report on those plans work together.

Ms. Henry shared that one metric could be streamlined data being used to make informed decisions.

Member Chicuata stated that to address duplication, a shard data system is needed to see the life course of a client. An additional outcome regarding informed decisions could be standard or shared language defining workforce and our collective goals.

Director Phillips noted that there may be some privacy issues related to shared data. She added that departments are not always working from the same data sets.

Member Ma offered that, to provide support over the course of someone's life, the Committee needs to understand the gaps in services they receive. To understand this, the Committee needs to understand the current state of services offered across the landscape and where there may be gaps in services that clients need.

Member Poole affirmed the privacy concerns previously stated and added that data sharing slows down collaboration but is where the Committee should start discussions of collaboration.

Invest in Equitable Workforce Programs for our Most Vulnerable

Ms. Henry then moved to the third priority, Invest in Equitable Workforce Programs for our Most Vulnerable. Ms. Henry reviewed the metrics that had been previously suggested beginning with "Culturally, racially sensitive outreach and recruitment connecting vulnerable populations to workforce development programs." A second suggestion was "Culturally, racially sensitive services that support vulnerable populations." A potential success metric listed here is data showing an increase in investment and funding for these vulnerable populations.

Member Poole referred to the earlier conversation regarding the life course of a client and stated priority for ongoing case management for the life course and the importance of cultural competency in case management.

Member Ma noted that DHR relies on community partners to provide supportive services. The City can provide apprenticeship opportunities, but it is important to partner with community agencies which can provide culturally sensitive support services.

Member Bush suggested increased hiring of culturally and racially diverse candidates and the retention of the same culturally and racially diverse employees. Our focus should not just be on increased recruitment, but also the hiring and retention of individuals.

Member Barajas expressed priority for naming language for multi- and bilingual job seekers. The word "sensitive" is not clear. Rather than culturally competent, maybe culturally responsive is more appropriate. The Committee needs to be more intentional and specific in its language. Rather than sensitive, the Committee should be responsive with targeted services and programs.

Member Lugo added that outreach is important, but achieving equity is the desired outcome.

Member Ma stated that when defining vulnerable populations, the Committee needs to be sure to include people with disabilities and veterans.

Member Chicuata stated that the Committee should also consider family status within vulnerable populations. The Committee should be clear about who it is talking about. There are many demographics within marginalized communities, such as Black and Latin women. Member Chicuata further added that with regards to hiring the Committee may consider the term "culturally concurrent," expressly hiring people who look and speak like those who are being facilitated through the program and further to avoid "White Savior" language. There are a lot of soft intangibles that sometimes impact whether a person participates or comes to the table or goes through a program that services are not always able to capture, but they should be a consideration for probably all of these different strategic priorities.

Member Madison agreed that the Committee should define what it means by vulnerable and with regards to privacy. For Adult Probation clients, the desired outcome is employment that will sustain their lives.

Member Su asked how the Committee quantifies 'more' and 'better.' The Committee is making a commitment to have an equity-based agenda here. Does the Committee want all young people in

the justice system to have a stable workforce experience? Who decides? And what would be the performance measure?

Ms. Henry stated that this could be addressed as the Committee goes deeper into the action plan to describe the actual actions needed to get to the desired outcomes.

Improve Coordination of Youth Workforce Programs

Ms. Henry noted that this has been changed to “lifespan of someone’s journey in the system” but more appropriate outcomes will be needed as the earlier focus had just been on youth. Current outcomes include: better coordinate youth workforce programs to identify gaps and reduce duplication efforts; increase the number of young people with access to work experience and career opportunities; and expand apprenticeship opportunities connected to clear CCSF employment, as taken from DCYF’s plan.

Member Poole suggested possibly breaking up the life course into worker cohorts such as youth, mid-career, and twilight of career.

Member Pantoja noted that 10-15 years ago, the average age of an apprentice was 18-25. Currently, the average age is 25-32 because they may have gone to college or worked before, they become aware of apprenticeship opportunities. There is a need to bring more awareness of apprenticeship and jobs with the City to earlier grades.

Member Courtney noted that the Committee should be mindful of expansion given the current economy. He is not comfortable with expansion of services given the contraction of the economy and City government opportunities. The Committee should place at least as much focus on the quality of experiences.

Member Bush offered that if the Committee is focusing on the full range of the age cycle, the Committee should also consider building resources so that aging adults would not have to return to work from retirement.

Director Houston offered that both short- and long-term goals may be needed, building in more opportunities across the life course for sustainability.

Member Chicuata suggested that one metric might be policy change regarding a standard or shared definitions when discussing age, for example the definition of Transitional Age Youth differs across departments.

Member Jackson stated to increase young people in programs, the Committee should meet folks where they are, both geographically and where they are in their career journey.

Coordination of Partners’ Plans and Priorities

Ms. Henry began discussion of the final priority by sharing three previously-identified outcomes: partner with community-based organizations and local educational institutions to develop career pipeline programs for San Francisco residents interested in entering the City’s essential jobs (e.g., public safety, public health, skilled crafts and trades); increase the number of San Francisco residents employed in City jobs; and, lived experiences and connection with community prioritized for our employees. She encouraged members to think about plans and priorities for respective organizations and how the plan can be supportive of this.

Member Chicuata stated that limiting the definition to San Francisco residents is counter-intuitive to Priority #3. There are many people whose lives and social networks are in San Francisco although they no longer live here. One metric of success would be repatriation – what impact do

these programs have on the demographic identity of the City? Is there growth in populations that have been decreasing in San Francisco?

Member Courtney stated that for the construction industry and with regards to pre-apprenticeship and apprenticeship programming, they are aligned with communities in San Francisco and that there are laws that require employers to hire from within certain zip codes within San Francisco.

Member Bush suggested that the City's goals could include an acknowledgement that some policies have harmed and displaced certain racial and ethnic communities, and there is work needed to address that. Maybe there is a shared statement in the plan to acknowledge that.

Member Su stated that certain departments have charter mandates or other restrictions that may require them to serve only San Francisco residents.

Member Jackson suggested that the language regarding San Francisco residents should be broader to the Bay Area. Also, the Committee should consider changing the language of the job descriptions on City job announcements that state the need for a degree and instead value lived experience.

Member Kim stated that prospective employers might consider hiring from a traditional lens, but DPH wants to partner as a traditional employer and as a good community partner. Member Kim encouraged the Committee to consider how it provides opportunities, skill-building jobs, and is concrete about terms such as "partnership" or "building jobs."

Ms. Henry suggested that there should be a shared language that is both accessible from a technical standpoint amongst the partnerships in defining success, which is also easy for those who may not come from a workforce background.

Opportunities for Partnership and Collaboration
(Discussion Item)

Member Jackson invited members to send job seekers to Hospitality House for employment services.

Member Ma shared that the Port of San Francisco will be hosting a trades and skill crafts-focused career fair on February 13 from 9 A.M. to 1 P.M. at Pier 50. She also shared that DHR will be opening a new career center within City Hall with a soft launch on March 14.

Member Barajas shared that the Latino Task Force Employment Committee is putting together a career fair for those of all ages who are interested in the education field on February 19th at Mission Language Vocational School.

Member Kim shared that DPH is interested in expanding the Community Health Worker program. They currently have approximately 100 vacancies in community health work.

Public Comment on Non-Agenda Items
(Discussion Item)

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

Secretary Seals read the comments provided in the Zoom meeting chat

- Temple Tse asked if the outcomes would be temporary, part-time, or full-time. She further offered how much money is earned could be a success measure.
- Member Courtney shared that the apprenticeship program for horticulture workers has been reduced by 2/3.
- Joe Wilson (Hospitality House) stated that in some communities duplicated services are needed, as are increased jobs and housing partnerships and assistance for new

hires to encourage retention. Further that more targeted discussion is needed with employers to strengthen support for those returning to the workforce. He stated that it is necessary to build clusters of support network providers around the neighborhood job centers which should be regarded as community hubs.

- B. Conrad offered that fiscal responsibility for the City & County of San Francisco needs to be focused on San Francisco residents.
- Natalie Hopner (Episcopal Community Center) stated that residency requirements can be challenging for people experiencing homelessness who are seeking services.
- Christine Jones asked if community members who just shared career fair information could share links for more information.

Adjournment
(Action Item)

Chair Nim thanked Members and the public for attending and reminded members that the next meeting would be on Wednesday April 24th at 9 A.M. in the Green Room.

Chair Nim called for a motion to adjourn. Member Poole offered a motion to adjourn which was seconded by Member Pantoja. The vote was unanimous, and the meeting adjourned at 11:12 am.