

COMMITTEE ON CITY WORKFORCE ALIGNMENT

Draft Minutes of The

July 26, 2023

Meeting of the Committee on City Workforce Alignment (CCWACCWA)
War Memorial Veterans Building, Green Room, 2nd Floor
San Francisco, CA 94102

**CCWA
Voting
Members
Present**

Shamann Walton, Board of Supervisors
Sarah Dennis Phillips, OEWD
Sheryl Davis, HRC
Trent Rhorer, HSA
Tony Lugo, HSA
Jasmine Dawson, DCYF
Todd Kyger, PUC
Greg Wagner, DPH
Luenna Kim, DPH
Kate Howard, DHR
Carla Short, DPW

Shireen McSpadden, DSHS
Taras Madison, APD
Anni Chung, Self Help for the Elderly
Dion-Jay Brookter, Young Community
Developers
Vince Courtney, Jr., Northern California
District Council of Laborers
Tiffany Jackson, Hospitality House
Bart Pantoja, Building and Construction
Trades Council

**CCWA
Additional
Members
Present**

Richa Dhanju, DPH
Julia Ma, DHR

**CCWA Staff
Present**

Joshua Arce, OEWD, Chair
Janan Howell, OEWD
Jen Hand, OEWD
Tai Seals-Jackson, OEWD, Secretary

**CCWA
Members
Absent**

Ruth Barajas, Bay Area Community Resources

**Ohlone Land
Acknowledgment,
Announcements &
Housekeeping
(Discussion
Item)**

Chair Arce called the meeting to order at 9:08 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 Arce 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 Arce thanked CCWA members, staff, and War Memorial staff for their work in supporting the meeting and acknowledged the many stakeholders across the City departments, labor organizations, community organizations, and the general public for attending the CCWA meeting at the War Memorial Green Room and remotely on Zoom. Chair Arce summarized that the priority for the meeting is to initiate discussion among members for a unified definition of workforce development.

Chair Arce introduced new members to make comments, including OEWD Executive Director Sarah Dennis Phillips and Bart Pantoja from the San Francisco Building and Constructions Trades Council.

Member Dennis Phillips made remarks on her new appointment to lead OEWD. Member Pantoja made remarks on his background and interest in representing the Building and Constructions Trades Council.

Chair Arce invited Supervisor Walton, who sponsored the legislation reauthorizing the committee, to provide welcoming remarks.

Supervisor Walton made remarks on the importance of the committee and his intent to participate.

**Adoption of
the Agenda**
(Action Item)

Chair Arce directed CCWA members to review the agenda. Next, Chair Arce solicited comments from CCWA members. Seeing none, Chair Arce requested a motion to adopt the meeting agenda. Member Howard made the motion, which was seconded by Member Courtney and passed unanimously.

**Approval of
the Minutes
from April 24,
2023**
(Action Item)

Chair Arce directed CCWA Directors to review the minutes. Next, Chair Arce solicited comments from CCWA Members. Seeing none, Chair Arce requested a motion to approve the minutes. Member Wagner made the motion which was seconded by Member Brookter and passed unanimously.

**Toward a
Citywide
Definition of
Workforce
Development**
*(Discussion
Item)*

Chair Arce introduced the next item, by outlining the legislative requirements to create a unified definition of workforce development. Director Arce notes that the definition will be an initial draft for members to provide reactions to and OEWD intends to work with community, education, and labor representatives over the next few months to finalize before the Committee reviews and approves at the October 25th meeting.

Chair Arce introduced Jen Hand, Workforce Alignment Manager, to present on the definition. Ms. Hand reviewed the Alignment legislation (Ordinance No. 209-22); the purpose of establishing a unified definition; explained the process for developing a definition which included stakeholder research with members, Inventory results from City agencies, legislation and policies governing the provision of workforce services, websites and procurements of Alignment member agencies; synthesized critical themes from member agencies; summarized all available workforce services funded by the City and County of San Francisco;

demonstrated example definitions across Federal, State, and Local sources; outlined proposed definition components; and provided a draft definition for members to react to.

The draft definition for discussion was as follows: “Workforce development” shall mean: publicly funded services including: workforce navigation, employment, training, supportive, and youth development services (defined in greater detail earlier in the presentation); in preparation for placement in post-secondary education or employment in high-growth sectors or in-demand occupations; which lead to family-sustaining wages, career pathways, quality jobs, and/or union membership; and prioritize participants who experience economic vulnerability.

Chair Arce facilitated discussion for members:

Member Pantoja made remarks about developing awareness for individuals who are not aware of services and asked Ms. Hand how economically vulnerable populations are defined. Through the Chair, Ms. Hand explained that economically vulnerable populations are inclusive of individuals who are making below a self-sufficiency wage standard via MIT Living Wage Calculator or Insight Center Self-Sufficiency Standard or who have been historically excluded from the workforce.

Member Davis made remarks about considering youth preparation without postsecondary education goals, incorporating social capital development and raising awareness, creating a glossary or appendix for economic vulnerability descriptions, career exploration for adults outside of middle and high school students, and incorporating earn and learn programs for school.

Member Brookter made comments in support of Dr. Davis and noted that this is an adequate macro framework which providers would be responsible for adapting to micro practices. Member Brookter recommended that the definition is revisited periodically on a quarterly or annual basis.

Member Rhorer asked OEWD how education was contemplated in the definition. Through the Chair, Ms. Hand responded that the workforce system operates in parallel with the education system as a safety net for the education system. Traditional education services are not funded by the workforce development system, but HS diploma/GED attainment for non-traditional students are included in the “training service” category.

Member Davis suggested including Boston’s model for learn-to-earn to resource education.

Member Rhorer advised the body to learn from previous welfare policy in the late 1990s where education costs were excluded to the detriment of economically vulnerable populations, and therefore to add allowances for education or educational supports into the list of workforce services.

Director Lugo also noted that the body may want to differentiate between traditional education and vocational education which focuses on attaching workers to the workforce directly.

Member Jackson made comments about how high barrier clients struggle with placement in post-secondary education and to consider modifying the definition to accommodate vulnerable populations in this way, as well as to ensure that career pathways include earn and learn programs.

Member Courtney made comments that organized labor appreciates the Workforce Innovation and Opportunity Act (WIOA) federal definition, because it is in line with its expectations around workforce development definitions with respect to federal and state policy. Member Courtney noted that the body may want to be specific around what workforce development is not because stakeholders appear to have different expectations, and cited an example of workforce grants being in conflict with collective bargaining agreements in the public sector.

Member Kim made remarks that the body should ensure that definition is inclusive and to that end should strike the post-secondary education placement requirement and eliminate the language around high-growth sectors and in-demand occupations.

Member Pantoja responded to DPH's recommendation to strike high-growth sectors and in-demand occupations and asked what the utility of training someone for a job which may not be there is? Member Pantoja explained that apprenticeship requires high-growth sectors and in-demand occupations in order to be a viable workforce tool.

Member Kim noted that training programs may prepare workers for life-sustaining wages without being in high-growth sectors or in-demand occupations, and that this should be reflected in the definition in order to be inclusive for stakeholders.

Member Dennis Phillips requested that CCWA staff clarify where the language in the definition around high-growth sectors and in-demand occupations comes from, including whether the intent is strategic around focusing limited resources on high-value focus areas.

Chair Arce noted that the Committee intends for the programs not to limit anyone from entering the workforce while balancing investments in growing sectors where there are jobs versus sectors where the labor market is contracting. Chair Arce prompted Ms. Hand to provide additional context. Ms. Hand noted that the language reflects terms of art from federal and state workforce policy and legislation, as well as the strategic local and regional policies which require investment in high-growth sectors or in-demand occupations. A high-growth sector training prepares a workforce at scale, while an in-demand occupation training may not be available at scale but still prepares participants for reliable work.

Director Lugo noted that placement in an available job instead of an in-demand job may be more appropriate for the system. The goal is not just to serve the demand need of the economy, but to serve the participants who need a job.

Member Pantoja posed the question of whether the definition is for a person looking for a job or community-based organizations which are setting up programs. Director Arce clarified that this language will likely not move into ordinance, but it will be a rules and regulation for issuance of RFPs, program designs, reporting, and evaluation.

Director Lugo clarified that this applies not just to WIOA funding, but it will apply to all federal, state, and local funding as described. Because of that, it is necessary to tie the definition to placement in employment and to programs which are earmarked to get people jobs. Director Arce noted that City agencies with workforce development programs can use the definition to make changes to programs to be inclusive of the best practices outlined in the definitions.

Member Howard noted that the City has a unique role of administering programs and is also an employer, and the definition should reflect that the City wears both hats. Member Howard offered support for Director Lugo's expanded definition, in order to support sector growth and to support job seekers in their personal aspirations for professional development. Member Howard noted that the group may want to map the list of services based on its unique lenses.

Member Davis noted that employers may need to balance expectations around investing in current workers and the workers moving on to other jobs or organizations within the same career pathway. The workforce development programming needs to be about the individual instead of the entity doing the training or the employer.

Chair Arce closes the conversation acknowledging that workforce development may not be the different services, but the acquisition of skills to put an individual in a better place.

Chair Arce opened the item to public comment.

In chat, Temple Tse noted that "employment in high-growth sectors or in-demand occupations" might be better served by replacing "in" with "emphasis."

In person, Deja Adams made comment on how we report out demographics in terms of community members we serve and how we evaluate impact on investments.

On Zoom, Natalie Hopner, Episcopal Community Services, uplifted Dr. Davis' comments around post-secondary education and Member Jackson's comments around supporting lived experience of homeless participants. Ms. Hopner recommended that the group change the ordering of "in preparation for placement in post-secondary education or employment in high-growth sectors or in-demand occupations" in order to emphasize employment instead of post-secondary education.

*(Discussion
Item)*

**Opportunities
for
Partnership &
Collaboration**

*(Discussion
Item)*

Chair Arce introduced the next agenda item and noted that Members could share upcoming planning, project, and policy priorities, such as new and innovative pilot programs, policies or rules that impact workforce service coordination, and community events.

Chair Arce skipped the prepared presentation materials in the interest of time and referred members to review them in the packet.

Member Davis announced the Opportunities for All end of year presentations will be at the Palace of Fine Arts on Thursday, August 3rd. Member Davis also announced the HRC Economic Policy Summit on October 5th and 6th.

Member Dawson announced that DCYF will be releasing its next RFP on August 14th.

Member Jackson announced that Hospitality House was having its Employment Program and the Committed to Change Program will have a job fair and employer spotlight at Boeddekker Park on Thursday, July 27 from 10 a.m. - 12 p.m.

**Public
Comment on
Non-Agenda
Items**
*(Discussion
Item)*

Chair Arce opened the meeting for public comment on non-agenda items. There was no public comment on non-agenda items.

Adjournment
(Action Item)

Seeing no more comments, Chair Arce requested a motion to adjourn the meeting. Member Pantoja made a motion, and Member Howard seconded. The motion to adjourn was unanimous. The meeting ended at 10:35 a.m.

DRAFT