

COMMITTEE ON CITY WORKFORCE ALIGNMENT: INVEST IN WORKFORCE DEVELOPMENT ACROSS THE LIFE COURSE WORKING GROUP

Draft Minutes of The
July 2, 2024
Office of Economics and Workforce Development
1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103

**CCWA
Voting Members
Present**

Ren Floyd-Rodriguez, OEWD
Brittini Chicuata, HRC
Ruth Barajas, Bay Area Community
Resources
Anni Chung, Self-Help for the Elderly
(remote)
Dion-Jay Brookter, Young Community
Developers (remote)
Aumijo Gomes, DCYF

**CCWA
Additional Members
Present**

Maria Su, DCYF

CCWA Staff Present

Chad Houston, Chair
Tai Seals-Jackson, Secretary
Jen Hand, OEWD
Miriam Palma-Trujillo, OEWD

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

Chair Houston called the meeting to order at 11:35 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 Houston 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 Houston welcomed Committee Members and introduced himself as the Director of Workforce Strategy of OEWD's Workforce Division.

Chair Houston stated that the priority for this meeting was to review Goal #2 of the Citywide Workforce Development Plan, focusing on *Equitable Investment in Workforce Programs for our Most Vulnerable*. 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 Houston solicited comments on the agenda from CCWA members. Seeing none, Chair Houston requested a motion to adopt the meeting agenda. Member Barajas made the motion, which was seconded by Member Chicuata and passed unanimously.

Citywide Workforce Development Plan- Goal #3: Invest in Workforce Development Across the Life Course
(Discussion Item)

Chair Houston introduced Jen Hand, Workforce Impact Manager, to present on the FY 2024-2029 Citywide Workforce Development Plan ("FY 24-29 Plan"), Goal #3: Invest in Workforce Development Across the Life Course.

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 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. Members had no additional feedback.

Ms. Hand presented the timeline for the working group, clarifying that the current timeline set for July 2026 and may be extended at the direction of the members.

Ms. Hand presented the five outcomes along with their corresponding actions. Each outcome featured approximately 2 to 11 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.

Jamboard Activity Part 1 (Prioritization of Actions):

Outcome 3.1

Members expressed interest regarding the prioritization of:

- Map life course stages for world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner).

Member Gomes emphasized its importance for understanding comprehensive workforce needs, suggesting it as a foundational step.

Member Chicuata advocated for clarity in resource allocation through mapping life stages.

Member Floyd-Rodriguez highlighted flexibility in meeting diverse job seeker needs.

Members expressed interest regarding the prioritization of:

- Ensure training and development programs address the evolving needs of individuals from the start of their careers to retirement by designing programs that help individuals transition between different stages of their careers and lives, including retirement planning and part-time or return to the workforce from retirement.

Members from Bay Area Community Resources, Self Help for the Elderly, and Young Community Developers expressed a preference for this language, emphasizing its job-seeker focus and flexibility.

Member Barajas noted the importance of meeting individuals where they are, rather than fitting them into predefined stages.

Member Brookter stressed the need for human-centered approaches considering varying needs across life stages.

Members reached a consensus on combining these two high-priority actions to create a comprehensive approach that covers the entire life course, including young individuals, mid-career adults, and those nearing retirement. This combined approach ensures a holistic, flexible, and inclusive system

Member Barajas uplifted integrating “credit for prior learning” into other prioritized actions.

Members agreed that all actions were relevant priorities and need to be addressed in tandem to support the outcome.

Outcome 3.2, members expressed consensus regarding the prioritization of:

- Expand community outreach efforts to social and community settings to reach a wider audience.

Member Floyd-Rodriguez highlighted the importance of career counseling and mentorship for youth and addressing service gaps for older adults.

Member Barajas advocated for prioritizing apprenticeships across all age groups. Ms. Hand suggested relocating apprenticeships to Outcome 3.1 for alignment with lifelong workforce needs.

Members agreed to integrate actions 2, 3, and 4 into a comprehensive approach supporting expanded community outreach (action 5).

Member Brookter emphasized the need for well-resourced, community-based outreach to overcome accessibility challenges.

Members had consensus on prioritizing expanding community outreach efforts, emphasizing its importance and defining its practical implementation.

Outcome 3.3, members expressed consensus regarding the prioritization of:

- Develop coordination process for proposed programs and services.
- Establish resourcing mechanism for proposed programs and services.

Outcome 3.4, members expressed consensus regarding the prioritization of:

- Improve coordination among youth workforce programs to identify and address gaps, while reducing duplication of efforts.
- Incorporate financial literacy education into workforce development initiatives, with a particular focus on serving youth.

Additionally, members expressed strong moderate priority in establishing mentorship programs that connect young people with experienced professionals. Ms. Hand suggested combining actions two and three.

Member Barajas highlighted the need for a focus on financial empowerment and wealth building, especially among young people, extending beyond basic financial literacy.

Member Chicuata noted the recent state legislation on financial education in high schools and questioned if the Committee's work could build off these efforts rather than duplicating them. Member Chicuata further uplifted action one, noting the language called for alignment of current resources.

Member Brookter supported previous remarks, emphasizing the need for mentorship to reinforce financial

concepts practically, uplifting financial justice.

Ms. Hand suggested acknowledging the need to support the implementation of state legislation locally and ensure coordination with the school district while simultaneously enhancing financial empowerment and justice programs specific to the workforce development system.

Members concluded with a consensus on prioritizing improved coordination among youth programs and ongoing consideration for financial literacy and empowerment in workforce development initiatives.

Outcome 3.5

Members did not reach consensus on prioritized actions for this outcome. Ms. Hand suggested consolidating actions.

Member Barajas suggested consolidating and prioritizing actions 3 and 4, emphasizing their importance for workers without right-to-work documentation.

Chair Houston opened the meeting for public comment on this item of the agenda.

Secretary Seals-Jackson provided guidance on the public comment process. Seeing none in the chat or in person, Chair Houston closed public comment.

Chair Houston solicited feedback regarding meeting cadence.

Chair Houston proposed to convene on a quarterly basis starting in 2025 to maintain consistent momentum. This schedule was suggested to accommodate the busy schedules of members who participate in multiple groups, as well as the limited number of OEWD staff available.

Ms. Hand suggested meeting quarterly for the remainder of the year and making a change to more frequent meetings in 2025.

Member Barajas suggested meeting one more time in 2024 to cover Part 2 of the activity. Member Chicuata suggested meeting in October. Member Brookter agreed. Member Barajas suggested late October. Ms. Hand noted the CCWA meeting scheduled for the last Wednesday of October.

Members reached a general consensus to schedule the next meeting for late October and to revisit the discussion on meeting frequency at that time.

Chair Houston 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. Additionally, co-chairs will be presenting brief updates at the upcoming Committee meeting on Wednesday, July 31st, OEWD will be preparing talking points and slides.

Chair Houston opened the floor for further discussion and nominations for co-chairs.

Members Barajas and Chicuata suggested that at least one of the co-chairs should be from a community organization.

Ms. Hand mentioned the possibility of rotating the presenter role at each meeting rather than having co-chairs.

Member Brookter nominated Member Barajas. Member Barajas uplifted Member Brookter to be the secondary co-chair. Member Chung seconded the nomination for Member Barajas.

Chair Houston requested a motion to approve Members Barajas and Brookter as the co-chair nominations. Member Chicuata made the motion, which was seconded by Member Gomes and passed unanimously.

Chair Houston confirmed that OEWD staff would assist with logistical support.

Working Group Meeting Logistics (Discussion Item)

Working Group Co-Chair Nominations (Action Item)

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

Chair Houston opened the meeting for public comment on any agenda or non-agenda items.

Secretary Seals-Jackson provided guidance on the public comment process. Seeing none in the chat or in person, Chair Houston closed public comment.

Adjournment
(Action Item)

Chair Houston 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 Houston opened the floor for members' closing comments.

Member Brookter announced a Workforce Development Mixer on July 11th at Grotto Wines, located at 2022 Lane Street, 5273 3rd Street in Bayview-Hunters Point, from 5:30 PM to 7:30 PM. Workforce partners and members of the public are encouraged to join for drinks and discussions about workforce development.

Member Chicuata announced the Tech X Youth Innovation and Culture Lab on July 19th. This event will explore cutting-edge technology trends at the intersection of creativity, culture, and economic equity. It is designed to provide young professionals, creatives, and TAY youth with networking opportunities, micro-mentorships, and insights into equity in creative economies. The event will be held at the Commonwealth Club at the Embarcadero starting at 10:00 AM. Member Chicuata offered to share the Eventbrite link and flyer with staff for further circulation.

Member Barajas mentioned an Equity Summit hosted by PolicyLink in Atlanta in August. She highlighted the formation of a strong San Francisco contingent attending the summit and emphasized its value, noting its focus on equity, workforce justice, and related topics.

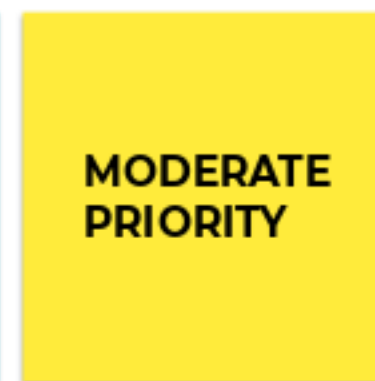
Chair Houston called for a motion to adjourn. Member Brookter offered a motion to adjourn which was seconded by Member Floyd-Rodriguez. The vote was unanimous, and the meeting adjourned at 1:04 P.M.

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 3.1: Ensure workforce system meet the needs of individuals across their life course from pre-employment through full retirement.

Comment/?:
MODERATE PRIORITY
LOW PRIORITY

Comment/?:
Need to figure out what is available. This is starting point

MODERATE PRIORITY DCYF
HIGH PRIORITY- Department of Children Youth and Their Families
MODERATE PRIORITY | YCD

Map life course stages for world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner).

High Priority

Comment/?:
Create a true system. Clean format to create system.

HIGH PRIORITY- Office of Economics and Workforce Development
MODERATE PRIORITY- Human Rights Commission

Conduct audience segmentation and needs assessments to tailor skill development initiatives to the unique needs of different target populations.

MODERATE PRIORITY: OEWD
MODERATE PRIORITY DCYF
MODERATE PRIORITY | YCD

Comment/?:
Overlap between action 1 & 3. Combine. Workshop the language to make high priority.

MODERATE PRIORITY: OEWD

HIGH PRIORITY-Bay Area Community Resources

HIGH PRIORITY-Self-Help for the Elderly

MODERATE PRIORITY

MODERATE PRIORITY - BACR

Ensure training and development programs address the evolving needs of individuals from the start of their careers to retirement by designing programs that help individuals transition between different stages of their careers and lives, including retirement planning and part-time or return to the workforce from retirement.

Comment/?:
More centered on the job-seeker and their development. Stages meeting them on were there.

HIGH PRIORITY- Young Community Developers

MODERATE PRIORITY DCYF

Comment/?:
Human-centered based on the

Implement work-life experience opportunities and credit-for-prior-learning programs to address the paper ceiling.

MODERATE PRIORITY DCYF
MODERATE PRIORITY - Human Rights Commission

Comment/?:
actions 4 & 5 can be implemented into combined action of 1 & 3. All the actions feed into each other.

Ensure inclusive practices to minimize participant disengagement.

MODERATE PRIORITY - BACR
MODERATE PRIORITY - Human Rights Commission
MODERATE PRIORITY DCYF

Outcome 3.2: Awareness of programs and career options and how to access them

Ensure apprenticeship and vocational programs are accessible for speakers of the top 5-10 languages in San Francisco, beyond just English and Spanish.

MODERATE PRIORITY DCYF

Conduct door-to-door outreach and engage in social media campaigns to raise awareness of programs.

MODERATE PRIORITY DCYF

Consolidate as "persistent outreach" action. -BACR

MODERATE PRIORITY | YCD

Table at community events and highlight success stories through social media platforms.

MODERATE PRIORITY DCYF

Collaborate with libraries and local schools to provide in-person support and guidance to potential participants.

LOW PRIORITY DCYF

Comment/? : Need to highlight "meeting" folks in physical spaces and life stage.

MODERATE PRIORITY - BACR

Comment/? : DCYF: this is important but starting with CBO collaboration for this item would help figure out how to do this in an effective, client centered and culturally relevant way

Expand community outreach efforts to social and community settings to reach a wider audience.

HIGH PRIORITY-Self-Help for the Elderly

HIGH PRIORITY-Young Community Developers

HIGH PRIORITY-Human Rights Commission

HIGH PRIORITY-Department of Children Youth and Their Families

Comment/? : Consolidate 2, 3, 4, and 5.

MODERATE PRIORITY: OEWD

High Priority

Comment/? : This all has to deal with outreach. Most actions can be housed under action 5.

Strengthen partnerships between educational institutions, community organizations, and employers to expand apprenticeship opportunities.

MODERATE PRIORITY: OEWD

MODERATE PRIORITY | YCD

MODERATE PRIORITY - Human Rights Commission

HIGH PRIORITY-Bay Area Community Resources

Comment/? : Could be housed under 3.1.

MODERATE PRIORITY

MODERATE PRIORITY DCYF

Comment/? :

MODERATE PRIORITY

Establish career counseling and mentorship programs to guide participants.

MODERATE PRIORITY - Human Rights Commission

HIGH PRIORITY-Office of Economics and Workforce Development

MODERATE PRIORITY

LOW PRIORITY

Comment/? : Sounds as though this does not currently exist. Do we want to expand or deepen work similar to this already being done?

Outcome 3.3: Develop additional workforce programs and services to meet community-identified needs

Comment/?:

Comment/?:
Need to have more priorities available for the exercise.

Comment/?:

MODERATE PRIORITY

LOW PRIORITY

HIGH PRIORITY-
Office of Economics
and Workforce
Development

HIGH PRIORITY-
Department
of Children
Youth and
Their Families

HIGH PRIORITY-Self-
Help for the
Elderly

HIGH PRIORITY- Bay
Area
Community
Resources

HIGH PRIORITY-
Human Rights
Commission

HIGH PRIORITY-
Young
Community
Developers

coordination process for proposed programs and services,

Bridge programs to help individuals with foundational skills before they enter career pathway program.

Skill-building programs for digital literacy, communication, and occupation-specific skills.

Financial literacy education integrated with workforce development.

Flexible courses and training opportunities for homemakers and others with family caregiving responsibilities.

Mentorship programs to provide guidance and support throughout an individual's career journey.

Establish resourcing mechanism for proposed programs and services.

MODERATE PRIORITY

Wellness programs to teach "wellness in the workplace" behaviors before a participant is placed in employment.

Paid training options for skill development and career advancement.

Opportunities for volunteering and developing soft skills in work settings.

Occupational skills training tailored to the needs of diverse participants.

Support for participants to improve language fluency and upgrade their skills

MODERATE PRIORITY: DCYF

OEWD if this includes department procurement and potential joint or aligned procurements - moderate priority

Comment/? DCYF: resourcing mechanism are complicated given multiple funding sources. starting with the coordination around program development is better

Outcome 3.4: Provide young people with access to work experience and career opportunities

Comment/?:

MODERATE PRIORITY

LOW PRIORITY

HIGH PRIORITY-Self-Help for the Elderly

High Priority

Comment/?:
Clarify what duplication means here.

Improve coordination among youth workforce programs to identify and address gaps, while reducing duplication of efforts.

HIGH PRIORITY-Office of Economics and Workforce Development

HIGH PRIORITY-Department of Children Youth and Their Families

HIGH PRIORITY-Human Rights Commission

MODERATE PRIORITY - BACR

Comment/?:
Financial literacy and wealth building.

HIGH PRIORITY-Bay Area Community Resources

Comment/?:
High school curriculum will be incorporating at the State. Mindfulness of duplication

HIGH PRIORITY-Young Community Developers

Incorporate financial literacy education into workforce development initiatives, with a particular focus on serving youth.

Comment/?:
financial empowerment and financial justice

Comment/?:
Rephrase to wealth building

MODERATE PRIORITY DCYF

MODERATE PRIORITY: OEWD

MODERATE PRIORITY - BACR

MODERATE PRIORITY

MODERATE PRIORITY: OEWD

Establish mentorship programs that connect young people with experienced professionals, such as suite executives and managers.

Comment/?:
This could second high priority with financial literacy programming built into it.

Comment/?:
this feels like it should include both coordination between programs and between systems and funders

MODERATE PRIORITY DCYF

MODERATE PRIORITY | YCD

MODERATE PRIORITY - Human Rights Commission

MODERATE PRIORITY

Explore opportunities for youth to rotate through different roles and departments within companies to support career exploration.

MODERATE PRIORITY - BACR

MODERATE PRIORITY DCYF

MODERATE PRIORITY - BACR

Dedicate staff roles to collaborate with employers, market apprenticeship programs, and assist with program administration.

Comment/?: This generally bring up the cost of workforce programs. So that needs to be understood and built in to cost. (BACR)

Provide longer wage subsidies for businesses that train and hire San Francisco residents.

MODERATE PRIORITY DCYF

Comment/?: Consolidate (BACR)

Offer education and resources on independent contracting and business ownership.

Comment/?: 3 & 4 can be consolidated. Viable pathways for migrant workers.

HIGH PRIORITY-Bay Area Community Resources

Support entrepreneurship pathways that lead to LLC development and budgeting skills.

MODERATE PRIORITY DCYF

Create specialized training programs and on-call staffing pools for small business owners.

HIGH PRIORITY-Young Community Developers

Outcome: Improve engagement in the workforce development system.

HIGH PRIORITY-Self-Help for the Elderly

LOW PRIORITY

MODERATE PRIORITY

Comment/?:

Implement interventions that support employers, such as short-term employment trials job fit.

MODERATE PRIORITY DCYF

MODERATE PRIORITY - Human Right Commission

MODERATE PRIORITY | YCD

Bring in more partner companies to expand opportunities for high-road jobs and workforce development.

HIGH PRIORITY-Office of Economics and Workforce Development

HIGH PRIORITY-Department of Children Youth and Their Families

MODERATE PRIORITY | YCD

Invest in higher wages and career ladders within nonprofit organizations to support workforce development.

HIGH PRIORITY-Human Rights Commission

Identify job opportunities within government organizations that do not require college

MODERATE PRIORITY DCYF

Facilitate access to job-ready individuals for industries facing worker shortage.

MODERATE PRIORITY DCYF

Provide succession planning training and resources for organizations to support knowledge transfer.

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 3.1: Ensure workforce system meet the needs of individuals across their life course from pre-employment through full retirement

ACTION:

Map life course stages for world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner).

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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

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DEADLINE:

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Outcome 3.2: Awareness of programs and career options and how to access them

ACTION:

Expand community outreach efforts to social and community settings to reach a wider audience.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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

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DEADLINE:

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Outcome 3.3: Develop additional workforce programs and services to meet community-identified needs

ACTION:

ALLOCATED RESOURCES:

PARTNERS & STAKEHOLDERS:

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

DEADLINE:

Outcome 3.4: Provide young people with access to work experience and career opportunities

ACTION:

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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

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DEADLINE:

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Outcome 3.5: Improve employer engagement in the workforce development system

ACTION:

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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

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DEADLINE:

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