

WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

Minutes Of The
September 13, 2018

Meeting of the

Workforce Investment San Francisco (WISF) Board
San Francisco War Memorial Veteran's Building Green Room
401 Van Ness Avenue, 2nd Floor, San Francisco, CA 94102

WISF Members Present

Kevin Carroll, Hotel Council
Bob Nibbi, Nibbi Brothers
Edward Battista, Sutter Health
Andrew Lindsay, Jawbone
Jeanine Cotter, Luminalt
Egon Terplan, SPUR
Jorge Tapia, EDD
Paul Giusti, Recology
Sandra Fewer, Supervisor, City and County
of San Francisco

Julie Fallon, Marriott Hotels
Rebecca Miller, SEIU-UHW
Aaron Michel, 1984 Ventures
Ruben Santana, Rubecon
Sam Rodriguez, KSR Strategy Group
Mark Rocha, Chancellor, City College of SF
Ann Weeby, Salesforce
Chhavi Sahni, Golden Gate Restaurant
Association

WISF Members Absent

Charlie Hale, Pinterest
Jeffrey Chiu, UCSF
Charley Lavery, OE Local 3
Brian Morton, WEBCOR Builders
Bryan Rogers, Bloomingdale's

Theresa Woo, Department of Rehabilitation
Ximena Delgado, Bank of America
Theresa Woo, Dept. of Rehabilitation
David Johnson, Masons Local 300
Ramon Hernandez, Laborers Local 261
John Doherty, Electricians - IBEW Local 6

Roll Call

Kevin Carroll, WISF Chair called the meeting to order at 9:10 AM.

Mr. Carroll announced and welcomed Director Joaquin Torres.

Mr. Carroll announced and welcomed Workforce Director Josh Arce.

Mr. Carroll thanked Deputy Director Kat Daniel for her service as Acting Workforce Director Katherine Daniel.

Mr. Carroll welcomed non-voting guests Lokelani Neven, and June So.

Mr. Carroll halted the meeting to invite board members to introduce themselves.

Adoption of Agenda
(Action Item)

There was a quorum, so the motion to adopt the agenda and approve the meeting minutes from June 13, 2018 was unanimously approved.

**OEWD Director
Remarks**
(Discussion Item)

Mr. Carroll invited Joaquin Torres, Director of OEWD to present the Director Remarks.

Director Torres expressed excitement about partnering with the WISF and OEWD staff. Director Torres stated his interest in working on equity issues affecting San Franciscans. Director Torres announced OEWDs recently issued RFP. Director Torres expressed thanks to Supervisor Fewer and indicated that Supervisor Vallie Brown will be sworn in at the next meeting as the new WISF board member representing the CCSF Board of Supervisors.

**Workforce Director's
Report**
(Discussion Item)

Mr. Carroll introduced Josh Arce, Workforce Director of OEWD to provide the Workforce Director's Report.

Mr. Arce thanked the WISF members for their service and congratulated Director Torres on his appointment. Mr. Arce thanked Deputy Director Daniel on her service during the leadership transition. Mr. Arce expressed support for the Mayor's priorities.

Mr. Arce stated that despite record low unemployment, many San Franciscans are seeking work or are unable to seek work, and expressed that no one should be left behind. This starts with partnership and community. Mr. Arce shared that the Mayor seeks to approach equity issues with urgency.

Mr. Arce stated that the economy is cyclical and it is appropriate to lay the foundation for getting ahead of the next economic downturn. Mr. Arce is excited about developments within CityBuild that can be shared with other sector strategies.

Mr. Arce reported that OEWD is assisting hotel workers facing layoffs to transition quickly to other employment in the sector. 35 hotels are expected to come online and the First Source Hiring Program can be used to create urgency around placing workforce participants. Mr. Arce stated that there are 900 training participants annually in non-construction sectors.

Mr. Arce reported on the Chase Center graduation ceremony. Mr. Arce is looking forward to additional partnerships with Labor partners.

Mr. Arce reported that OEWD is seeking funding to assist reentry populations.

Mr. Arce expressed interest in training opportunities in the Cannabis industry, noting that this would be the subject of future policymaking proceedings.

Mr. Carroll opens the floor to questions.

Local Hiring Report
(Discussion Item)

Mr. Carroll introduced Ken Nim, Workforce Compliance Manager.

Mr. Nim presented highlights from the 7th Annual Report on the Local Hiring Policy. CityBuild is a model nationwide and OEWD is being asked to provide other jurisdictions with technical assistance. Mr. Nim presented data on the number of capital improvements covered by the policy; the number of reported work hours, noting the increase due to the booming construction market. Since 2011, 36% of or work hours have been performed by local residents and 54% of total apprentice hours were performed by San Francisco residents. Participants are demographically diverse and reside in the neighborhoods with the greatest need.

Mr. Nim concluded his presentation and sought questions from the members.

Ms. Cotter inquired about efforts to outreach to women. Mr. Nim explained that CityBuild Academy has a program for women, and a reentry program working with incarcerated women. Mr. Arce explained that, in partnership with Mission Hiring Hall, recruitment fairs target women of color. Mr. Nim stated that there are more women in the training program than there has ever been.

Supervisor Fewer stated the importance of not only outreach and placement but retention. Mr. Arce expressed interest in continuing the conversation with supervisor Fewer and discussing current and future strategy.

Mr. Terplan asked how the residency of displaced workers is tracked. Mr. Nim explained that CityBuild's database captures and tracks this data. Mr. Arce expressed that the Mayor is aware of this issue and he is hopeful that database improvements will enhance this analysis.

WISF Board Member Profiles
(Discussion Item)

Mr. Carroll introduced Paul Giusti, Business Services Unit Manager, with Recology.

Paul Giusti was born in San Francisco's Cow Hollow neighborhood. Today, Mr. Giusti and his wife, also a native San Franciscan, live in the Diamond Heights neighborhood of San Francisco.

For the last 40 years, Mr. Giusti has worked in almost every facet of Recology Operations serving as Route Dispatcher, Customer Service Manager, Chief Operations Manager, and Business Unit Manager.

For the last four years, Mr. Giusti has served as the Regional Community and Government Affairs Manager for San Francisco. In his role he oversees civic involvement, employee volunteerism and works as a liaison to elected officials and City agencies.

In addition to his duties at Recology, Paul was appointed by Mayor Lee to sit on the Workforce Investment San Francisco Board at its inception and is the current Chairman of the Board for the non-profit Asian Pacific American Community Center in Visitation Valley. Paul also served for nine years on the Mayor's Graffiti Advisory Committee representing San Francisco business.

**Neighborhood
Spotlight – Welcome
to the Lakeview
(Discussion Item)**

Mr. Carroll introduced Gwen Brown, Executive Director of Inner City Youth.

Ms. Brown presented on the Lakeview neighborhood. Ms. Brown was born and raised in the Lakeview. Her workforce strategy utilizes all available resources because the neighborhood does not have robust workforce programming but does have access to transportation. The neighborhood is a hidden gem.

Inner City Youth was founded in 1995 and has traditionally focused on 16-24 year old males. The drug trade has affected the neighborhood since the 80s and has created persistent barriers to employment. Their intervention model now includes workforce and is an important tool to combat youth violence. Ms. Brown shared the story of participants with barriers to employment that have experienced such barriers, received workforce services, and are now looking forward to a rewarding careers.

The neighborhood is only now getting funding for job development services directly in the neighborhood.

The neighborhood experiences street violence. The organization is located at the epicenter. They perform outreach just outside their doors, on the street. They are also using tools like social media to outreach to women. This has resulted in women working on the Chase Center.

Resources are needed. The community will respond in large numbers if opportunity is provided. Ms. Brown welcomed new partnerships.

Mr. Carroll asked how the community has embraced Inner City Youth as an organization. Ms. Brown explained that they are the neighborhood center, the *de facto* HSA for their community. They are looking to expand employment and outreach programs but they are well known in the community. Ms. Brown emphasized the need to not just focus on the youth but the community and their families as a whole.

Mr. Arce seconded the remarks of Mr. Carroll and Ms. Brown.

**Administrative Code
Chapter 30 –
Workforce System
Alignment Update
(Discussion Item)**

Mr. Carroll introduced Amabel Akwa-Asare, Director of Strategic Initiatives, whom then introduced Jennifer Hand, Senior Community Development Specialist.

Ms. Hand reminded the members of the goals of workforce alignment pursuant to Chapter 30. Ms. Hand presented progress updates to the Citywide Workforce Development Plan and Workforce Services Inventory Findings.

The Alignment Committee and its working groups continue to meet to develop a shared

understanding of client barriers to employment, and corresponding solutions. To address issues of equity among our workforce clients, the Committee invited the Human Rights Commission to join as a permanent member.

After conducting over seventy stakeholder research interviews with agency directors, program managers, and workforce clients, Google Civic Bridge (GCB) determined that the client experience is unique and varies based on stage of life, intervening factors, quality of case management, program availability, among other factors. GCB determined that a single Workforce Transit Map would be an ineffective tool to capture the nuance of the client experience, and instead aggregated the data to create a series of client personas with predictable movement within the system. Due to the variety of the client experience and breadth of the system, a true Workforce Transit Map would require collection of a much larger sample over a longer period of time than the program's one month allocation, and a systemized aggregation of client workforce journeys to determine key transition points and system overlap.

In 2017, the Alignment Committee convened the Data Alignment Working Group including stakeholders from the five main agencies and key community-based organizations. The Data Working Group met five times, coming to agreement on key terms and identifying relevant data fields for federal, state, local, and programmatic requirements. In a move to formally adopt these common data elements, the Alignment Committee incorporated them into the FY 2016-2017 City Workforce Services Inventory. Agencies reported that the data collection was more relevant than in past years, and this effort helped advance and align agency-level reporting protocols.

As a foundation for developing data sharing agreements with the City's ShareSF Program, HSA and OEWD—the two largest agencies for workforce services—have partnered to align their client systems. In a first step to integrate with OEWD's JobsPortal, HSA built its client relationship management system using Salesforce. With both agencies operating on Salesforce-based cloud systems, data integration and data sharing will become a more seamless process. The departments are exploring other short-term solutions to systems integration, including granting JobsPortal access to HSA employment liaisons for First Source hiring opportunities and building collaborative process for the agencies in advance of systems alignment.

DHR continues to align hiring practices across City agencies. OEWD and DHR worked together to produce a civil service hiring practice training module for employment liaisons and workforce providers to create a clear pipeline to City employment opportunities for City clients. The trainings launched in Fall 2017, engaging workforce providers from major grantees and receiving excellent feedback around utility and implementation. OEWD is currently mapping entry-level, civil service City job opportunities to create a verifiable pipeline to City employment. Staff identified over 75 entry-level classifications, including 35 with specific career pathways. From this foundational work on civil service job pathways, DHR will convene a public sector working group to identify long-term succession and general hiring planning.

The Alignment Committee succeeded in bringing together City departments, building trust and collaborative processes. Consequently, key agencies have felt empowered to align their formal grant procurement processes. This includes collaborating on the development of, and in some instances jointly issuing, requests for proposals (RFPs) before release to

prevent duplication of services, convening interagency proposal review panels. A key example of such alignment is MOHCD's Community Development Block Grant funds for workforce services, which are work ordered through OEWD's RFP processes.

Mr. Terplan noted that OEWD's share of all workforce investments is shrinking relative to other departments. Mr. Terplan asked whether there is there a Board of Supervisor committee and how policies and decisions impact OEWD. Director Torres confirmed that this question is a key element of alignment work and additional information will be available subsequently.

Mr. Michel confirmed his understanding of the Google Bridge Program's results. Ms. Hand confirmed and explained further the Google's data collection methodology and findings.

Ms. Cotter commented that this is one of the best WISF meetings she has attended and is very impressed by the improvements this board has made.

**Local and Regional
Plan Update**

(Discussion Item)

Mr. Carroll invited Amabel Akwa-Asare to provide an update on the Regional and Local WIOA Plans.

Ms. Akwa-Asare provided background on the requirements of WIOA and the State policy objectives for years 2017-2021. The objectives include fostering demand-driven skills, enabling upward mobility, and aligning programs and services.

Ms. Akwa-Asare also identified new state-level partnerships with the Department of Social Services, California Department of Child Support Services, the Department of Rehabilitation, and Department of Corrections. This also includes new initiatives to build regional prison to employment pathways.

There were no questions for Ms. Akwa-Asare.

**Public Comment on
Non-Agenda Items**

(Discussion Item)

Mr. Carroll opened up the meeting for public comment. There was no public comment.

Adjournment

(Action Item)

Mr. Carroll notes that the next meeting is December 5, 2018. Mr. Carroll called for a motion to adjourn the meeting and the meeting was adjourned at 11:05 A.M.