BOARD of SUPERVISORS

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M E M O R A N D U M

GOVERNMENT AUDIT AND OVERSIGHT COMMITTEE

SAN FRANCISCO BOARD OF SUPERVISORS

TO: Supervisor Dean Preston, Chair
Government Audit and Oversight Committee

FROM: John Carroll, Assistant Clerk

DATE: October 1, 2021

SUBJECT: **COMMITTEE REPORT, BOARD MEETING**
Tuesday, October 5, 2021

The following file should be presented as COMMITTEE REPORT at the regular Board meeting on Tuesday, October 5, 2021. This resolution was acted upon at the special Government Audit and Oversight Committee meeting on Thursday, September 30, 2021, at 10:00 a.m., by the votes indicated.

Item No. 55 **File No. 210707**

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2020-2021 Civil Grand Jury Report, entitled "Strategic Alignment: Breaking Through to a Living Wage;" and urging the Mayor to cause the implementation of accepted findings and recommendations through her department heads and through the development of the annual budget.

RECOMMENDED AS AMENDED AS A COMMITTEE REPORT
Vote: Supervisor Dean Preston - Aye
Supervisor Connie Chan - Aye
Supervisor Rafael Mandelman - Aye

Cc: Board of Supervisors
Angela Calvillo, Clerk of the Board
Alisa Somera, Legislative Deputy
Anne Pearson, Deputy City Attorney

File No. 210707 **Committee Item No.** 5
Board Item No. **55**

COMMITTEE/BOARD OF SUPERVISORS

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Board of Supervisors Meeting: **Date:** Oct. 5, 2021

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☒	☒	OEWD Response – August 27, 2021
☒	☒	CCSF Response – August 30, 2021

Prepared by: John Carroll **Date:** Sept. 24, 2021
Prepared by: John Carroll **Date:**
Prepared by: John Carroll **Date:**

AMENDED IN COMMITTEE
9/30/2021

FILE NO. 210707 RESOLUTION NO.

[Board Response - Civil Grand Jury Report - Strategic Alignment: Breaking Through to a Living Wage]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2020-2021 Civil Grand Jury Report, entitled "Strategic Alignment: Breaking Through to a Living Wage;" and urging the Mayor to cause the implementation of accepted findings and recommendations through her department heads and through the development of the annual budget.

WHEREAS, Under California Penal Code, Section 933 et seq., the Board of Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior Court on the findings and recommendations contained in Civil Grand Jury Reports; and

WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a county agency or a department headed by an elected officer, the agency or department head and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the response of the Board of Supervisors shall address only budgetary or personnel matters over which it has some decision making authority; and

WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of Supervisors must conduct a public hearing by a committee to consider a final report of the findings and recommendations submitted, and notify the current foreperson and immediate past foreperson of the civil grand jury when such hearing is scheduled; and

WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b), the Controller must report to the Board of Supervisors on the implementation of recommendations that pertain to fiscal matters that were considered at a public hearing held by a Board of Supervisors Committee; and

WHEREAS, The 2020-2021 Civil Grand Jury Report, entitled “Strategic Alignment: Breaking Through to a Living Wage” (“Report”) is on file with the Clerk of the Board of Supervisors in File No. 210706, which is hereby declared to be a part of this Resolution as if set forth fully herein; and

WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond to Finding Nos. F1, F3, F4, F5, F6, and F7, as well as Recommendation Nos. R1, R3, R4, R5, R6, and R7 contained in the subject Report; and

WHEREAS, Finding No. F1 states: “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;” and

WHEREAS, Finding No. F3 states: “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;” and

WHEREAS, Finding No. F4 states: “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.;” and

WHEREAS, Finding No. F5 states: “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;” and

WHEREAS, Finding No. F6 states: “Inaccuracies on the Eligible Training Provider List unnecessarily deter OEWD job seekers from taking needed courses;” and

WHEREAS, Finding No. F7 states: “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;" and

WHEREAS, Recommendation No. R1 states: "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;" and

WHEREAS, Recommendation No. R3 states: "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;" and

WHEREAS, Recommendation No. R4 states: "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 at least six;" and

WHEREAS, Recommendation No. R5 states: "City College should allow priority registration for OEWD participants enrolling in certificate program courses on the Eligible Training Provider List. Priority registration should begin with the Fall 2022 semester;" and

WHEREAS, Recommendation No. R6 states: "City College should convene a workgroup to identify and correct inaccuracies in the course descriptions, schedules, and costs included on the Eligible Training Provider List by January 2022;" and

WHEREAS, Recommendation No. R7 states: “OEWD should work with stakeholders who coordinate the Eligible Training Provider 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;” and

WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior Court on Finding Nos. F1, F3, F4, F5, F6, and F7, as well as Recommendation Nos. R1, R3, R4, R5, R6, and R7 contained in the subject Report; now, therefore, be it

RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they partially disagree with Finding No. F1 for reason as follows: City College of San Francisco is not currently part of the Workforce Alignment Committee but collaborates with OEWD in several other spaces, including the Workforce Investment San Francisco (WISF) Board and meetings convened by OEWD for programs such as CityBuild, TechSF, and the HealthCare Academy; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they partially disagree with Finding No. F3 for reason as follows: This finding requires clarification. OEWD does not directly enroll groups into programs. CCSF and OEWD should collaborate to provide guidance to community based organizations that will assist with job placement and increase enrollment; however the Board of Supervisors understands that WIOA funding requirements place strict requirements for OEWD regarding adherence to outcomes that are specific to job placement and not inclusive of enrollment in CCSF ETPL programs; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they agree with Finding No. F4; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they partially disagree with Finding No. F5 for reason as follows: Priority registration is regulated by the California Code of Regulations, Title 5, Section 58108 as a condition of claiming state apportionment for enrollment in the class; however, CCSF when able, should prioritize OEWD students to the greatest extent feasible; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they agree with Finding No. F6; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they partially disagree with Finding No. F7 for reason as follows: there appear to be some efforts by OEWD and community based organizations to promote City College of San Francisco EPTL programs; however, the Board acknowledges that the process should be refined; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R1 has not been implemented but will be implemented in the future by February 2022; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R3 will not be implemented because it is unwarranted or unreasonable for the following reason: While the Board agrees that OEWD and City College of San Francisco should collaborate on building Career Technical Education course offerings that aligns with the needs of OEWD participants, OEWD and City College of San Francisco should be allowed to utilize their existing meeting frameworks to perform this work; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R4 will not be implemented because it is unwarranted or unreasonable for the following reason: while the Board of Supervisors agrees that City College of San Francisco should increase the number of short-term training opportunities, it is unclear whether it has sufficient

budget allocations to do so at the requested scale, or within the suggested timeline, as of this Board's response; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R5 will not be implemented because it is unwarranted or unreasonable for the following reason: the recommendation regards policies internal to City College of San Francisco and falls outside of the Board's purview; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R6 will not be implemented because it is unwarranted or unreasonable for the following reason: the recommendation asks City College of San Francisco to convene an internal workgroup, which falls outside of the Board's purview. The Board of Supervisors concur with the recommendation that any inaccuracies are promptly corrected, but defers to CCSF as to the process for achieving that result; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R7 will not be implemented because it is unwarranted or unreasonable for the following reason: while San Franciscans would benefit from encouraging OEWD clientele to enroll in City College of San Francisco, the proposed outreach plan is not aligned with current OEWD funding outcomes. However, OEWD and City College of San Francisco should continue to collaborate and coordinate outreach to the greatest extent feasible; and, be it

FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of the accepted findings and recommendations through her department heads and through the development of the annual budget.

Strategic Alignment: Breaking Through to a Living Wage

JUNE 2021

City and County of San Francisco

Civil Grand Jury | 2020–2021

About the Civil Grand Jury

The Civil Grand Jury is a government oversight panel of volunteers who serve for one year. It makes findings and recommendations resulting from its investigations.

Reports of the Civil Grand Jury do not identify individuals by name. Disclosure of information about individuals interviewed by the jury is prohibited.

California Penal Code, section 929.

2020–2021 Jurors

Ellie Schafer, *Foreperson*
Allen Cohn, *Foreperson Pro Tem*
Stephanie Jacques, *Recording Secretary*
Donna Hurowitz, *Corresponding Secretary*

Ron Boring
Geoffrey Brown
Mike Fitzgerald
JR Formanek
Nina Huebsch
Evelyn Hunt
Simone Manganelli
James Matthews
Dr. Janet Mohle-Boetani
Kenneth Moses
Judi Sanderlin
Adam J. Thaler
Nicholas Weininger
Bebo White
Thomas Yankowski

To learn more about the Civil Grand Jury, visit: https://civilgrandjury.sfgov.org/

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Executive Summary

Many San Francisco residents live with unrelenting financial insecurity because they cannot find employment or are stuck in jobs that do not pay a living wage. San Francisco's Office of Economic and Workforce Development is committed to providing these residents with the resources to land entry-level jobs. But the key to elevating them from a minimum wage to a living wage, one that allows them to support themselves and their families, lies in postsecondary education. Nowhere is this education more achievable and affordable than at tuition-free City College of San Francisco (City College).

The Civil Grand Jury identified several barriers to making City College an effective partner in San Francisco's workforce development efforts. Improvements in the following four areas will have a significant and meaningful impact toward meeting workforce development goals:

1. Organization and collaboration
2. Access to programs
3. Supportive services
4. Outreach and marketing

Background

In 2014, Congress passed the Workforce Innovation and Opportunity Act (the Workforce Act) which restructured, consolidated, and strengthened all previous workforce programs throughout the United States. The Department of Labor estimated that the United States would have a shortage of needed postsecondary-educated workers by 2022.[1] This, combined with the growing realization that the country was becoming less competitive in the global economy and that employers were finding it difficult to find qualified workers for increasingly complex jobs, became the catalyst for the Workforce Act.

The purpose of the Workforce Act is twofold: 1) to provide disadvantaged job seekers with labor market information, job search assistance, and training to help them find work, and 2) to create a supply of skilled workers for employers. Within the Workforce Act, priority is given to certain groups, including the following:

- Low-income individuals
- Workers deficient in basic skills or whose skills have become obsolete in the workplace
- At-risk youth from low-income communities

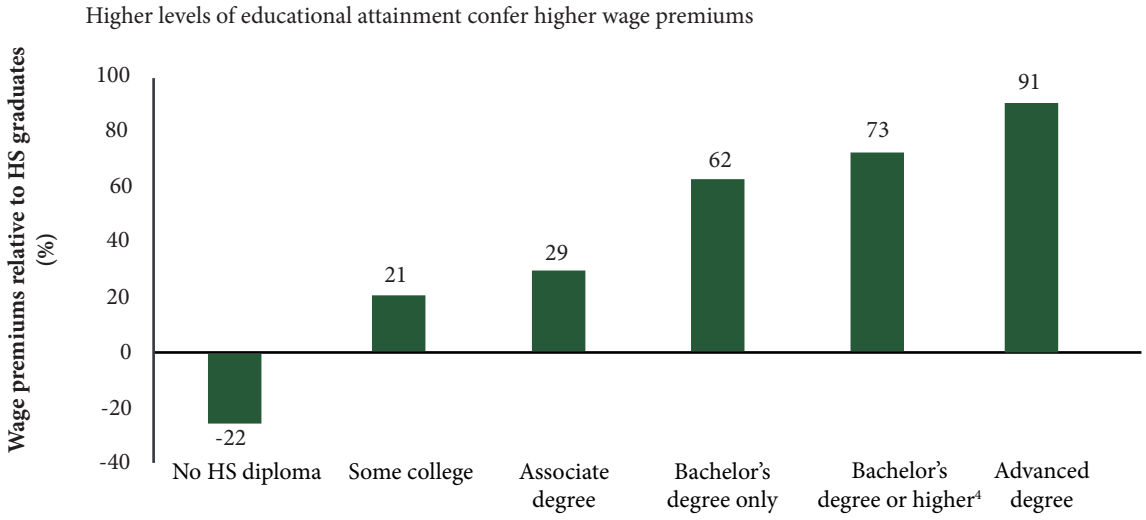
[1] U.S. Department of Labor. "Workforce Innovation and Opportunity Act." Employment and Training Administration. https://www.dol.gov/agencies/eta/wioa

The Workforce Act calls for administration and accountability through a hierarchy of small, nimble, and strategic workforce boards at state and local levels. In San Francisco (the City), the governing board is Workforce Investment San Francisco. This board is composed of 19 stakeholders, ten of whom represent local business and industry. The operational arm of this board is the Office of Economic and Workforce Development (OEWD).

OEWD awards funds to community-based organizations to operate job centers that provide counseling and skills training to both the unemployed and under-employed workforce. These job centers also connect individuals with existing job opportunities.

Helping job seekers find entry-level work is a worthy goal. However, the minimum wage does not equate to a living wage, especially in the City.[2] Education and training play significant roles in lifting people out of poverty, and the Workforce Act identified local community colleges as key partners in achieving this objective. Figure 1 below demonstrates the average increase in earnings that accompanies postsecondary education.[3] In the health and technology sectors, the income advantages from education are even greater.

Figure 1. Wage Premium Relative to High School Graduates



City College can and should be OEWD's primary partner in providing education and training to assist targeted, unemployed residents in achieving meaningful and well-paying work. City College offers hundreds of certificate and degree programs that are both tuition-free and close to home.

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[2] The current minimum wage in San Francisco is $16.32 an hour; the estimated living wage for a single individual is $28.00 an hour, assuming full-time work.

[3] Hans Johnson, Marisol Cuellar Meija, and Sarah Bohn. "Higher Education as a Driver of Economic Mobility." Public Policy Institute of California. December 2018. https://www.ppic.org/publication/higher-education-as-a-driver-of-economic-mobility/

[4] The bachelor's degree or higher is a combination of the adjacent bars.

The Civil Grand Jury's interest in examining the relationship between OEWD and City College stemmed from patterns of rising unemployment and declining community college enrollment. City College is underutilized by the workforce establishment, further exacerbating its declining enrollment.

Methodology

The Civil Grand Jury (the Jury) interviewed both City and non-City officials and employees from various agencies including:

- City College of San Francisco
- Office of Economic and Workforce Development
- Community-based organizations
- Other California community colleges

The Jury also interviewed past OEWD participants and reviewed numerous administrative documents from local, state, and federal agencies, peer-reviewed research articles, and public institution websites.

All of these sources of information were used to validate and verify statements made during interviews to provide a detailed overview of the relationship between OEWD and City College. Facts that the Jury could corroborate from multiple sources were then used to determine the findings and recommendations included in this report.

Discussion

Organization and Collaboration

The OEWD objectives are carried out through an intricate network of public and private agencies. In 2014, the San Francisco Board of Supervisors established the Workforce Alignment Committee.[5] This committee's purpose was to coordinate workforce development efforts across eight City departments that provide employment and training programs to eligible job seekers. A key responsibility of the Alignment Committee was to produce a five-year strategic plan to develop workforce development programs.[6]

One objective of the subsequent 2017–2020 strategic plan was to strengthen programmatic coordination between the workforce system and City College. City College's mission statement also emphasizes that certificate and career services are among its highest priorities. However, OEWD and City College do not have a shared organizational structure that align to meet these objectives.

[5] Section 30 of Administrative Code that established the Alignment Committee was revised in 2019, and this revision dissolved the Alignment Committee. The committee continues to meet on an ad hoc basis. City and County of San Francisco, Ordinance No. 269-195. PDF file. https://sfbos.org/sites/default/files/o0269-19.pdf

[6] A full five-year strategic plan was not created since the Alignment Committee was dissolved.

City College has two key groups that could contribute logically to these objectives—the Office of Workforce Development (CCSF Workforce Development) and the Curriculum Committee. CCSF Workforce Development is responsible for developing technical education programs while the Curriculum Committee is responsible for reviewing the program, curriculum, and course proposals. Within City College, these two groups interact infrequently, and CCSF Workforce Development has no formal role on the Curriculum Committee.

There is precedent for formal interaction between community college workforce development programs and curriculum programs. At Santa Monica Community College, San Diego Community College, and Sierra Community College, the Workforce Development deans are members of the Curriculum Committees, and these interactions have resulted in innovation and change from the traditional classroom and semester-based models of secondary education.[7]

Community-based organizations that provide numerous supportive services for job seekers and individuals wanting to learn skills are another important segment of the network. These supportive services are critical to workforce development success and are essential to navigating the complex system.

In an ideally-organized and collaborative environment, OEWD would offer administrative oversight and funding of the workforce development programs, City College would offer quality instruction leading to certification for workforce development participants, and community-based organizations would offer case management and other supportive services. A case study described later in this report illustrates clearly how this process can and does work.

Access to Programs

A primary objective of the Workforce Act is to expand the federally-funded training options available to the prioritized groups. Previously, individuals eligible to receive training funds were constrained in their training options. The Workforce Act instituted a market-based voucher system in which eligible students can use federal funds to pay for any training program included on a state-approved list known as the Eligible Training Provider List (the Provider List), and this expanded the options substantially.

To ensure that organizations on the Provider List offer high-quality programs, the Workforce Act requires the training programs to be reviewed and approved before they become eligible for inclusion. Additionally, approved organizations are required to collect and report program information such as cost and performance. While the Workforce Act provides a basic structure for this program, each state has flexibility in how the Provider List is implemented.

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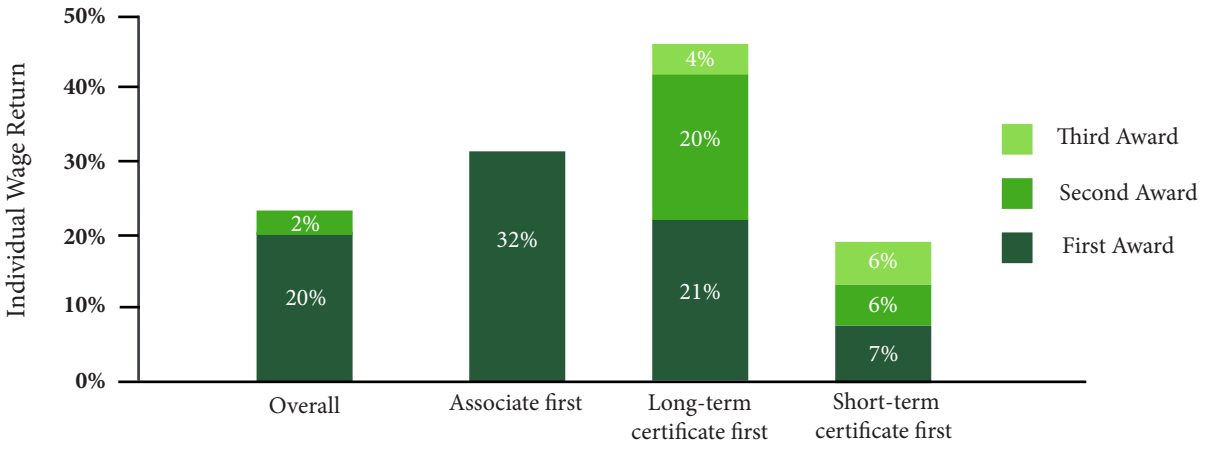
[7] One such innovation is the makerspace program where faculty members guide students in project-making, problem-solving, and entrepreneurship. Makerspace is now popular at community colleges across the state.

Although OEWD participants are not required to choose training programs from the Provider List, OEWD funds are only available for supportive services and tuition when they do.[8] Available federal funds are limited, however, so the more effectively OEWD manages the cost of education and training, the greater number of individuals that can be helped.

With limited funding, there is clearly an advantage to encouraging participants to explore training options at City College since it is tuition-free to City residents. The next best option is any non-City College course on the Provider List since these are also federally-funded. The least effective option is any non-City College course not on the Provider List. Fortunately, City College offers numerous certificate programs targeted to OEWD participants. These include programs in the hospitality, custodial, automotive, and healthcare sectors.

Aside from the cost, there is another incentive for OEWD to encourage its participants to enroll in City College programs. Research shows that completion of a community college short-term certificate program yields an average 8% increase in wages while completion of a long-term certificate program yields a 20% increase.[9] Even greater benefits result from "stacking" multiple certificates and thereby enhancing an applicant's qualifications. Completion of community college certificates yields an average $11,000 increase in annual wages in the state of California.[10] Figure 2 below demonstrates the impact of certificate programs on income:

Figure 2. Impact of Certificate Program Completion on Individual Wages



There are, however, some barriers to OEWD participants accessing the City College programs.

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[8] Supportive services include comprehensive skills assessments, group counseling, individual career counseling, case management, and short-term prevocational services, such as how to write a résumé or prepare for an interview.

[9] Johnson, Meija, and Bohn. "Higher Education as a Driver of Economic Mobility." Public Policy Institute of California. December 2018. https://www.ppic.org/publication/higher-education-as-a-driver-of-economic-mobility/

[10] Hamilton, Gayle and Scrivener, Susan. *Promoting Participation: How to Increase Involvement in Welfare-to-Work Activities*, PDF file. September 1999 (restated in 2014 dollars). https://www.mdrc.org/sites/default/files/full_481.pdf

Program Scheduling

City College's semester schedule is not aligned with the timing of participants entering OEWD's program, and this is often a barrier to accessing City College programs.

OEWD funds its programs on a fiscal year that begins in July. Each year, participants must meet eligibility requirements to enter into in the program, and often the City College fall semester starts before eligibility is determined. Often, then, eligible individuals cannot start training courses at City College until January of the following calendar year, and this delays when programs can be completed and participants can begin working and earning higher wages. As a result, they turn to private training programs.

The ideal length of a short-term training program is 8–12 weeks while City College semesters last 16 weeks. Most OEWD clients cannot afford to be out of work for the time it takes to complete courses on a semester schedule, and this is why the shorter-term courses are better suited to this particular group of students.[11]

CCSF Workforce Development is just beginning to recognize the need to develop and offer more short-term training programs. City College does offer selected courses during a summer semester, but very few of these, approximately 15%, are Career Technical Education (CTE) courses.[12] If more technical courses and programs were offered during the summer, and if they were relatively short in duration, the number of OEWD individuals receiving their training at City College would likely increase.

City College Course Enrollment

Like most other community colleges, City College offers courses that are very popular, with more students wanting to enroll than there are slots available. Conversely, courses that are not as popular are at risk of being canceled due to low enrollment. These situations present additional barriers to OEWD participants accessing City College programs when needed.

To address issues with over-enrollment in courses, City College maintains a priority registration system. Eligibility for priority enrollment is determined by the state chancellor's office and includes veterans, foster youth, and disabled persons.[13] Some community colleges are seeking approval to add eligible workforce development students to the priority list. But until this approval is granted, these students are at risk of not being able to take selected courses unless they meet one of the other priority registration criteria.

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[11] California Workforce Development Board. "2020-2023 State Plan." State of California. https://cwdb.ca.gov/plans_policies/2020-2023-state-plan

[12] Workforce development refers to vocational training as Career Technical Education (CTE), often shortened to technical education. English, math, and similar foundational classes are not considered CTE.

[13] Casetext. "California Code of Regulations." Title 5, Section 58108. Statutes, Codes, and Regulations. https://casetext.com/regulation/california-code-of-regulations/title-5-education/division-6-california-community-colleges/chapter-9-fiscal-support/subchapter-2-limitations-on-state-aid/article-1-open-courses/section-58108-registration-and-enrollment-procedures

On the other end of the spectrum, City College courses can be canceled when the enrollment threshold is not met. This has significant repercussions for students who need those courses to fulfill certificate requirements and who cannot afford to wait for the class to be offered again. When this occurs, the OEWD students or sponsoring organizations may resort to alternative educational institutions, such as San Francisco State University. Increasingly, these students and organizations are also pursuing courses outside of the City, including in Marin and San Mateo counties.

These barriers to enrollment are critical to low-income students who may not have the same degree of flexibility as other students. Delays in starting a program or the inability to enroll in a course can disrupt the effectiveness of sponsoring community-based organizations. It is understandable that those community sponsors would pursue other options for their students when the City College courses are inaccessible.

Problems with the Provider List

A final barrier to program access is the Provider List itself because it contains several inaccuracies regarding scheduling, accessibility, content, and cost. For example, multiple programs are described on the Provider List as being three to four semesters in duration, but the City College catalog describes the same programs as being one to two semesters in duration. These discrepancies and their possible impacts are described in Appendix A.

Supportive Services

The Provider List contains more than 150 certificate programs offered by City College, and the scope and diversity of the offerings increase the likelihood that OEWD participants can select courses and careers aligned with their interests. A detailed listing of these programs is included in Appendix B. In addition to those related to scheduling, possible barriers to OEWD participants enrolling in these courses include the following:

- New or inexperienced students are not necessarily aware of their educational goals and aptitudes.
- Job seekers often do not have adequate knowledge of the programs offered.

Another important element is the supportive services that enable students to navigate the system and assist with the soft skills (e.g., social and communication skills, resume writing, etc.) needed to find work. These services include skills assessments, counseling, transportation and childcare, and other services that enable job seekers to pursue a path to employment. Such supportive services are provided by numerous community-based organizations that comprise the network of job centers located throughout the city.

Any student from the disadvantaged target groups can enroll at City College directly without going through OEWD-sponsored job centers, but in doing so, they have a more limited level of support.

Beyond the services provided by the community-based organizations, research shows that success in these training programs is also greatly enhanced by support from fellow students. A learning community is a group of like-minded students grouped together based on their vocational interests.

Learning Communities

Research shows that learning communities offer the additional support that nontraditional students[14] often need and that students taking classes as a cohort have higher levels of engagement and program completion.[15]

With funding from the state, City College recently implemented a program called Career Communities that includes elements of a learning community. In this program, employment specialists arrange career workshops, teach job search skills, and provide job leads to students within each designated employment sector. Course enrollment at City College does not in itself garner access to the Career Communities program, but enrollment in a certificate program does. This is yet another reason to encourage OEWD participants to enroll in certificate programs and a benefit of enhancing the partnership between OEWD and City College.

Case Management

Case management is the collaborative process of assessing, planning, and facilitating the network of organizations and processes that serve to train and find work for individuals who are underemployed or stuck in low-paying jobs. In the field of workforce development, case management has been performed historically by community-based organizations and has included services such as assessing career goals, identifying training opportunities, locating financial resources, and providing emotional support and encouragement.

Most OEWD participants are connected to case managers through these community organizations, but some are not. Students enrolling in City College courses on the Provider List may bypass these community-based organizations, and this is a missed opportunity for these students to receive supportive services to help them succeed.

While they do have access to academic counselors and the Career Communities program discussed above, they might not be aware of the programs. This level of support is helpful, but it is not nearly as beneficial as the individualized supportive services offered by the community-based organizations.

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[14] A nontraditional student is one that has delayed enrollment into postsecondary education, attends college part-time, works full time, is financially independent for financial aid purposes, has dependents other than a spouse, is a single parent, or does not have a high school diploma.

[15] Kathe Taylor, William S. Moore, Jean MacGregor, and Jerri Lindblad. "Learning Community Research and Assessment: What We Know Now." Washington Center for Improving Undergraduate Education. 2003. http://wacenter.evergreen.edu/learning-community-research-and-assessment-what-we-know-now

An effective workforce development program should also offer vocational assessments, and this might be achieved best through the community-based organizations' case management programs. Such assessments help job seekers align potential careers with their interests and aptitudes. The assessments also include an identification of any prerequisites to the various programs offered.

Case managers and academic counselors also assist job seekers in understanding different course offerings and their potential career paths. Students receiving extensive supportive services experience higher rates of program completion and job placement success.[16]

Outreach and Marketing

The final key to access is having OEWD participants aware of their available options, and this can be accomplished through successful outreach and marketing. While outreach and marketing of the available programs could result in increased enrollment and use of the City College programs, barriers to access and supportive services should be addressed first.

Additionally, California announced recently that the student funding formula for community colleges will be moved from an enrollment formula to a program completion formula.[17] Increased enrollment in vocational courses can help increase completion rates since research shows that students enrolled in technical programs have higher completion rates than those enrolled in general education programs.[18] This is another compelling reason to promote the certificate programs.

OEWD developed limited promotional materials but has no formal outreach program other than what is available on the Internet and through the CalJOBS listings.[19] OEWD, in partnership with City College, should take steps to raise awareness of the available certificate programs. Suggested options include job fairs, presentations and workshops, communication with career advisors, or connecting job seekers with individual employers. Whatever form the outreach and marketing takes, these efforts should increase enrollment at City College, completion of more certificate awards, and achievement of workforce development goals.

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16 Anne Roder and Mark Elliot. *Nine Year Gains: Project QUEST's Continuing Impact.* PDF file. April 2019. https://economicmobilitycorp.org/wp-content/uploads/2019/04/NineYearGains_web.pdf.

17 California Community Colleges. *Non-Technical Student Centered Funding Formula Frequently Asked Questions*. PDF file. August 2020. https://www.cccco.edu/-/media/CCCCO-Website/College-Finance-and-Facilities/Budget-News/Budget-Workshop/nontechfaq-august-2020-update-a11y.pdf?la=en&hash=8C2BC0B8508DBBF31B40A9EE3FCD54B1F97840E0

18 California Community Colleges. "Student Success Metrics." https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx

19 State of California. "CalJOBS." Employment Development Department. https://www.caljobs.ca.gov

A specific and additional form of outreach is to attract local area businesses to Contract Education and Instruction. This involves developing customized short-term training programs, designed primarily by private employers to meet their specific job supply needs. These programs provide an additional source of revenue for City College since the employer pays for both the faculty and the facility. Private employers have initiated these programs historically, but City College should be more proactive in seeking out similar specialized programs, thereby further enhancing training opportunities for OEWD participants.

The City's labor market is demanding a more skilled and better-educated workforce, and the timing is right to address these changes proactively.

Ongoing outreach to private employers could help identify where the vacancies will be and how City College can assist in filling those gaps. While it does take effort to recruit interested businesses and negotiate programs, the benefits are numerous.

They include:

- Custom-designed curriculum
- No minimum restrictions on class size
- Short-duration courses
- Scheduling flexibility
- Direct link to employment opportunities
- Agility in working with new technologies
- Increased enrollment
- Creation of new public-private partnerships

The Bay Area is recognized as a global leader in developing and implementing innovative technologies, and City College is positioned uniquely to connect City residents, including the OEWD participants, with new and emerging career opportunities.

Case Study

The potential of the above-mentioned areas can be demonstrated through a case study of a creative program that demonstrates the collaboration and organization needed to move the workforce development objectives forward.

The Construction Administration and Professional Services Academy (CAPSA) is a career development program that teaches and trains City residents about construction administration. CAPSA is sponsored by OEWD, administered by Mission Hiring Hall, a community-based organization, and taught by City College faculty. The curriculum includes coursework in construction management, business communication, and computer office applications. The program was launched in 2009 and has graduated over 300 students since its inception. CAPSA has achieved a 69% job-placement rate for its graduating students.[20]

The relationship between City College and Mission Hiring Hall is cemented through a memorandum of understanding. Per the terms of the agreement, Mission Hiring Hall recruits students, conducts initial intake assessments, guides students through the registration process, and provides ongoing case management throughout the program. City College establishes the courses and the schedule in consultation with Mission Hiring Hall.

The CAPSA program does not terminate with a City College certificate, but it does offer entry-level employment in the construction field. Many students who complete the program continue with the Construction Management certificate program at City College.

CAPSA is an example of a specific, established program that exhibits coordinated collaboration, effective case management, and successful student outcomes.

Conclusion

OEWD and City College individually play important roles in the community. Working together, these two organizations have a unique opportunity to elevate some of the City's most disadvantaged residents out of poverty. By working collaboratively to improve access and enrollment in existing programs and to develop new programs to meet the unique needs of the OEWD participants and the business community as a whole, OEWD and City College can make a very meaningful and lasting impact on people's lives and the future of San Francisco.

To achieve greater effectiveness, these groups need to break down existing barriers and align strategically to improve access to needed programs. This includes representation on policy committees and task forces, flexibility in scheduling, alignment of financial incentives, increased supportive services, and additional outreach and marketing.

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[20] The average placement rate for all OEWD programs is 64%. San Francisco Budget and Legislative Analyst. *Performance Audit of the City's Workforce Development and Pre-Apprenticeship Programs*. PDF file. August 3, 2020. https://sfbos.org/sites/default/files/BLA_Performance_Audit_Workforce_Development_080320_Final_Report.pdf

Findings

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

F2. City College of San Francisco's Office of Workforce Development does not have a formal role on the institution's Curriculum Committee, and this limits the Curriculum Committee's knowledge of the specific needs of students participating in the workforce development programs.

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.

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.

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.

F6. Inaccuracies on the Eligible Training Provider List unnecessarily deter OEWD job seekers from taking needed courses.

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.

F8. City College is underutilizing Contract Education and Instruction programs that provide short-term training programs designed specifically for individual business needs.

Recommendations

R1. 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.

R2. City College's Dean for Workforce Development should begin submitting quarterly reports that outline and seek input on specific Career Technical Education program needs to the Curriculum Committee beginning in January 2022.

R3. 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.

R4. 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 at least six.

R5. City College should allow priority registration for OEWD participants enrolling in certificate program courses on the Eligible Training Provider List. Priority registration should begin with the Fall 2022 semester.

R6. City College should convene a workgroup to identify and correct inaccuracies in the course descriptions, schedules, and costs included on the Eligible Training Provider List by January 2022.

R7. OEWD should work with stakeholders who coordinate the Eligible Training Provider 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.

R8. Contract Education and Instructional Services at City College should establish formal outreach guidelines for collaborating with local businesses to develop customized training programs. The outreach guidelines should be submitted for review to City College's Vice Chancellor for Academic and Institutional Affairs by February 2022. The outreach guidelines should be implemented by March 2022.

Request For Responses

Pursuant to Penal Code sections 933 and 933.05, the San Francisco Civil Grand Jury requests responses as follows:

From the following City agencies within 60 days:

- From the Office of Economic and Workforce Development

Findings	1,3,4,5,6,7
Recommendations	1,3,4,5,6,7

- From the City College of San Francisco

Findings	1,2,3,4,5,6,7,8
Recommendations	1,2,3,4,5,6,7,8

- From the Board of Trustees of City College of San Francisco

Findings	1,2,3,4,5,6,7,8
Recommendations	1,2,3,4,5,6,7,8

From the following governing body within 90 days:

- From the San Francisco Board of Supervisors

Findings	1,3,4,5,6,7
Recommendation	1,3,4,5,6,7

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Appendix A

Eligible Training Provider List Discrepancies

Category	Description	Possible Impact
Scheduling	Multiple programs are listed as being three or four semesters in duration. In contrast, the current CCSF catalog describes some of the same programs as one or two semesters in duration.	OEWD job seekers feeling time pressure due to their personal financial situation and the need to return to work within a specific time frame may be dissuaded from selecting a program due to inaccuracies and the impact that a wrong choice could have on their inflexible schedules and/or calendars.
Accessibility	The Provider list is provided electronically via the CalJobs system maintained by Employment Development Department. The burden is upon OEWD job seekers to review the Provider list to explore possible training alternatives. However, some of the search and navigation features of this system are confusing.	Successful use of the CalJobs system may be hampered by its navigation model, especially for job seekers with limited computer/online knowledge and/or expertise.
Content	Important information to be maintained by CCSF and OEWD is not timely and complete. For example, the instructor background information and training program performance metrics are not provided.	Inaccurate and/or out-of-date information can lead to poor decision choices by a job seeker evaluating training programs.
Cost	Accurate cost information is an especially critical example of content. Current entries indicate that all CCSF programs are subject to fees in order to complete training. However, San Francisco residents that qualify for ETPL training are charged no tuition/ fees for their enrollment in a CCSF program.	Since many job seekers desiring job training are on a limited budget, misinformation regarding the cost could negatively impact a decision to proceed with their plans.

Appendix B

Eligible Training Provider List Certificate Programs Offered at City College of San Francisco

Construction Office Administration	Construction Project Administration	Construction Administrative Support
Excel Professional	Marketing	QuickBooks & Spreadsheets for Accounting
Small Business	Bookkeeping	Electronic Publishing
Office Administration Specialist	Administrative Support	Business Administration
California Real Estate	Finance	General Business
Paralegal/Legal Studies	Supervision and Management	Computer Accounting
Office Technology	Retail Management	International Business
Accounting Assistant & Core Skills	Business Information Worker	Cloud-Based Accounting Systems
Medisoft for Business	Administration of Justice	Basic Fire Academy
Basic Police Officer	Crime Scene Investigation	Fire Protection
Aircraft Maintenance Technology	Aircraft Powerplant Maintenance Technology	Construction Management Advanced Skills
Construction Management: Core Skills	Aircraft Powerplant Maintenance Technology	Interior Design:Assistant Interior Design Core Skills
Auto Body	Automotive Hybrid and EV Technology	Motorcycle Technician
Automotive Technician	Carpentry	Construction
Utility Technician	Sound Recording Arts	AV Technologist
Broadcast Motion Graphics	Foundations in Broadcast Electronic Media Arts	Live Sound
Multimedia Broadcast Journalism	Sound Design	Television Production
Video Editing and Post Production	Child Development: Administration	Child Development: Family Childcare
Child Development: Infant/Toddler	Child Development: Pre-Teacher	Child Development: Professional Development and Advocacy
Child Development: School-Age Care	Child Development: Violence Intervention in Early Childhood	Child Development: Youth Worker
ECE Associate Teacher	ECE Practitioner	Introduction to Special Education
Special Education TK-12	Special Education: ECE Intervention	Foundations in Cinema
Cinematography	Directing	Film Studies
Pre-Production/Producing	Scriptwriting	Computer Science

Appendix B (continued)

Eligible Training Provider List Certificate Programs Offered at City College of San Francisco

Linux Administration I	Android App Programming	Build Automation for DevOps and QA
Computer Programming C++	Computer Programming Java	Data Science Fundamentals
Database Programming and Administration	Game and Simulation Programming	iPhone App Programming
Web Application Programming	Fundamentals of Networking	Fundamentals of Technical Support
Wireless Networking	Network Security	Routing and Switching
Windows Networking/Microsoft Windows Networking	Website Development for E-Business	Advanced Cybersecurity
Advanced Web Development Techniques	Computer Technical Support	Javascript
Maker Studies	Mobile Web App Development	Dental Assisting
Geographic Information Systems	Basic Electronics	Biotechnology
Biotechnology Lab Assistant	Computer Aided Design	Computer Aided Drafting
Engineered Plumbing Systems	Heating, Ventilation, Air-Conditioning, and Refrigeration	Intermediate Electronics
Machining Technology Level I	Machining Technology Level II	Manufacturing and Fabrication
Stem Cell Technology	Sustainability	Welding Technology Level I
Commercial-Cut Flower Greenhouse Production	Landscape Construction	Retail Floristry
Community Health Worker	CVT/Echocardiography Technician	EKG Technician
Emergency Medical Technician	Health Information Clerk I	Health Information Clerk II
Home Health Aide/CNA	Nutrition Assistant	Pharmacy Technician
Phlebotomy Technician	Sexual Health Education	Unit Coordinator
Health Information Coding Specialist	Medical Clinic Assisting	Medical Evaluation Assistant
Medical Receptionist	Community Health Worker, Elder Advocate Specialist	Community Health Worker, HIV and Hepatitis Navigation Specialist
Community Health Worker, Re-Entry Specialist	Community Health Worker, Youth Advocate Specialist	Community Mental Health Worker
Healthcare Interpreter	Culinary Art Basic Skills Training	Architectural Photography
Digital Photography	Motion Photography - Studio or Field	Photography Digital Technician
Photography Criticism	Photography Studio Practice	Portrait Lighting

Appendix B (continued)

Eligible Training Provider List Certificate Programs Offered at City College of San Francisco

Reportage Photography	Studio Lighting	Custodial/Building Maintenance
Digital Animation	Digital Art Foundation	Digital Illustration
Visual Media Design	Visual & Interactive Design	Visual Design Foundation
Visual Media Production		

CITY AND COUNTY OF SAN FRANCISCO

2020-2021 CIVIL GRAND JURY

FOR IMMEDIATE RELEASE

Contacts: Ellie Schafer, Foreperson, (415) 551-3635
Dr. Janet Mohle-Boetani, Committee Chairperson, (415) 551-3635

STRATEGIC ALIGNMENT: BREAKING THROUGH TO A LIVING WAGE

San Francisco, CA, June 30, 2021 – Today's report, "Strategic Alignment: Breaking Through to a Living Wage," encourages the City to have a lasting impact on San Franciscans struggling to earn a living wage by developing a closer relationship between San Francisco's Office of Economic and Workforce Development (OEWD) and City College of San Francisco (City College). OEWD's main objective is to provide residents with the resources to land entry-level jobs. But the Jury found that the key to elevating the earning potential of these residents lies in a postsecondary certificate facilitated by a robust support structure. Nowhere is this job training in the City more achievable and affordable than at tuition-free City College.

The Jury identified several barriers to making City College an effective partner in San Francisco's workforce development efforts. Breaking down these obstacles will significantly help the City achieve its workforce development goals:

1. The current organizational structure is not conducive to collaboration between OEWD and City College.
2. City College does not offer enough short-term certificate programs.
3. Not all job seekers have access to supportive services that improve the likelihood of success in the programs.
4. City College's numerous certificate programs are not promoted to OEWD participants.

The report recommends a series of specific changes to address all of these areas.

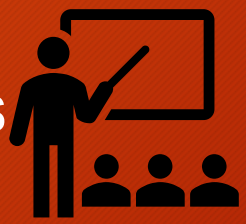
The Superior Court selects 19 San Franciscans to serve year-long terms as Civil Grand Jurors. The Jury has the authority to investigate City and County government by reviewing documents and interviewing public officials and private individuals. At the end of its inquiries, the Jury issues reports of its findings and recommendations. Agencies identified in the report must respond to these findings and recommendations within either 60 or 90 days, and the Board of Supervisors conducts a public hearing on each Civil Grand Jury report after those responses are submitted.

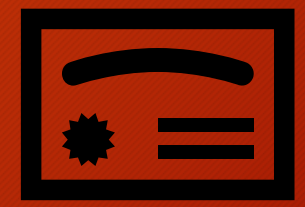
Civil Grand Jury reports may be viewed online at http://civilgrandjury.sfgov.org/report.html.

###

Strategic Alignment: Breaking Through to a Living Wage Civil Grand Jury 2020-2021

- Office of Economic and Workforce Development (OEWD) program participants
- Entry level » Living wage (skilled workforce)
- Completion of city college (CC) certificate programs





OEWD Successes: Certificate Programs

Tan Lai, a resident of the Mission district graduated from MEDA's Mission Techies coding bootcamp, a part of the TechSF training program.

Lai went on to further his IT skills at City College of San Francisco and earned an Associates degree in network security. Additionally, he gained two certifications in network security and advanced cybersecurity. Lai then landed an apprenticeship at San Francisco Housing Authority, which led to a contract role working on Windows 10 migration.

Construction Administr & Professional Service Academy (CAPSA)

The Construction Administration and Pr Service Academy (CAPSA) is a semeste program offered at the City College of S Mission Campus. The program prepares

2 part-time jobs to 1 full-time job in tech

Monday, March 15, 2021

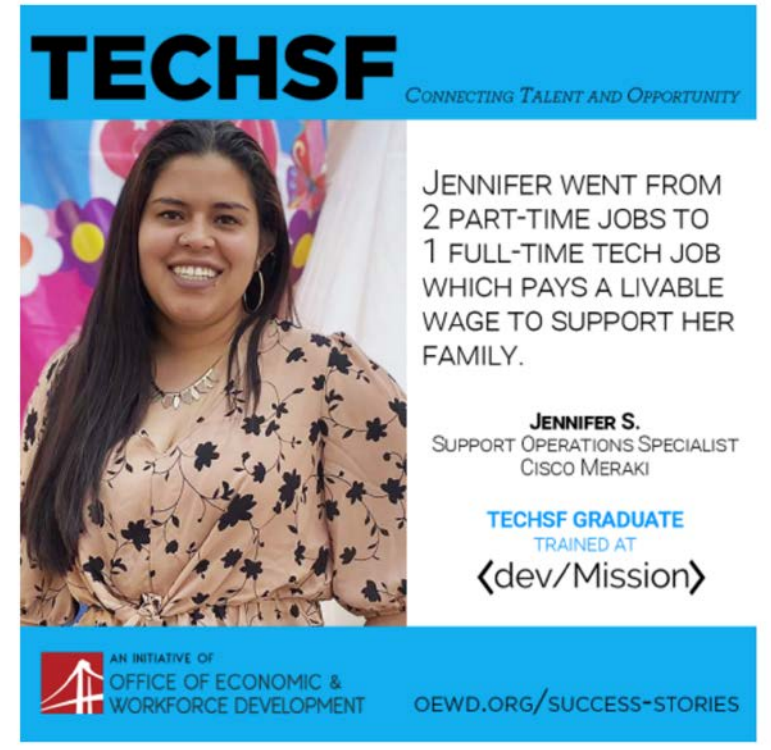
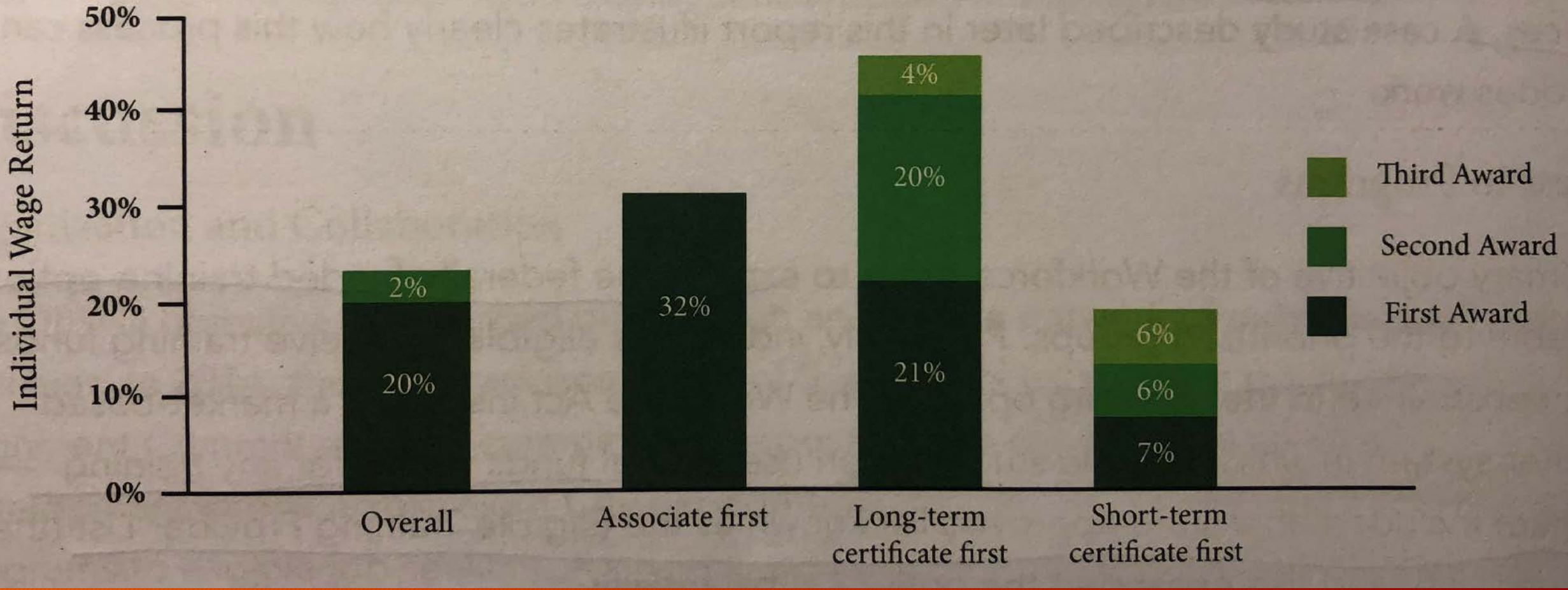


Figure 2. Impact of Certificate Program Completion on Individual Wages



OEWD Engagement with City College Certificate Programs

- E- ENCOURAGE interest and enrollment in certificate programs (R7)

- A- ensure ACCESS to certificate programs (R5, R6)
  - ALIGNMENT: synchronize class content and schedules with OEWD needs (R1-R4)

- R- WRAPAROUND services to ensure completion of certificate programs (R8)

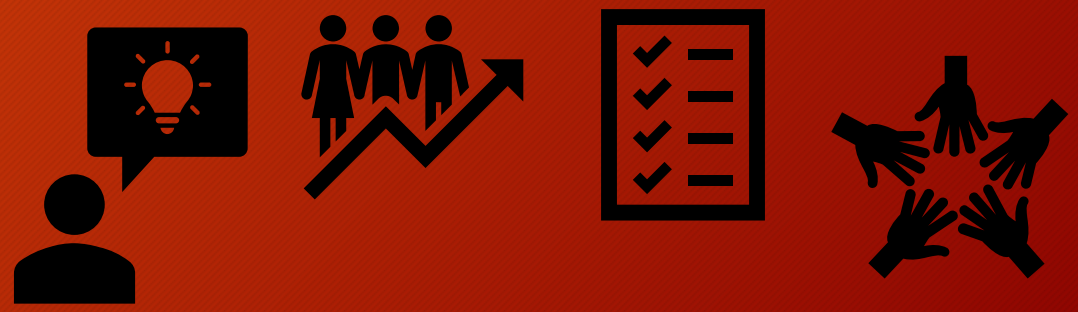
- N- ENHANCE the opportunity for ENGAGED skilled workforce in SF

Board of Supervisors

- Committee on City Workforce Alignment with City College as strategic planning partner (R1)

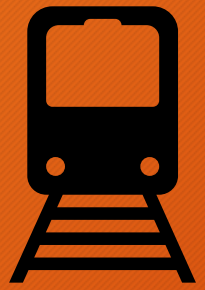
City College Role

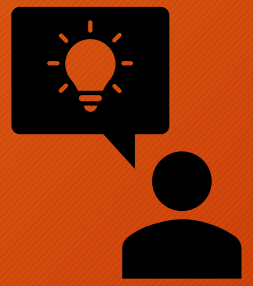
- R2 Align content- Dean for workforce development: Curriculum Committee
- R4 Access and Align schedule: more flexible than semester schedule
  - short-term certificate programs: include summer
- R5 Access: Priority registration
- R6 Access: Correct the Eligible Provider List
- R8 Wraparound service: collaborate with local businesses (case management, navigate enrollment, childcare, transportation)



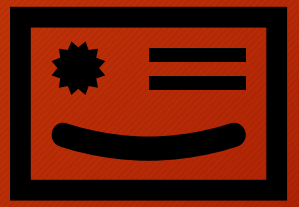
OEWD Leadership and Collaborations

- R3 Align-CC courses and schedules align with OEWD participant needs





- R7 Encourage enrollment- outreach OEWD clients re certificate programs



City College Certificates Aligned with OEWD: Gateway for an Engaged Skilled Workforce in SF

CITY COLLEGE OF SAN FRANCISCO

RESPONSE TO CIVIL GRAND JURY REPORT

STRATEGIC ALIGNMENT: BREAKING THROUGH TO A LIVING WAGE

SAN FRANCISCO BOARD OF SUPERVISORS

GOVERNMENT AUDIT AND OVERSIGHT COMMITTEE

SEPTEMBER 30, 2021

CITY COLLEGE OF SAN FRANCISCO

COMMITTEE ON CITY WORKFORCE ALIGNMENT
F1: Partially Agree/R1: Agree

- CCSF participates in other boards and committees convened by OEWD and works directly with many of the city departments with workforce programs
- City College looks forward to joining the Committee on City Workforce Alignment should it be reinstated by the Board of Supervisors.

CCSF CURRICULUM COMMITTEE
F2: Disagree/R2: Partially Agree

- CCSF faculty have the purview to develop and deliver innovative and relevant short- and long-term career education programs leading to employment and university transfer opportunities.
- City College's Associate Dean of Workforce Development is now a Resource Member on the Curriculum Committee. A Workforce Subcommittee of the Curriculum Committee has been formed to focus on emerging workforce curriculum needs.

OEWD/CCSF WORKING GROUP
F3: Disagree/R3: Partially Agree

- CCSF is working with OEWD to develop content that aligns with the needs of OEWD participants, within the context of our current meeting framework.
- CCSF faculty and staff collaborate with OEWD on workforce programs in its four priority sectors:
  - Construction: CityBuild and Construction Management
  - Healthcare: CityEMT, Certified Nurse Assistant, Health Worker Apprenticeship
  - Hospitality: Custodial, ESL and Culinary
  - Technology: Information Technology Support and Cybersecurity
  - Plus: Black Early Educator Pilot Project

SHORT-TERM TRAINING IN SUMMER 2022
F4: Agree/R4: Disagree

- City College agrees that more short-term technical courses would benefit OEWD participants, though not necessarily during summer.
  - In the 2021-22 school year the CCSF Strong Workforce Program is supporting four short-term training programs in Child Development, Custodial, Emergency Medical Technician, and Phlebotomy.
  - We are working with CTE faculty to explore additional short-term courses, but cannot commit to six programs in summer.

PRIORITY REGISTRATION FOR OEWD PARTICIPANTS
F5: Disagree/R5: Disagree

- City College has not received any information on the number of OEWD participants who are being denied enrollment for courses needed for their training programs.
- Any updates to registration priorities would be subject to approval by the College's Academic Senate, and a must comply with the California Code of Regulations, Title 5, Section 58108.

ELIGIBLE TRAINING PROVIDER LIST INACCURACIES
F6: Agree/R6: Agree

- CCSF staff are already working on verifying and updating information on the Eligible Training Provider List (ETPL) and will complete this work by January 2022.
- OEWD job seekers who inquire about programs on the ETPL are advised to contact CCSF Academic Counselors and CTE Department Chairs to plan a program of study that meets their needs.

OUTREACH PLAN FOR CCSF PROGRAMS
F7: Disagree/R7: Disagree

- City College consistently does outreach with OEWD and community-based organizations to promote certificate programs at City College.
  - Annual CCSF CBO Summit on October 15
  - Biannual Career Education Showcase on November 17
  - Routine outreach emails to CBOs
  - Participation in CBO meetings convened by OEWD
- OEWD actively promotes CCSF programs and events to its constituents
  - Weekly e-newsletter
  - WorkforceLinkSF platform
  - Meetings and other events

CONTRACT EDUCATION AND INSTRUCTIONAL SERVICES AGREEMENTS
F8: Agree/R8: Agree

- CCSF is developing an overview document that describes the ways in which local businesses and CBOs can partner in offering training to their employees/clients (includes Contract Education, Continuing Education, Instructional Service Agreements, Apprenticeship Programs, etc.).
- CCSF has contracts, ISAs, and/or MOUs with 12 city departments, in addition to OEWD.

FOR MORE INFORMATION – CCSF CONTACTS

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BOARD of SUPERVISORS

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DATE: September 13, 2021

TO: Members of the Board of Supervisors

FROM: Angela Calvillo, Clerk of the Board

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

We are in receipt of the following required responses to the San Francisco Civil Grand Jury report released June 30, 2021, entitled: "Strategic Alignment: Breaking Through to a Living Wage." Pursuant to California Penal Code, Sections 933 and 933.05, named City Departments shall respond to the report within 60 days of receipt, or no later than August 30, 2021.

For each finding, the Department response shall:

1) agree with the finding; or
2) disagree with it, wholly or partially, and explain why.

As to each recommendation, the Department shall report that:

1) the recommendation has been implemented, with a summary explanation; or
2) the recommendation has not been implemented but will be within a set timeframe as provided; or
3) the recommendation requires further analysis. The officer or agency head must define what additional study is needed. The Grand Jury expects a progress report within six months; or
4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation.

The Civil Grand Jury Report identified the following City Departments to submit responses (attached):

- Office of Economic and Workforce Development:
  Received August 27, 2021; and

- City College of San Francisco:
  Received August 30, 2021;

These departmental responses are being provided for your information, as received, and may not conform to the parameters stated in California Penal Code, Section 933.05 et seq. The Government Audit and Oversight Committee will consider the subject report, along with the responses, during a hearing in September of 2021.

jec:lw:ams

Continues on next page

c:

Sophia Kittler, Office of the Mayor
Andres Power, Office of the Mayor
Sally Ma, Office of the Mayor
Rebecca Peacock, Office of the Mayor
Anne Pearson, Office of the City Attorney
Ben Rosenfield, City Controller, Office of the Controller
Todd Rydstrom, Office of the Controller
Peg Stevenson, Office of the Controller
Mark de la Rosa, Office of the Controller
Alisa Somera, Office of the Clerk of the Board
Severin Campbell, Office of the Budget and Legislative Analyst
Reuben Holober, Office of the Budget and Legislative Analyst
Kate Sofis, Director, Office of Economic and Workforce Development
J'Wel Vaughan, Office of Economic and Workforce Development
Anne Taupier, Office of Economic and Workforce Development
Lisa Pagan, Office of Economic and Workforce Development
Linda Shaw, City College of San Francisco
Dianna Gonzales, City College of San Francisco
John Al-Amin, City College of San Francisco
Ellie Schafer, 2020-2021 Foreperson, San Francisco Civil Grand Jury Janet
Mohle-Boetani, 2020-2021, Member, San Francisco Civil Grand Jury
Michael N. Hofman, 2021-2022, Foreperson, San Francisco Civil Grand
Jury

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

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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

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SAN FRANCISCO
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	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. 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.
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.

SAN FRANCISCO
OFFICE OF ECONOMIC & WORKFORCE DEVELOPMENT

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.

SAN FRANCISCO
OFFICE OF ECONOMIC & WORKFORCE DEVELOPMENT

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	We plan to do the following in response to Recommendation #1: 1. Directly address this finding with our Workforce Alignment Committee at our next meeting tentatively scheduled for the Fall of 2021. 2. Inquire with the City Attorney regarding the potential for the Workforce Alignment Committee to allow participation beyond City Departments. This action will take place immediately, and we will be able to offer an update on the aforementioned within 90 days.
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	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. 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.

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OFFICE OF ECONOMIC & WORKFORCE DEVELOPMENT

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	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 *Will not be implemented because it is not warranted or is not reasonable*. 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.
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 *Will not be implemented because it is not warranted or is not reasonable* 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.

SAN FRANCISCO
OFFICE OF ECONOMIC & WORKFORCE DEVELOPMENT

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	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 *Will not be implemented because it is not warranted or is not reasonable* because we cannot implement this Recommendation. 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.
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	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. 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.

San Francisco Community College District
CITY COLLEGE OF SAN FRANCISCO
50 FRIDA KAHLO WAY • SAN FRANCISCO, CA 94112 • PHONE: (415) 239-3000

August 30, 2021

Ellie Schafer, Foreperson
San Francisco Civil Grand Jury

City College of San Francisco (CCSF) is pleased to submit this response to the findings and recommendations from the San Francisco Civil Grand Jury June 2021 report, *Strategic Alignment: Breaking Through to a Living Wage*. The College appreciates the Civil Grand Jury's effort to identify barriers and recommended improvements to making City College a more effective partner is San Francisco's workforce development efforts. The information presented in the Civil Grand Jury's report is generally consistent with the College's efforts to work with the San Francisco Board of Supervisors to establish the Workforce Education Recovery Fund (WERF).

The CCSF Board of Trustees received and filed the College's draft response to the Civil Grand Jury during its August 26, 2021, public monthly meeting. The enclosed final response reflects minor changes requested by the Board of Trustees during that public meeting.

Our ability to maintain our programs, including the vital training our City's residents need to get back to work in the wake of COVID-19, is in serious jeopardy. Along with chronic underfunding, the current pandemic, restructuring at the college catalyzed by an ongoing enrollment decline, and the State "Student-Centered Funding Formula" have led to the annual loss of over 600 City College class offerings since 2017.

In this new recession we can expect San Francisco residents to look to City College for support in re-entering the workforce. Students depend on CCSF to boost their job prospects, which supports the economic recovery of San Francisco as a whole. **In order to support residents with quality workforce education programs, CCSF needs additional resources.**

The College will continue to strengthen its partnership with the San Francisco Office of Economic and Workforce Development and the workforce system's community-based organizations to improve coordination and increase enrollment in Workforce Education—from cutting-edge Biotechnology and Cybersecurity degree and certificate programs, to Nursing and EMT programs, to Community Health and Mental Health Worker certificates, to Culinary and Hospitality training, Automotive and Custodial training, and many others.

We look forward to working with the City and County of San Francisco to secure additional resources for the Workforce Education and Recovery Fund that will enable us to help additional residents achieve their career development goals.

Sincerely,

Dianna R. Gonzales
Dianna R. Gonzales (Aug 30, 2021 16:49 PDT)

Dianna R. Gonzales, J.D.
Interim Chancellor

Response to Findings

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

Response to F1: Partially agree. City College agrees it did not have a formal role on the City's Workforce Alignment Committee and does not have a role on the current ad hoc committee, but City College does participate on other OEWD boards and committees. City College has a seat on the Workforce Investment San Francisco (WISF) Board, and CCSF Board President Williams is the current WISF board member. The CCSF Chancellor and the Dean of Workforce Development also participated in the San Francisco COVID-19 Economic Recovery Task Force and its workforce committee that was led by OEWD. City College also has a formal role in the Workforce Investment and Opportunity Act (WIOA) Partners Committee that meets quarterly. The College has a signed MOU with OEWD that is a record of the partners' commitment to working together to create a unified service delivery system that best meets the needs of our shared customers such as recipients of public assistance, other low-income individuals, individuals who are basic skills deficient, and individuals with disabilities and other barriers to employment. City College administrators, staff, and faculty participate in various meetings convened by OEWD that pertain to programs such as CityBuild, TechSF, and the HealthCare Academy to promote enrollment in CCSF Career Education programs and student services. These ongoing program coordination activities between OEWD and City College ensure our shared customers have access to employment services, supportive services, training, and education programming that will help these individuals eventually get a good job.

F2. City College of San Francisco's Office of Workforce Development does not have a formal role on the institution's Curriculum Committee, and this limits the Curriculum Committee's knowledge of the specific needs of students participating in the workforce development programs.

Response to F2: Disagree. This finding requires clarification. The Office of Workforce Development at City College of San Francisco (CCSF) works closely with Student Affairs to support Career Education student success. Within Academic Affairs, the Workforce Office supports CTE faculty in their respective schools and disciplines, and the faculty develop and deliver innovative and relevant short- and long-term technical education programs leading to employment and university transfer opportunities. While the CCSF Office of Workforce Development does not have a formal role on the institution's Curriculum Committee, the faculty and school deans who serve on the Curriculum Committee have direct knowledge of the specific needs of students participating in their respective workforce development programs. The Academic Senate appoints a CTE liaison who participates on both the Curriculum Committee and the CTE Steering Committee. Faculty who develop CTE certificate programs are required to conduct an analysis of workforce supply and demand by engaging the Center of Excellence for Labor Market Research, which is housed in the CCSF Office of Workforce Development. The Dean of Workforce Development, as the CCSF representative on the Bay

Area Community College Consortium's regional curriculum approval process, also plays a role in recommending new CTE certificate programs.

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.

Response to F3: Disagree. This finding requires clarification. OEWD does not directly enroll groups into programs. OEWD funds community-based organizations that either enroll participants in their own training programs or refer participants to programs at City College. However, with increased coordination between OEWD and the College, developing a more efficient delivery model is possible, thereby maximizing limited funds.

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.

Response to F4: Agree. City College agrees that more short-term technical courses would benefit OEWD participants, though not necessarily during summer. The offering of courses, including the time frame in which courses can be completed, is within the faculty purview. The College has engaged in discussions about creating more short-term classes, particularly in light of Strong Workforce Program priorities, to support the COVID economic recovery and will continue those conversations. In the 2021-22 school year the Strong Workforce Program is supporting four short-term training programs in Child Development, Custodial, Emergency Medical Technician, and Phlebotomy.

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.

Response to F5: Disagree. City College has not received any information on the number of OEWD participants who are being denied enrollment for courses needed for their training programs. Priority registration is regulated by the California Code of Regulations, Title 5, Section 58108 as a condition of claiming state apportionment for enrollment in the class. Additionally, priority registration must be approved by the College's Academic Senate, and other existing priority groups could be adversely impacted unless OEWD participants were added to the last on the list. There would be costs involved in defining and identifying OEWD clients.

F6. Inaccuracies on the Eligible Training Provider List unnecessarily deter OEWD job seekers from taking needed courses.

Response to F6: Agree. City College will check for any inaccuracies on the ETPL. OEWD job seekers who inquire about programs on the ETPL are advised to contact CCSF Academic Counselors and CTE Department Chairs to plan a program of study that meets their needs.

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.

Response to F7: Disagree. Clarification is needed for this finding. City College consistently does outreach with OEWD and community-based organizations to promote certificate programs at City College. CCSF conducts a CBO Summit every year and a Career Education Showcase every semester, which are promoted to OEWD and community-based organizations. The CCSF Outreach Office maintains a list of CBOs to do routine outreach emails about CTE programs. OEWD sends out a weekly e-newsletter that frequently promotes CCSF CTE programs. CCSF regularly participates in CBO meetings convened by OEWD to promote CCSF CTE programs. CCSF utilizes the Academic and Career Communities as a framework for navigating its degree and certificate programs. Please note that on p. 11 of the report, the following paragraph is not accurate:

"With funding from the state, City College recently implemented a program called Career Communities that includes elements of a learning community. In this program, employment specialists arrange career workshops, teach job search skills, and provide job leads to students within each designated employment sector. Course enrollment at City College does not in itself garner access to the Career Communities program, but enrollment in a certificate program does. This is yet another reason to encourage OEWD participants to enroll in certificate programs and a benefit of enhancing the partnership between OEWD and City College."

To clarify, the College has clustered its certificate and degree programs into "Academic and Career Communities" to help students better navigate the program offerings. In concert with that effort, the College is piloting "Student Success Teams" (official name under consideration) that provide students with access to networks and resources within their designated Academic and Career Community. The College's Employment Specialists (classified staff assigned to assist with job placement and other career services within the Strong Workforce Program) will play a role in these Student Success Teams to raise awareness of career possibilities and to connect students to employment opportunities (including internships, etc.). The Student Success Teams also include representatives from a variety of support services.

F8. City College is underutilizing Contract Education and Instruction programs that provide short-term training programs designed specifically for individual business needs.

Response to F8: Agree. The College is working toward expanding Contraction Education opportunities and plans to continue that work.

Response to Recommendations

R1. 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.

Response to R1: Agree. City College looks forward to joining the Committee on City Workforce Alignment should it be reinstated by the Board of Supervisors.

R2. City College's Dean for Workforce Development should begin submitting quarterly reports that outline and seek input on specific Career Technical Education program needs to the Curriculum Committee beginning in January 2022.

Response to R2: Partially Agree. City College's Dean of Workforce Development will attend Curriculum Committee meetings and ask the committee what additional information will be helpful to report.

R3. 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.

Response to R3: Partially Agree. We do not think it is necessary for OEWD to convene an additional working group for this purpose. CCSF can work with OEWD to develop content that aligns with the needs of OEWD participants, within the context of our current meeting framework. This work is ongoing beyond December 2021 to respond to emerging needs.

R4. 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 at least six.

Response to R4: Disagree. While the College is engaging in conversations about creating more short-term training opportunities, it may not be feasible to meet the requirement of offering at least six of these short-term programs during summer. Contract Education may be a more feasible approach, due to its flexibility, and timing and scope would depend on the needs of community partners.

R5. City College should allow priority registration for OEWD participants enrolling in certificate program courses on the Eligible Training Provider List. Priority registration should begin with the Fall 2022 semester.

Response to R5: Disagree. This would be subject to approval by the College's Academic Senate, and any updates to registration priorities must comply with the California Code of Regulations, Title 5, Section 58108. While the College could explore this, we are unable to commit to fulfilling this recommendation.

R6. City College should convene a workgroup to identify and correct inaccuracies in the course descriptions, schedules, and costs included on the Eligible Training Provider List by January 2022.

Response to R6: Agree. CCSF staff are already working on verifying and updating information on the Eligible Training Provider List and will complete this work by January 2022.

R7. OEWD should work with stakeholders who coordinate the Eligible Training Provider 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.

Response to R7: Disagree OEWD should not create an outreach program to enroll students in a system, CCSF that is not a part of its WIOA funding outcomes or requirements. CCSF is committed to serving San Franciscans through participation in our programs and partners with OEWD and its funded providers on 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.

R8. Contract Education and Instructional Services at City College should establish formal outreach guidelines for collaborating with local businesses to develop customized training programs. The outreach guidelines should be submitted for review to City College's Vice Chancellor for Academic and Institutional Affairs by February 2022. The outreach guidelines should be implemented by March 2022.

Response to R8: Agree. The College plans to develop an overview of the ways in which local businesses and CBOs can partner in offering training to their employees/clients (includes Contract Education, Continuing Education, Instructional Service Agreements, Apprenticeship Programs, etc.). The College already collaborates with many local employers, including the City and County of San Francisco, to develop customized training programs. The College recommends expanding our partnership with the City to provide preference points to Civil Service job applicants who completed a degree or certificate at City College.

Civil Grand Jury Final Response from San Francisco Community College District

Final Audit Report 2021-08-30

Created:	2021-08-30
By:	Grace Esteban (gracesteban@gmail.com)
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"Civil Grand Jury Final Response from San Francisco Communit y College District" History

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Signature Date: 2021-08-30 - 11:49:44 PM GMT - Time Source: server- IP address: 147.144.3.239

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Member, Board of Supervisors
District 5

City and County of San Francisco

DEAN PRESTON

DATE:	September 29, 2021
TO:	Angela Calvillo Clerk of the Board of Supervisors
FROM:	Supervisor Preston Chairperson
RE:	Government Audit and Oversight Committee COMMITTEE REPORTS

Pursuant to Board Rule 4.20, as Chair of the Government Audit and Oversight Committee I have deemed the following matters to be of an urgent nature and request each be considered by the full Board on Tuesday, October 5, 2021, as Committee Reports:

1. 210701 – [Board Response - Civil Grand Jury Report - Continuity Report]
2. 210703 – [Board Response - Civil Grand Jury Report - Van Ness Avenue: What Lies Beneath]
3. 210705 – [Board Response - Civil Grand Jury Report - A Fluid Concern: San Francisco Must Improve Fuel Resilience]
4. 210707 – [Board Response - Civil Grand Jury Report - Strategic Alignment: Breaking Through to a Living Wage]

These matters will be heard at a Special Government Audit and Oversight Committee meeting on September 30, 2021, at 10am.