

Workforce Investment Community Advisory Committee

The Workforce Investment Community Advisory Committee (WiCAC) was established to advise Workforce Investment San Francisco (WISF) board on the City’s workforce needs and solutions to meet them. The WiCAC will identify the “on-the-ground” workforce challenges, and recommend solutions to close gaps in the workforce development infrastructure.

Committee Makeup

WiCAC is comprised of seven (7) members that are staff and/or board members of 501(c)3 organizations that provide workforce or support services, or serve as technical assistance or workforce intermediary organizations. They will serve for no more than two consecutive terms lasting 2 years each.

They will be appointed as follows:

- The Board of Supervisors will appoint four (4) members.
- The Transition Aged Youth Taskforce will appoint one (1) member.
- The Homeless Coordinating Board will appoint one (1) member.
- The San Francisco Safe Communities Re-Entry Council will appoint one (1) member.

WiCAC members are selected based on their direct experience related to:

- San Francisco’s service delivery capacity and gaps that hinder the City’s ability to cultivate a skilled workforce.
- Special needs and circumstances that prevent San Franciscans from attaining self-sustaining employment.
- How the City can improve its infrastructure to more effectively respond to the dynamic challenges that face residents and employers.

The Committee members will elect a Chairperson that will serve as a voting member of the WISF. The Chairperson cannot receive any workforce development funding while serving as chair, or two years following his/her term.

Meetings & Staffing

The WiCAC will meet four (4) times per calendar year, once per quarter.

The Office of Economic & Workforce Development will provide staffing support for the quarterly meetings including taking minutes, scheduling of meetings, and insuring compliance with regulations governing the WiCAC.

Workforce Investment San Francisco Board Overview

Workforce Investment San Francisco (WISF) is designated as the City's Workforce Investment Board. The WISF plays an integral role in partnering with the Office of Economic & Workforce Development (OEWD) in overseeing and setting the direction for San Francisco's Workforce System.

The mission of the WISF is to provide a forum where business, labor, education, government, community-based organizations and other stakeholders work together to increase their collective capacity to address the supply and demand challenges confronting the workforce.

Specifically the WISF is responsible for:

- Establishing the direction of workforce development in support of San Francisco's vision for economic competitiveness.
- Creating strategic workforce connections between industry, business, labor, educational institutions, and community based organizations to serve the needs of workers and employers in the region.
- Ensuring that the workforce system provides job seekers with education and training to achieve self-sufficiency.
- Creating a framework to merge public and private resources and expertise to create an integrated workforce development and business service system.

WISF Membership

Collectively, WISF members establish policies for workforce development in San Francisco and influence the design of the delivery system. They contribute expertise from industry and articulate the current workforce trends and needs of the local labor market. Most importantly, they provide leadership in developing a strong and vital partnership between businesses, education, community-based organizations, and City agencies.

As mandated by the Workforce Investment Act, the WISF will be comprised, at a minimum, of the following entities

Business (51%)

Labor Representatives (15%)

Economic Development (2)

Community Based Organizations (2)

The WISF is required to include the One-Stop Partners mandated by the Workforce Investment Act. These include:

WIA Title I (Adult, Youth) (1)

Job Service (1)

Adult Ed/Literacy (1)

Vocational Rehabilitation (1)

Title V Senior Services (1)

Post Secondary Education (1)

Trade Act Assistance (1)

Community Services Block Grant (1)

HUD (1)

Unemployment Compensation (1)

Further, City legislation stipulates that the Mayor appoint two (2) members of the Board of Supervisors to the WISF with the intention that they represent relevant committees of the board such as Budget & Finance and Land Use & Economic Development. Additionally the Chair of the Youth Council (a mandated committee of Board) also sits on the WISF.

Youth Council of Workforce Investment San Francisco Overview

As a requirement for receiving federal job training monies, the Workforce Investment Act stipulates that each local Workforce Investment Board (WIB) establish a Youth Council as a committee of the WIB.

The purpose of the Youth Council is to provide expertise in youth workforce development policy and assist the local WIB to:

- Develop and recommend local youth workforce policy and funding
- Broaden employment and training policy to incorporate youth development
- Establish linkages with other organizations serving youth
- Evaluate a range of issues that impact young people's success in the labor market

Both the Workforce Investment Board and the Youth Council are staffed by the Office of Economic and Workforce Development, which is charged with coordinating and centralizing the youth and adult workforce systems in San Francisco.

Following a year-long strategic planning process involving dozens of community stakeholders, the Youth Council adopted the following vision to guide its work:

Our vision is that San Francisco offers a comprehensive and coordinated system of care, which provides a continuum of quality services to ensure that all youth are equipped with the skills, knowledge and abilities to prepare them for successful employment, academic and life choices by age 25.

The Youth Council and the Office of Economic and Workforce Development will use this vision in conjunction with a series of primary and supportive strategies to guide its work for 2009.

Youth Council Membership

The members of the Youth Council are appointed by the WIB in cooperation with the Mayor and include:

- WIB Members with special interest or expertise in youth policy
- Representatives of youth service agencies, including juvenile justice and local law enforcement agencies
- Representatives of public housing authorities
- Employers and other workplace partners
- Parents of eligible youth
- Individuals including former participants, representatives of organizations with experience relating to youth activities

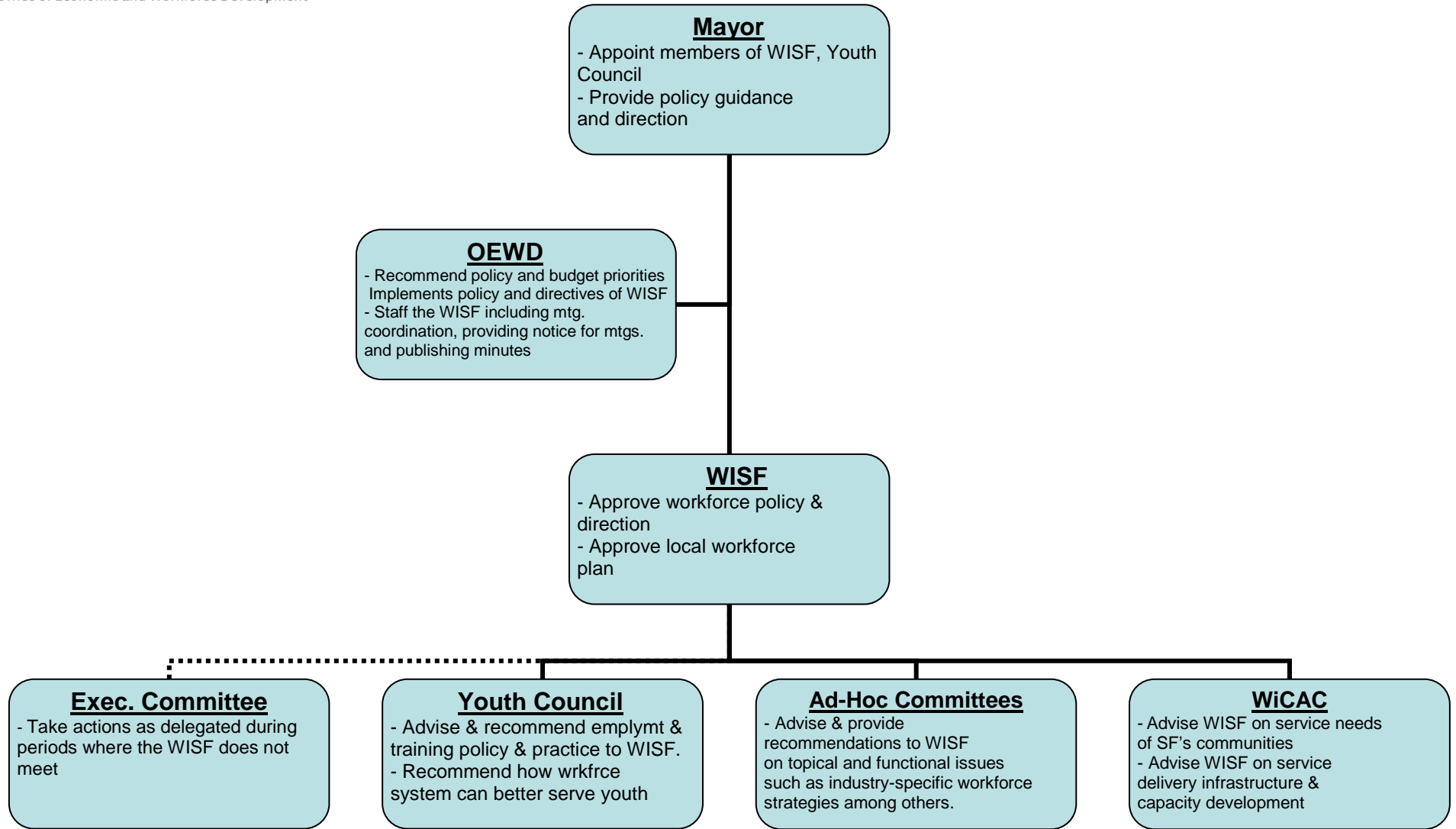
- Job Corps representatives
- Young people ages 14-24 years as users of the youth workforce system

Members of the San Francisco Youth Council of the WISF

Michael Wald (*Chair*)
Alisha Taylor, *YMCA*
Benji Williams, *Treasure Island Job Corps*
Brian Cheu, *OEWD*
Carla Javits, *REDF Foundation*
Cassandra James, *Center for Young Women's Development*
Cheryl Marsh, *Adult Probation Department*
Ciara Wade, *New Door Ventures*
Damon Lew, *UCSF*
Jim Fithian, *SFUSD – Court & Community Schools*
John Knox, *Juvenile Probation Department*
Katie Miller, *Office of the District Attorney*
Kimberly Wicoff, *Communities of Opportunity*
Kyle Pederson, *San Francisco Housing Authority*
Lorne Needle, *United Way of the Bay Area*
Maria Su, *Department of Children, Youth & Their Families*
Maya Dillard Smith, *Mayor's Office of Criminal Justice*
Maya Razon, *Jamba Juice*
Peter Gerharz, *Larkin Street Youth Services*
Phyllis McGuire, *City College of San Francisco*
Rachel Antrobus, *Transitional Age Youth Unit*
Ruth Barajas, *CHALK*
Sam Rubin, *Improving Transitions Outcomes Project*
Sara Razavi, *Housing for Emancipated Youth*
Steve Arcelona, *Human Services Agency*
Yvette Robles, *Public Defenders Office*

Glenn Eagleson, *OEWD (Staff to Youth Council, Non-Voting)*

WISF Structure



Overview of the Workforce Development Division

The Office of Economic & Workforce Development is charged with creating a coordinated workforce development system that provides opportunities for San Francisco residents to become equipped with the skills and abilities needed to reach economic self-sufficiency and to meet the real-time employment needs of San Francisco's business community.

The role of Workforce Development Division of OEWD is to:

- Develop and coordinate San Francisco's workforce policies and create a multi-agency framework to support San Francisco's workers and industries.
- Oversee the utilization of two key federal funding sources intended to provide both universal and targeted employment services for both employers and jobseekers, including the oversight of the city's One Stop Career Centers.
- Design and launch targeted workforce initiatives such as CityBuild, RAMP-SF, GoSolarSF and others to impact specific and emerging needs within San Francisco's labor market.
- Coordinate with San Francisco public agencies to streamline and target workforce services and align them with the City's workforce priorities.

Legislation passed in 2007 authorizes the department to coordinate the city's workforce resources to better utilize existing investments. Currently the city invests over \$70 million in workforce services and programs through a dozen city departments. To meet the city's diverse workforce needs, OEWD will prioritize initiatives designed to both streamline the workforce pipeline and offer expanded opportunities for the city's neediest jobseekers.

Strategic Priorities 2009-2010

Convene and Empower the Workforce Investment San Francisco (WISF) and Youth Council to Coordinate Workforce Policy and System Development

Coordination and restructuring of the city's workforce development system cannot be done by the city alone. It is essential that public and private employers, labor and key city agencies that oversee workforce services work together in the development of policies and strategies to connect San Francisco jobseekers with opportunities beyond those provided by employment training.

OEWD will staff and utilize the federally mandated Workforce Investment Board (WISF) and the Youth Council to effectively leverage the city's workforce investment to develop solutions and to prepare San Francisco's residents to meet employer's needs.

Expand and Improve "One Stop" Services and Revitalize the Southeast Community Facility

Several key geographic areas of the city lack access to comprehensive workforce services, or adequate links to services available in a centralized location. Over the past year, OEWD has expanded One Stop services through the development of two new neighborhood-based workforce centers, while enhancing services within existing centers. The Chinatown Neighborhood Workforce Center opened its doors in



July 2008 with 1351 individuals accessing services in the first three months of operation. The Western Addition Neighborhood Workforce Center began providing services to residents in Fall of 2008 in anticipation of a new comprehensive One-Stop opening in February of 2009.

Mayor Gavin Newsom and OEWD are committed to continuing to reach other underserved communities, especially the southeast sector of the city. To this end, the Mayor tasked OEWD to lead a citywide effort to revitalize the Southeast Community Facility to provide a range of comprehensive employment, education and support services to help meet the facilities mission of developing the skills and reaching the gainful employment of residents of the southeast.

Engage Youth and Place Them on a Path to Educational and Career Success

The Mayor's Transitional Youth Task Force reported that an estimated 5,000 – 8,000 young adults have either dropped out of high school; are homeless; have a disability or other special need; or are young unmarried parents. Those particularly vulnerable are those that are transitioning out of public systems (i.e. juvenile justice, foster care).

OEWD will assist in implementing the recommendations of the Mayor's Transitional Youth Task Force to better connect these young people to the necessary educational, employment and support services by creating a workforce services strategy in a multiservice center facility and improving existing youth services at the city's One Stops and neighborhood workforce centers.

Create Opportunities to Re-Engage High Risk Residents

Approximately 4000 young people are disconnected from the labor market. Many of these youth are involved with the justice system, are exiting foster care or have dropped out of school. In addition, approximately 2000 adults exiting prison are reintegrated back into the community each year. These populations suffer from low educational levels, severely limited work experience and a dearth of skills needed for success in the labor market.

The RAMP initiative will create a more comprehensive approach to build the skills of at risk youth and adults and address the barriers to work they may face. OEWD is creating a coordinated system of services for disconnected young adults and those re-entering the labor market after incarceration to develop the skills and work experiences they need to successfully engage with and maintain employment. The initiative is being launched in March 2009 initially targeting public housing residents in the southeast and then expanding to serve young people from other neighborhoods.

Strengthen Policy and Compliance to Increase Access to Entry Level and End-Use Jobs

OEWD intends to strengthen and leverage local policy including the First Source Hiring Ordinance and others to prioritize the hiring of city residents to work on end use jobs such as those in construction and development projects. OEWD is working collaboratively with other departments and the Human Rights Commission. The intent is to increase resident's access to jobs in both publicly and privately funded construction projects in San Francisco and other end-use jobs.

Leverage Utilization of CityBuild and Expand Training Opportunities that Lead to Employment



Currently, the city provides hundreds of pre-apprenticeship and entry-level employment opportunities through several city departments, particularly within the construction occupations. The citywide pipeline for recruiting San Francisco jobseekers can be substantially improved, connecting with existing employment and training programs and an open process to help residents access these opportunities. The intent is to further align existing city initiatives and strengthen their capacity to respond to the dynamic employment demands throughout the employment pipeline, particularly within the construction industry.

OEWD will work to utilize the CityBuild program as the portal of entry for jobseekers being trained and prepared for entry level public service employment and pre-apprenticeship opportunities leading to permanent placements and union apprenticeships. By leveraging its network of community-based partners, CityBuild will serve as the entrance of the preparation pipeline to ensure that city residents are prepared for and have access to the range of employment opportunities at the entry-level or in the skilled trades.

Enhance a Green Collar Workforce Strategy for San Francisco

OEWD will strengthen the coordination of San Francisco's environmental initiatives with city's workforce development agenda. OEWD has identified five sectors that have the greatest capacity to add "green collar jobs" to labor market: solar installation, green building/construction, energy efficiency/weatherization, landscaping/public greening, and recycling.

In August of 2008, OEWD launched the GoSolarSF Workforce Development incentive program as its initial step at addressing the needs of the green economy. The intent of the GoSolarSF program is to incentivize San Francisco homeowners to install solar panels, incentivize the hiring of local residents, and provide entry level employment opportunities for residents with barriers to employment.

Overview of Workforce Investment Act Services

The Office of Economic and Workforce Development (OEWD) oversees the operation of San Francisco One Stop Career Link Centers System and allocates funding for all Workforce Investment Act (WIA) services. This includes six (6) Career Link Centers (One Stops) offering Adult and Dislocated Worker services. Further OEWD currently funds (10) Youth service providers.

San Francisco's One Stop Career Link Centers

The One Stops are designed to provide comprehensive job seeker and employment services to San Francisco residents and employers. OEWD currently works with the California Employment Development Department (EDD), City agencies, and community based organizations (CBOs) to provide an integrated and seamless network of employment services and business development resources.

For residents One Stops are intended to provide a seamless array of workforce services. This includes free job search assistance, case management, job training, recruitment, placement and retention services. Employers may access qualified candidates who are vetted to meet their specific hiring needs, and receive assistance with elevating employee retention rates at their businesses.

One Stop services continuously evolve to meet the needs of job seekers and employers, which regularly shift due to the rollercoaster economy. In 2008, three (3) new centers were added to the One Stop System. The introduction of new centers allowed One Stop services to reach more neighborhoods and create more access points for both job seekers and employers. The six (6) One Stops are funded through a combination of general funds and Workforce Investment Act (WIA) funds. The One Stops are located in:

Chinatown:	777 Stockton Street, San Francisco, CA 94108
Western Addition:	1449 Webster Street, San Francisco, CA 94115
Civic Center:	801 Turk Street, San Francisco, CA 94102
South of Market:	1500 Mission Street, San Francisco, CA 94103
Mission:	3120 Mission Street, San Francisco, CA 94110
Bayview:	1800 Oakdale Avenue, San Francisco, CA 94124

Each One Stop is staffed to provide an array of services including: Job search assistance, career counseling, resume preparation assistance, job readiness workshops, free access to computers, internet, fax and copy machines, access to multimedia rooms, access to job boards, employer recruitment, telephone access to Unemployment Claims and training.

Adjusting to job seeker and employer needs is a key strategy to the delivery of workforce services at the One Stops. OEWD works daily with One Stop partners to identify strategies that enhance opportunities for San Francisco's job seekers with barriers to employment and develop new services for the growing number of laid-off workers. Strategies include: enhancing staff capacity; extending One Stop operation hours; identifying new and additional resources and workshops; and improving the service delivery model. **San Francisco WIA Youth Services**



OEWD oversees the administration of Workforce Investment Act (WIA) program Youth services. OEWD provides WIA funding to ten (10) organizations and agencies that offer a wide range of innovative, practical, comprehensive and effective services to in-school and out-of-school youth. CBOs target various at-risk and in-need populations between 14 and 21 years old and assist participants to achieve individualized goals including educational attainment, improved math and literacy skills, and access to stable jobs that will lead to meaningful careers. Youth service providers include:

Arriba Juntos, 1850 Mission Street, San Francisco, CA 94103
CHALK, 965 Mission Street, San Francisco, CA 94103
Community Youth Center, 1038 Post Street, San Francisco, CA 94109
Family Services Agency, 2730 Bryant Street, San Francisco, CA, 94110
Human Services Agency, 3120 Mission Street, San Francisco, CA 94110
Jewish Vocational Services, 225 Bush Street, San Francisco, CA 94104
Larkin Street Youth Services, 701 Sutter Street, San Francisco, CA 94109
LYRIC, 127 Collingwood, San Francisco, CA 94114
Mission Language & Vocational School, 2929 19th Street, San Francisco, CA 94110
New Door Ventures, 3075 21st Street, San Francisco, CA 94110

Specific services include: job training workshops, work experience and internships; employment, education and training referrals; educational assistance to improve basic skills, obtain a GED, diploma or other degree; leadership development and volunteer opportunities; supportive services, mentoring and counseling; and retention services.

Targeted youth populations include, but are not limited to: Persons with low-income or receiving public assistance; Pregnant or parenting teens; Persons with Disabilities; Homeless individuals and runaways; Ex-offender or formerly incarcerated youth; Persons with Limited English Proficiency; Youth in Public Housing.

New WIA Initiatives:

OEWD is developing a service plan to utilize federal economic stimulus funding for workforce services that is expected to be distribute to San Francisco within the next two months. This program will be provided through WIA and include summer employment opportunities for youth.

Business Services Overview

San Francisco's business environment supports more than 60,000 businesses and employs more than one-fourth of the region's total workforce. Our business community enriches the community as a whole, and the Office of Economic and Workforce Development is dedicated to helping to ensure the ongoing success of these local businesses. The Business Services unit is charged with the development, implementation and oversight of initiatives and programs designed to ensure the workforce needs of San Francisco employers are being met.

Description of Services

Rapid Response. The Rapid Response Program is operated with federal funds under the Workforce Investment Act (WIA). The program provides aversion services when a business is considering a layoff or facility closure due to an inadequate workforce, having outgrown their current work space, or any number of other logistical challenges they may be facing. By creating an individual service strategy designed to address each employer's specific concerns, downsizing can often be avoided altogether. When a workforce reduction or plant closure is inevitable, the Business Services unit works with the employer to provide employees with information on services that will assist them in making the transition to new employment as quickly as possible such as unemployment insurance, COBRA, WIA services available at One-Stop Career Link Centers, etc. Orientations are conducted on site for the employees' convenience and involve participation from organized labor (when involving a unionized workforce), the Employment Development Department and the Department of Labor.

Federal Bonding. The Federal Fidelity Bonding Program is a tool to help job applicants get and keep jobs. Fidelity Bonds are issued by the California Employment Development Department directly to a business as an insurance policy to protect employers in case of any loss of money or property due to employee dishonesty. The Business Services unit promotes this program within San Francisco to community based organizations and agencies who serve those with significant barriers to employment such as the previously incarcerated, public assistance recipients, etc.

Eligible Training Provider List. The Workforce Investment Act requires that training providers who wish to access WIA funds must be placed on the state training list, maintained in California by the Employment Development Department. The Business Services unit maintains local records for training providers in San Francisco, processes applications by new providers and works with existing providers to ensure that their program listings are kept up to date.

New Initiatives

Innovative Labor Exchange Program. For the last ten years, San Francisco's First Source local hiring ordinance has acted as a vehicle for making new, entry-level jobs created by many local companies available to clients of the public workforce development system. The Business Services unit is engaged in identifying a new, web-enabled system to streamline the process of screening, matching and referring clients to participating companies. This system will allow companies to source candidates from among a pool that has been more effectively screened for job-appropriate skills, providing more opportunities for workforce clients to gain employment.

Overview of CityBuild Program

CityBuild, a partnership between the City and County of San Francisco, Construction Trade Unions, City College of San Francisco and Community Based Organizations. The CityBuild Program provides recruiting, training and placement services to job seekers, employers and contractors working in San Francisco's construction industry. The program gives workers the training they need to qualify for higher-skill, higher-paying jobs, and assists employers to hire the qualified workers they need.

The CityBuild program's functions are:

- For employers and contractors, CityBuild assists businesses in meeting their local hiring obligations (Chapter 6 and 83 of the San Francisco Administrative Code) by recruiting, training and placing qualified economically disadvantaged San Francisco residents who can meet their workforce needs.
- For job seekers, CityBuild provides valuable training and placement services, connecting qualified workers with the City's many new and ongoing development projects through the CityBuild Academy, a structured 12 week pre-apprenticeship program designed to prepare students for employment in a variety of skilled trades.
- First Source Hiring/Contract Compliance: CityBuild is the operational arm of the First Source Hiring program for all public and private construction projects. The compliance team works with developers and contractors in negotiating agreements and provides status and end of project hiring reports back to sponsoring City departments for public works projects and the San Francisco Planning Commission for private projects.

CityBuild Program Successes

- Over 954 placements since inception.
- 294 Placements last fiscal year alone.
- 279 Total Academy Cycle Graduates.
- 72% Academy Graduation Rate.
- 86% Placement Rate for Academy Graduates.
- CityBuild is conducting hiring Contract Compliance for 549 public and private construction projects totaling a combined value of over \$10 billion in construction work.



Program Focus for 2009-2010

Vocational English as a Second Language. To meet language needs of San Francisco's diverse residents and increase CityBuild's student diversity, Vocational ESL will be incorporated into its Academy curriculum.

HopeSF. In 2008-09, HopeSF and CityBuild will pilot work with residents of Hunters View public housing to begin assessment, pre-CityBuild training reducing barriers to employment in the construction trades for residents that may have the opportunity to work on the re-building of Hunters View.

Greening CityBuild Curriculum. To ensure San Francisco residents who have significant barriers to employment are not left behind the "green" wave, CityBuild will incorporate "green" construction, including solar installation, in our curriculum to ensure participants have a basic understanding of the changing nature of "green" materials on the jobsite.