

An aerial photograph of San Francisco, showing a dense urban landscape with numerous skyscrapers and buildings. The city extends to the hills in the background under a cloudy sky. A large red rectangular overlay is positioned in the center of the image, containing the title text.

WORKFORCE INVESTMENT SAN FRANCISCO



June 13, 2018

An aerial photograph of San Francisco, showing a dense urban landscape with numerous skyscrapers and buildings. The city extends to the hills in the background under a cloudy sky. A large red rectangular box is overlaid on the center of the image, containing the title text. Below the red box, there are two horizontal bars: a light gray one on the left containing the city logo and a darker gray one on the right containing the date.

OEWD Director's Remarks

Deputy Director Joaquin Torres



June 13, 2018



Workforce Director's Report

Acting Director Katherine Daniel



June 13, 2018



WISF Board Member Profile



June 13, 2018

Jeanine Cotter

Owner
Luminalt

- My Background
- What I Value About WISF Board Membership
- Opportunities for Collaboration



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Conflict of Interest Presentation

City Attorney's Office



June 13, 2018



THE HALLMARKS OF EXCELLENCE CERTIFICATION RESULTS



**SOCIAL POLICY RESEARCH
ASSOCIATES**



THE HALLMARKS OF EXCELLENCE CERTIFICATION RESULTS



**SOCIAL POLICY RESEARCH
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AJCC CERTIFICATION

The WIOA Joint Final Rule outlines three key requirements for AJCC certification: effectiveness of the AJCC, physical and programmatic accessibility for individuals with disabilities, and continuous improvement.

This year, AJCC Certification only applies to comprehensive AJCC's – or AJCC's that have direct access to all the Required Partners.

- San Francisco's Comprehensive AJCC is the **Comprehensive Access Point** (CAP)

AJCC Certification has two levels:

- Baseline Certification (completed 12/31/17)
- Hallmarks of Excellence Certification (due 6/30/18)

THE HALLMARKS OF EXCELLENCE

*The Hallmarks of Excellence AJCC Certification is **intended to encourage continuous improvement by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed.** The Hallmarks of Excellence were developed in alignment with TEGL 4-15, the State Plan, and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.*

-EDD, Workforce Services Directive WSD16-20



SOCIAL POLICY RESEARCH
ASSOCIATES

WHAT ARE THE HALLMARKS OF AN EXCELLENT AJCC?

1. The AJCC physical location enhances the customer experience.
2. The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.
3. The AJCC actively supports the One-Stop system through effective partnerships.
4. The AJCC provides integrated, customer-centered services.
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.
7. The AJCC has high-quality, well-informed, and cross-trained staff.
8. The AJCC achieves business results through data-driven continuous improvement.



CERTIFICATION ACTIVITIES

Key Elements of CAP's Certification Process:

- AJCC Customer Focus Group
- AJCC Staff Survey
- Core Partner Interviews
- Site Visit and Observation
- Other interviews and focus groups as needed



**SOCIAL POLICY RESEARCH
ASSOCIATES**

CERTIFICATION RESULTS

	Hallmark of Excellence	RANK
1	The AJCC physical location enhances the customer experience.	4
2	The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.	3
3	The AJCC actively supports the One-Stop system through effective partnerships.	2
4	The AJCC provides integrated, customer-centered services.	2
5	The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways	3
6	The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	3
7	The AJCC has high-quality, well-informed, and cross-trained staff.	3
8	The AJCC achieves business results through data-driven continuous improvement.	3

CONTINUOUS IMPROVEMENT GOALS

Goals

- Improve physical and programmatic accessibility of the CAP for all jobseekers
- Improve the ability of customers to navigate the services of the CAP, its partners, and the Access Point System
- Improve WIOA partner integration of jobseeker services and processes including intake, assessment, referral, service provision, and tracking
- Help customers find jobs and/or realistic pathways to work that pay San Francisco-sustainable wages
- Work towards deepening partnerships across all system partners – WIOA, Regional, and Access Point – and developing feedback mechanisms to continuously improve services for jobseekers and employers



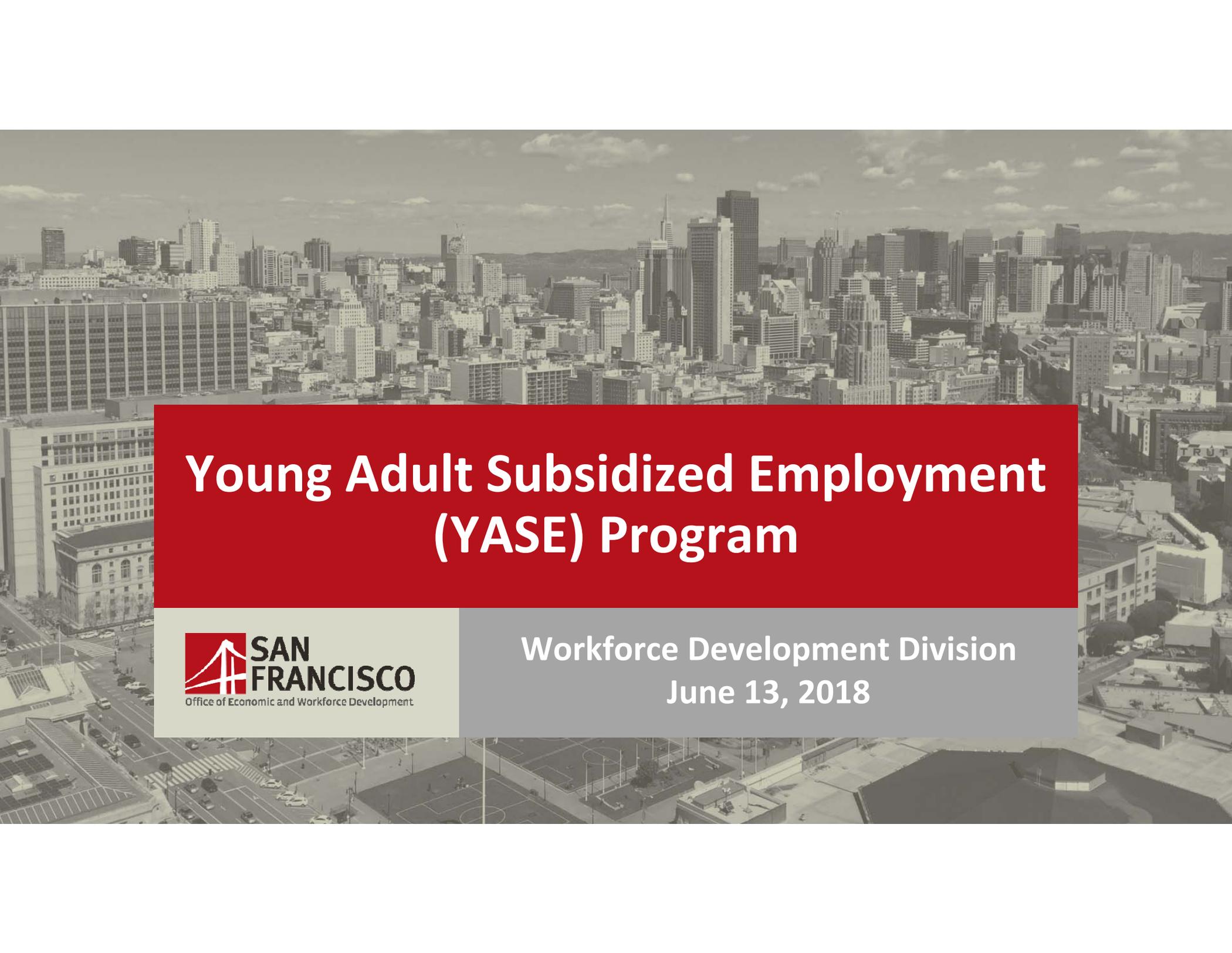
NEXT STEPS

- Finalize Continuous Improvement Plan with WIOA partners, including priority actions, key deliverables, and timelines
 - MOU Partner Meeting June 19, 2018
- Submit Completed Certification Matrix and Continuous Improvement Plan
 - Due by June 30, 2019
- Implement Continuous Improvement Plan
 - Training for CAP staff and partners
 - Tool development
 - Resource creation

QUESTIONS?



**SOCIAL POLICY RESEARCH
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An aerial photograph of San Francisco, showing a dense urban landscape with numerous skyscrapers and buildings. The Golden Gate Bridge is visible in the distance. The image is overlaid with a red banner and a grey banner.

Young Adult Subsidized Employment (YASE) Program



Workforce Development Division
June 13, 2018

Young Adult Subsidized Employment

Program Overview:

- ❑ The Young Adult Subsidized Employment program creates a seamless transition into employment for Young Adults (Age 17 – 24).
- ❑ Aims to provide further exposure to the workplace and valuable work experience through skills development that enhances employability.
- ❑ Helps Employers save on training and onboarding costs associated with hiring new employees.
- ❑ Great way for Employers to tap into young, diverse and local talent which they can train and mold into the companies' future workforce.

Young Adult Subsidized Employment

Program Benefits and Employer Incentives:

- ❑ Provider is the Employer of Record, covering all wages and insurance.
- ❑ Includes 300-480 hours of subsidized wages (3-6 months).
- ❑ Ongoing support services are provided to both the Participant and Employer to ensure a smooth transition and retention into unsubsidized employment (Dual Customer Approach).

“I was really excited to be engaged and coach young San Franciscan’s, with the hope that they can stay in the community, work in the community, and not have to leave San Francisco like so many others have...” Maria Kelly – Client Services

Manager, San Francisco SPCA

Young Adult Subsidized Employment

Partnerships Developed:

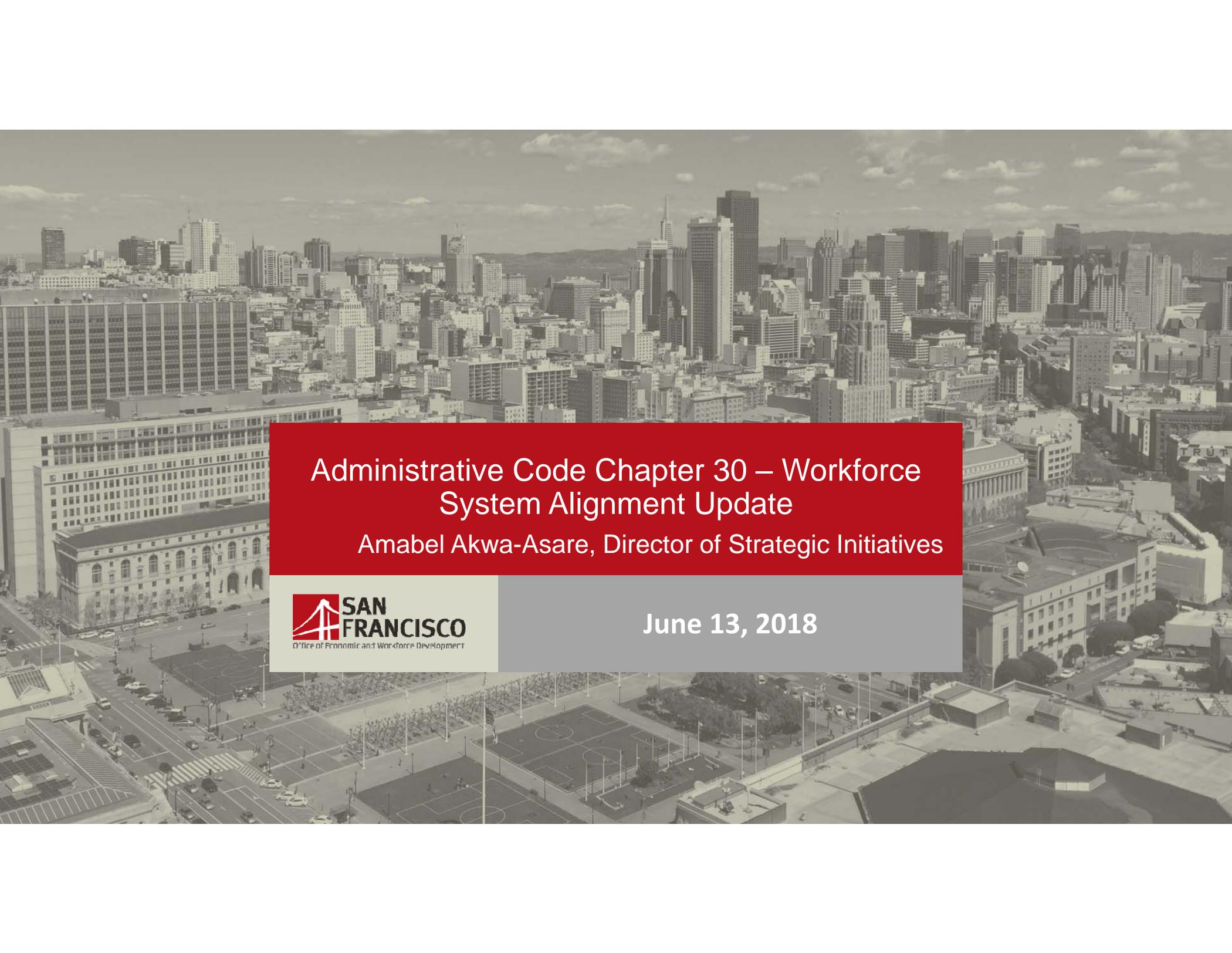
- ❑ Committee on Information Technology (COIT) – Digital Inclusion Initiative
- ❑ Department Children Youth and Their Families (DCYF)
- ❑ Tech SF Apprenticeship Program
- ❑ San Francisco Airport (SFO)
- ❑ Employer partners with the following industries: Early Childhood Education, Professional Services (Office/Clerical), Construction/Maintenance, Technology, Health Care, Public Policy, Youth Philanthropy, Animal Welfare Services, Automotive Tech.

Young Adult Subsidized Employment

Meet the Partners:

- ❑ Jen Salerno (Director of Youth Workforce Development) – Urban Services YMCA
- ❑ Liz Jackson-Simpson (Executive Director) – Success Center San Francisco
- ❑ Christopher Walker (Career Pathways Manager) – Bay Area Community Resources/Communities in Harmony Advocating for Learning and Kids CHALK Program



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Administrative Code Chapter 30 – Workforce System Alignment Update

Amabel Akwa-Asare, Director of Strategic Initiatives



June 13, 2018



Update to Citywide Workforce Development Plan: 2017 – 2018 Progress

Workforce Investment San Francisco
June 13, 2018



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Overview

- **Progress Update to Citywide Workforce Development Plan**
- **Workforce Services Inventory Findings**



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Citywide Workforce Development Plan: Alignment Vision

- Plan period: 2017-2022 (presented to WISF in March 2017)
- Goals:
 - Coordinate approach to delivering the array of workforce services administered by 17 City departments.
 - Increase efficiency of access to services provided across departments, to link job-seekers to stable, sufficiency employment.
 - Improve business engagement strategies and evolve training systems to become more demand-driven, integrated, and effective.
 - Build data infrastructure across departments to deepen understanding of workforce delivery and outcomes.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION

#1:

Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery

Many local residents have not prospered from San Francisco's recent period of economic growth. For many, it is the continuation of a long cycle of poverty within their families and communities.

Contributors to the City's workforce development pipeline must have all of the tools and partnerships necessary to move these residents out of poverty. Tools and partnerships that address employment barriers and access to services and technology are especially valuable.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #1 – Progress

- **Dialogue and Coordination between City Departments**
 - Regular convening of the Alignment Committee
 - Establishment of Working Groups for discrete problems (e.g. data working group, client journey working group)
- **Building Strategic Partnerships**
 - CityBuild Gleneagles Training Program
 - Service Coordination with OEWD, HSA & HOPE-SF
 - OEWD provider conference (April 18)



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION

#2:

**Adopt the Workforce
Transit Map as a
representation of local
government's role in the
system**

The Workforce Transit Map is a visual representation of local government's role in the City's workforce development system. It is based on information gathered through the annual City Workforce Services Inventory. The Map shows how unsubsidized employment and career tracks with upward mobility are our shared, system-wide end goals for clients. Each City department provides a specific set of services, which, when connected, will create a pipeline for clients from any entry point to upwardly mobile career employment.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #2 – Progress

- **Partnership with Google through Mayor’s Office of Civic Innovation Civic Bridge**
 - Original project goal: develop a “Workforce Transit Map”
 - Pivot: list of recommendations that support a deeper understanding of client journeys
 - Final recommendation: Integrated Client Management System



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION

#3:

Build data sharing infrastructure across City workforce development departments

Once we have agreed on how our services connect to form a pipeline for clients, we must build data sharing infrastructure to inform how best to move clients through the pipeline. City departments need to agree on a common set of data elements that will be collected and reported by their respective programs. These data must inform system stakeholders of client milestones to facilitate successful progression through the pipeline. A universal client management system is necessary for this level of data sharing.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #3 – Progress

- **Alignment data systems**

- HSA/OEWD dialogue around systems and data sharing agreements
- Consultation with Digital Services & the City Performance Unit
 - City internal data sharing
 - Future integration of external systems (see Google’s recommendation for an Integrated Client Management System)



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #3 – Progress

- **Alignment Data Working Group**
 - HSA, OEWD, DCYF, PUC, DPW
 - Community Partners: Arriba Juntos, Community Youth Center, Episcopal Community Services of San Francisco, Goodwill Industries, Hunters Point Family, Japanese Community Youth Council, Jewish Vocational Services, Mission Neighborhood Centers, San Francisco Conservation Corp, Self-Help for the Elderly, Success Center SF.
- **City Workforce Services Inventory**
 - updated data elements
 - process improvements



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION

#4:

Actively use demand-side relationships and data to guide workforce development programming

Supply-side data from programs and clients is only one half of the workforce development pipeline. Demand-side relationships with private and public employers are essential for guiding program curricula, forecasting actionable hiring opportunities, and providing monetary support for system offerings. System stakeholders must leverage existing relationships and build new ones to ensure all contributors have the information and connectivity necessary to move clients through the pipeline into real employment opportunities.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #4 - Progress

- **Partnership with DHR & OEWD (The City as employer)**
 - Train-the-Trainer Workshops for CBO partners
 - Entry-Level Mapping to Career Pathways
- **Capital Planning Committee**
 - OEWD construction sector labor market & end use data
- **Private Sector Investment**
 - Research and planning for strategic partnership & fund development



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

RECOMMENDATION #4:

Continue to explore efficiencies gained through aligned procurement and shared contracting between City workforce development departments

The tools and partnerships that effectively move clients along the pipeline can be made more efficient through administrative improvements. For City workforce development departments who contract service delivery to community-based organizations, efficiencies may be gained through aligned procurement and shared contracting. Realized cost savings mean more money for programs and clients.



SAN FRANCISCO CITY WORKFORCE ALIGNMENT

Recommendation #5 - Progress

- **Procurement Coordination (HSA, DCYF, OEWD)**
 - Collaboration on Development
 - Interagency Review Panels
- **City Financial Management System**
 - Easier access to contract details
- **City Controller's Office**
 - Audit of Program and Contract Monitoring





FY 2016-17 Workforce Services Inventory



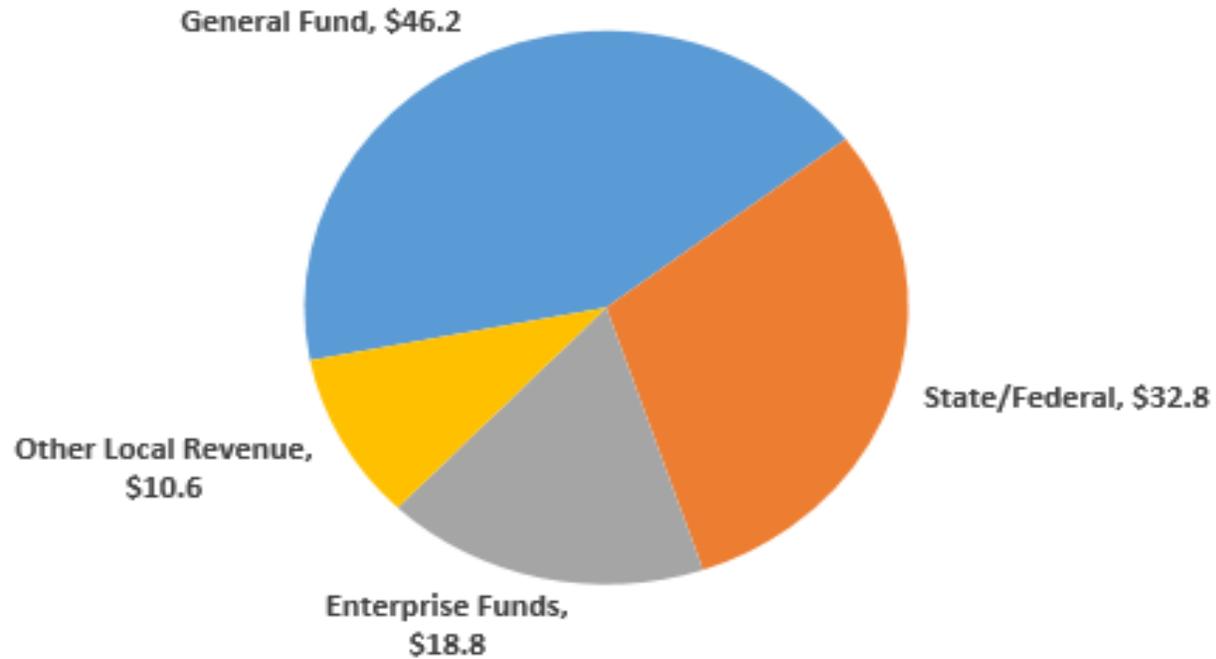
Workforce Inventory – participating departments

- **Adult Probation Department (APD)**
- **Department of Children, Youth and Their Families (DCYF)**
- **Department of Human Resources (DHR)**
- **Department of Public Health (DPH)**
- **Department of Public Works (Public Works)**
- **Department of the Environment (ENV)**
- **Human Services Agency of San Francisco (HSA)**
- **San Francisco Public Library (LIB)**
- **Mayor’s Office of Housing and Community Development (MOHCD)**
- **San Francisco Municipal Transportation Agency (MTA)**
- **Office of Civic Engagement and Immigrant Affairs (OCEIA)**
- **Office of Economic and Workforce Development (OEWD)**
- **Port of San Francisco (PORT)**
- **Recreation and Parks Department (RPD)**
- **San Francisco Public Utilities Commission (PUC)**
- **San Francisco International Airport (SFO)**
- **Sheriff’s Department (SHF)**

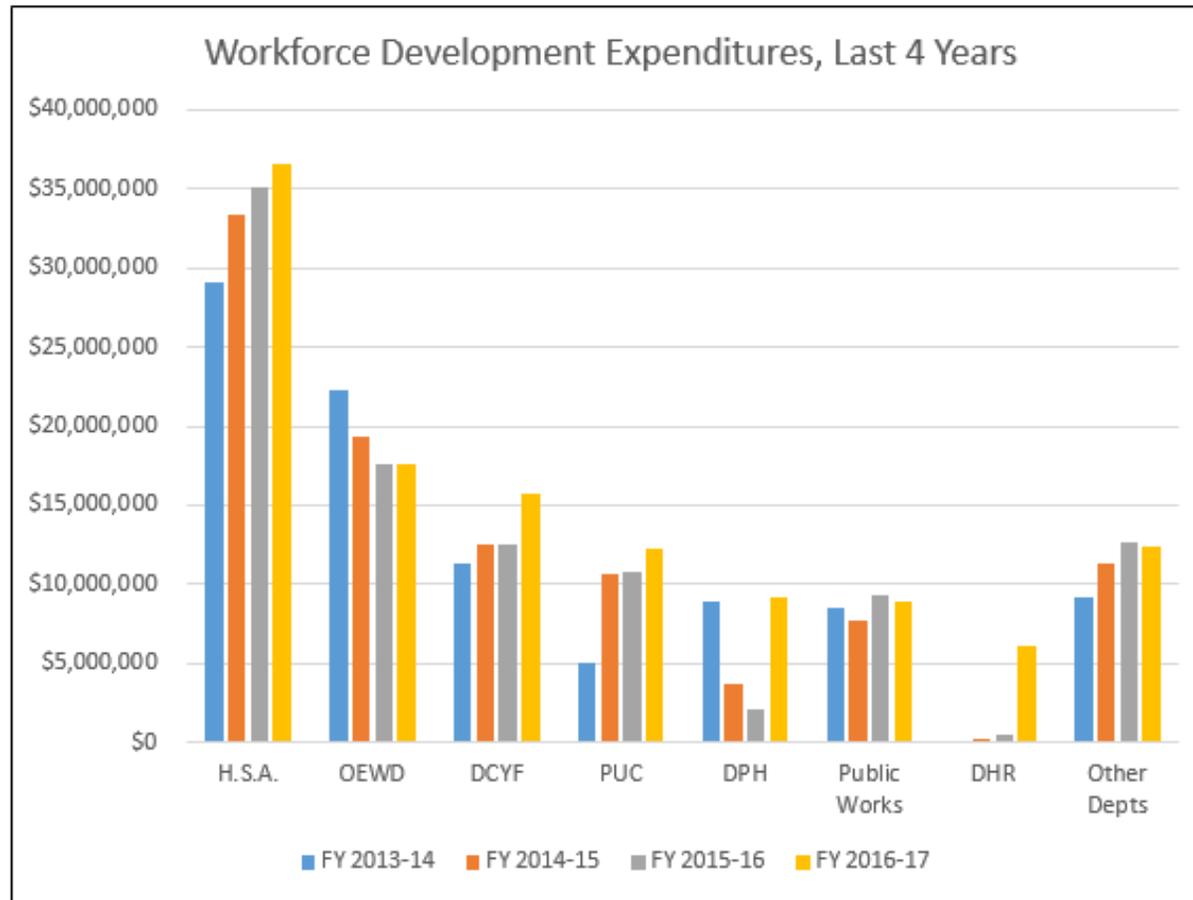


Total funding ~ \$108 million

Citywide Workforce Development Spending by Funding Source
FY 2016-17



Workforce investment by department



Service Delivery

- \$108 million funding for 209 programs
- Departments contract with 121 CBOs

	Service Provider	MTA	PORT	DHR	APD	SFO	OCEIA	MOHCD	DPH	SHF	DPW	PUC	DCYF	OEWD	HSA
1	A Philip Randolph Institute	X									X				
2	Academy of Truck Driving														X
3	America Works				X										
4	APA Family Support Services							X							
5	API Wellness Center								X						
6	Arriba Juntos												X		X
7	Asian Neighborhood Design	X													
8	Asian Pacific Islander Legal Outreach						X								



Clients served

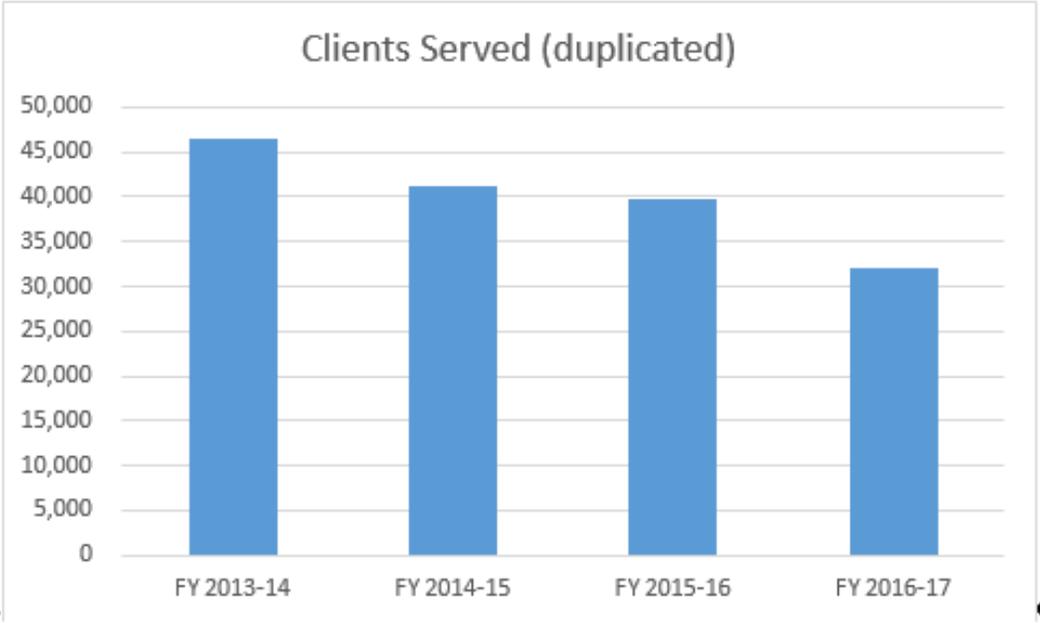
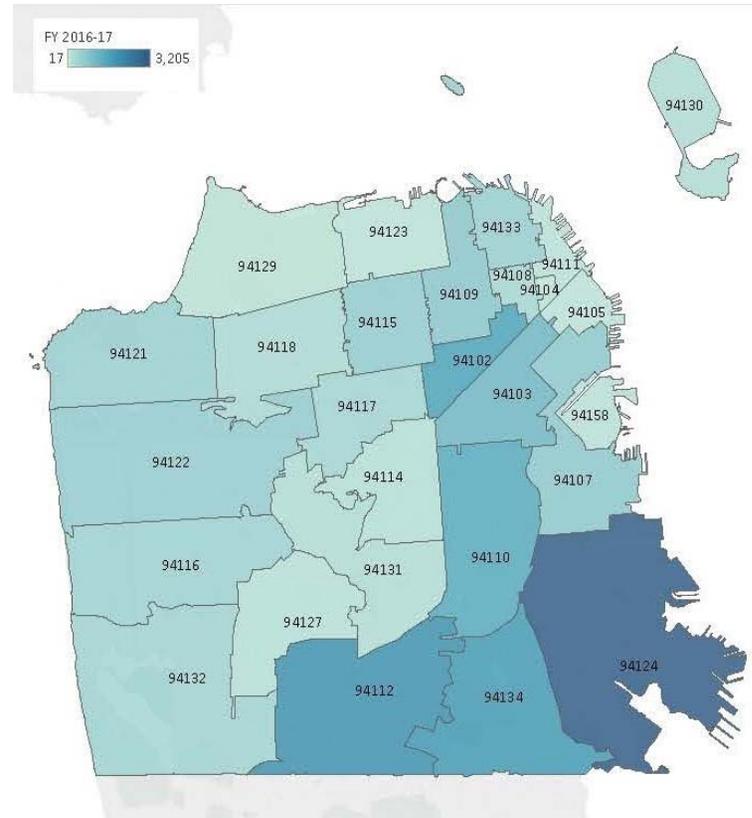


Figure 1. Workforce Clients Served FY 2013-14 through FY 2016-17



Clients by zip code



Clients by zip code

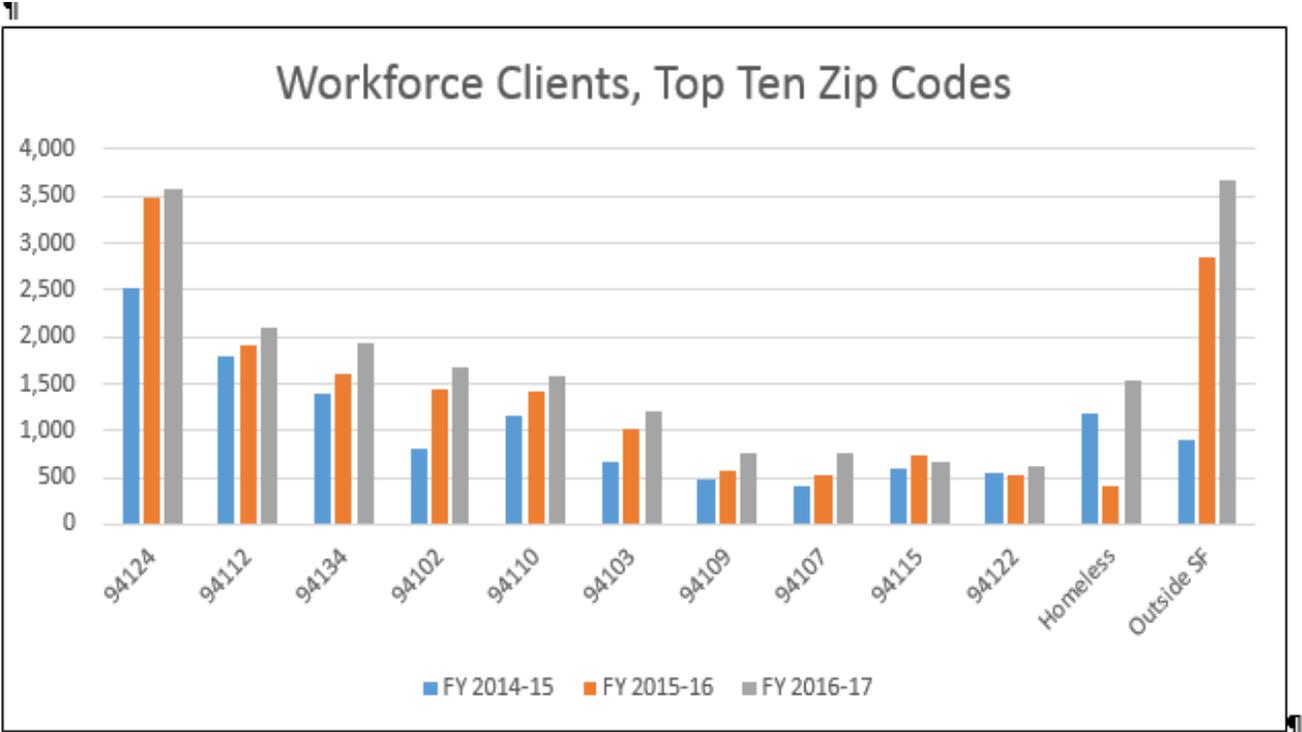


Figure-3.-Workforce-Clients-by-High-Frequency-Zip-Codes,-Last-3-Years.

Notes:

- The number of clients with unreported zip codes decreased from 25,276 in FY 2014-15 to 19,583 in FY 2015-16, and further dropped to 4,585 in FY 2016-17
- Majority of outside SF clients are served by SFO which targets SF and San Mateo residents
- Swing in homeless clients likely due to inaccurate data



Clients by gender identity

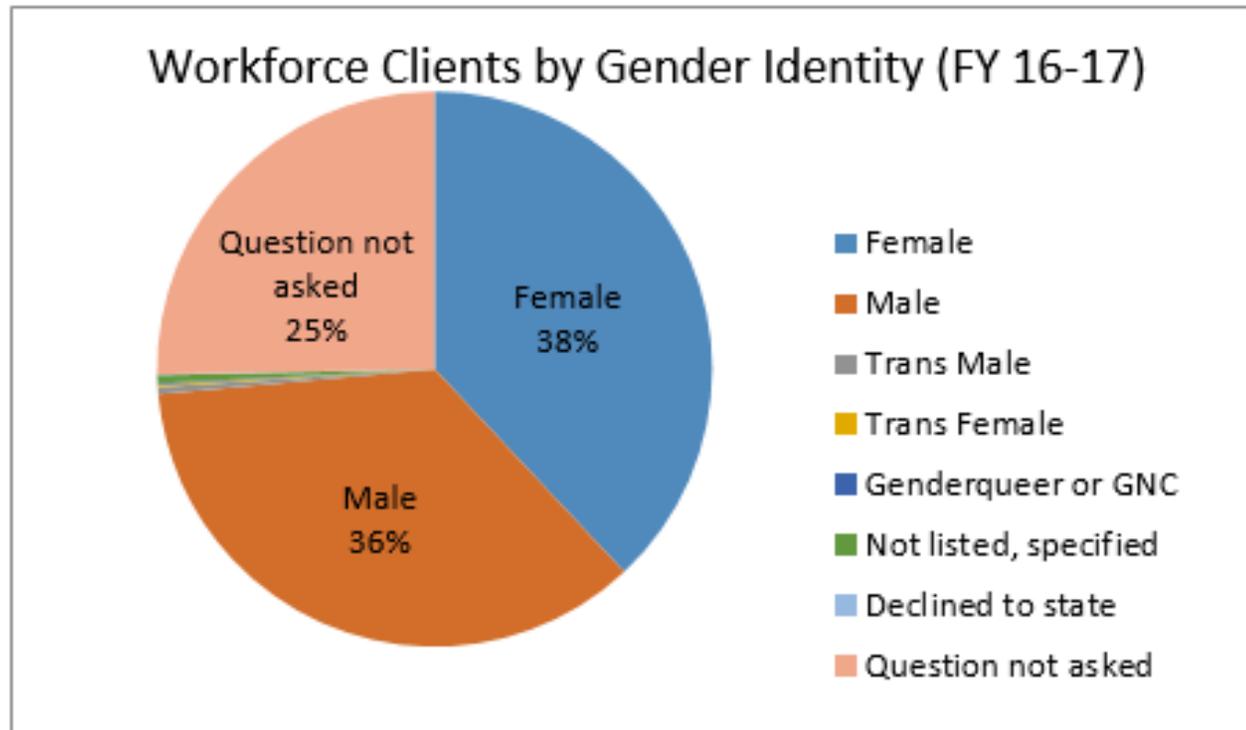


Figure 5. Workforce Clients by Gender Identity



Clients by educational attainment

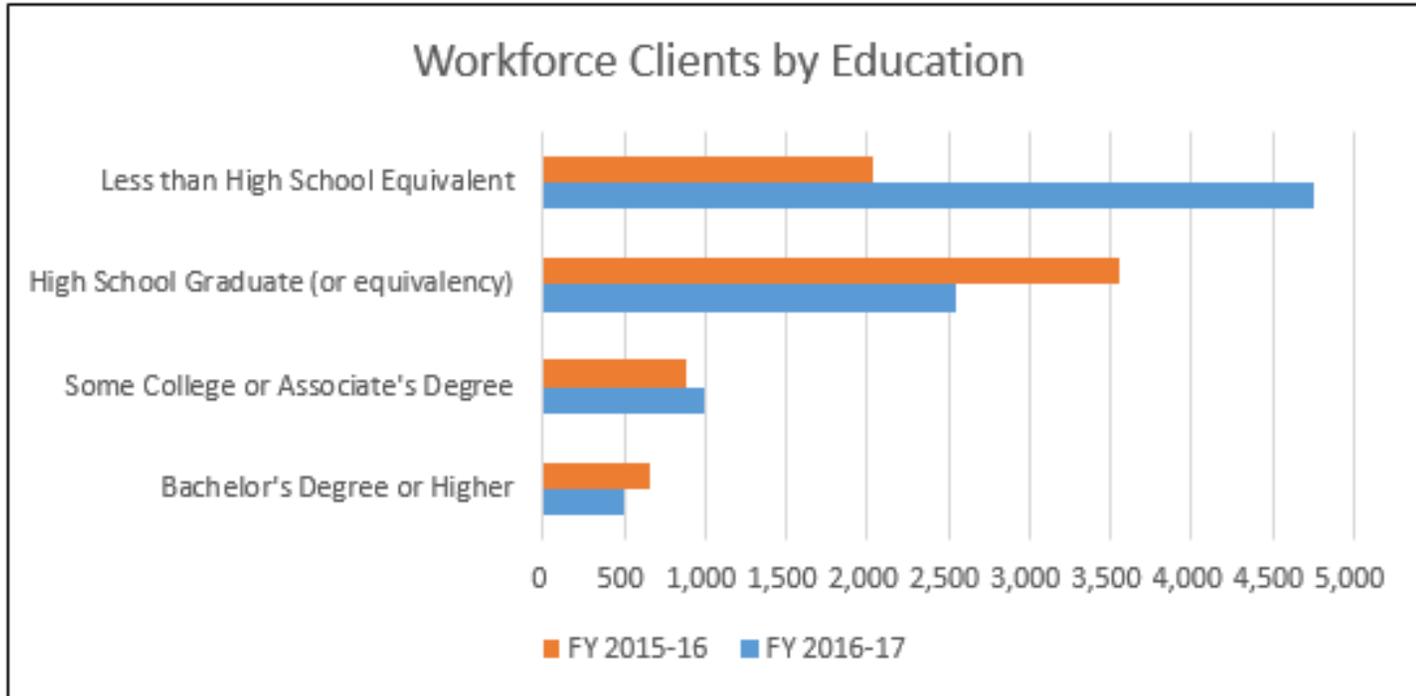
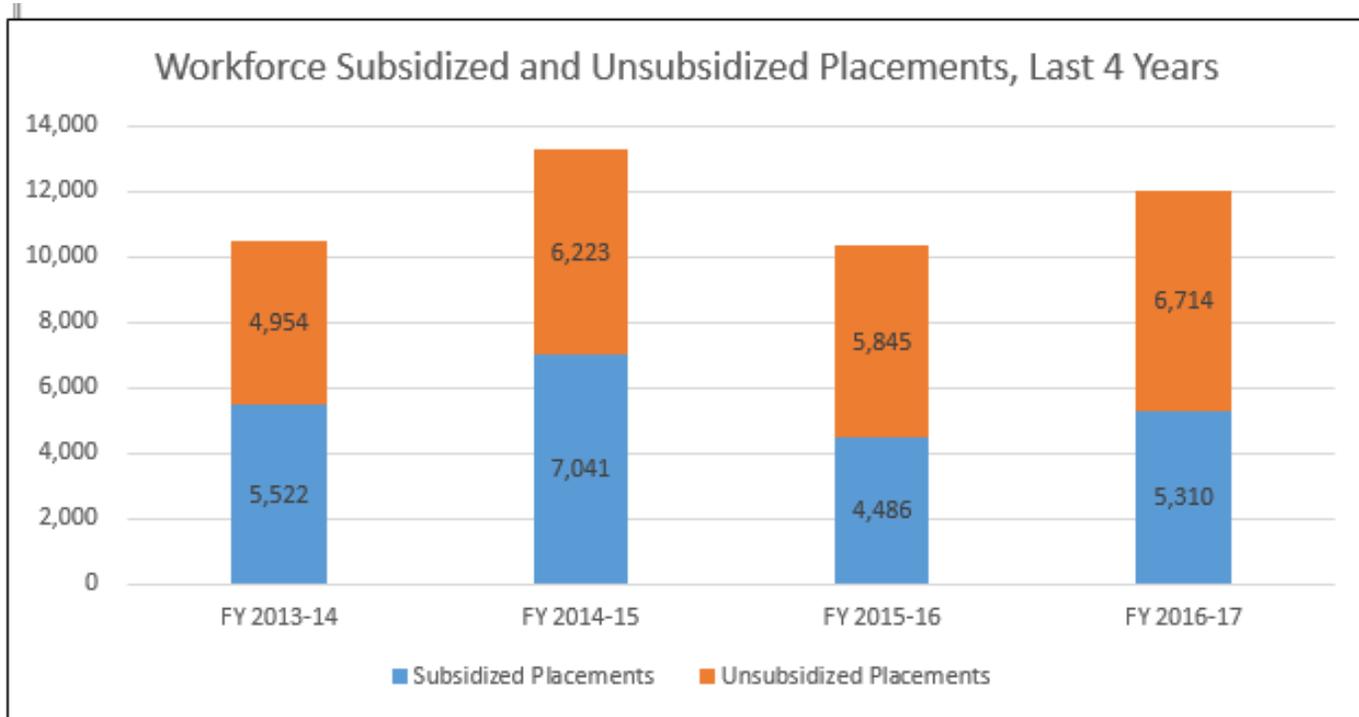


Figure-6. Workforce Clients by Educational Attainment, Last 2 Years.



Placement outcomes



	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Total Clients Served	41,571	35,046	33,805	30,505
Unsubsidized Placements	4,954	6,223	5,845	6,714
Percentage	11.9%	17.8%	17.3%	22.0%

Next Steps

- **Continuous improvements for FY 17-18 inventory**
 - Follow up dialogue with departments
 - More nuanced outcomes tracking
 - Retention (leveraging other source)





Public Comment on Non-Agenda Items



June 13, 2018

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Meeting Adjourned



June 13, 2018