

**Workforce Community Advisory Committee (WCAC)**  
**Monday, November 7, 2016**  
**2 p.m. – 4 p.m.**  
**1 South Van Ness Avenue, 5<sup>th</sup> Floor**  
**Pacific Conference Room**

In attendance:

**Anni Chung**, President & CEO, Self-Help for the Elderly  
**Debra Gore-Mann**, Executive Director, San Francisco Conservation Corps (SFCC)  
**Liz Jackson-Simpson**, Executive Director, Success Center San Francisco  
**Jon Osaki**, Executive Director, Japanese Community Youth Council (JCYC)  
**Ken Reggio**, Executive Director, Episcopal Community Services of San Francisco  
**Roxanne Murray**, Director, Episcopal Community Services of San Francisco  
**Shamann Walton**, Executive Director, Young Community Developers, Inc.  
**Villy Wang**, Founder, President & CEO, BAYCAT  
**Michael Carr**, Director, Office of Economic & Workforce Development (OEWD)  
**Mike King**, Sr. Workforce Analyst, OEWD  
Nine members of the general public were also in attendance.

1. Introductory Remarks from Workforce Director, Michael Carr
2. New Member Introductions
3. Adoption of the Agenda
4. WCAC Mission Statement and Member Roles  
*Overview of WCAC mission and member roles. Members will vote to elect two co-chairs at the next meeting.*
5. Citywide Workforce Development Plan Timeline and Outline  
*Overview of timeline and outline to complete and present the five-year Citywide Workforce Development Plan to the Workforce Investment San Francisco (WISF) Board at its March 8, 2017 meeting. Members discussed.*

*Members highlighted the need for the Citywide Plan to include information from/about educational institutions; private foundations and other workforce funders; and the corporate sector. Members highlighted the need for more employer data, whether quantitative or qualitative, to forecast future demographic and occupational changes. Staff to the WCAC will send members a copy of the last Citywide Plan.*



6. Office of Economic & Workforce Development's Recommendations for an Aligned Workforce (including FY 2015-16 Workforce Services Inventory data)  
*WCAC staff presented recommendations from recently-collected FY 2015-16 Workforce Services Inventory data.*

*Members discussed:*

- *The need for conversations with the employer community to advocate for San Francisco's non-White population.*
- *The need to break down gender and earnings data by race as well.*
- *The need to look specifically at the 65+ population in our analysis of age groups, educational attainment and earnings.*
- *The need to explain the trend of greater unemployment and lesser earnings for workers with less than an Associate's degree. This trend may be different within different sectors. For example, in media, a person's portfolio is more important than a certification. For many sectors, this is the age of boot camps.*
- *The need to look at training versus occupational demand. The dynamic could explain the City's recent decline in job placements.*
- ***Recommendation #1: Develop tools and partnerships to measure system success by unsubsidized employment placements.***
  - *Members highlighted the need for a companion recommendation for the private sector – a commitment to hire individuals coming out of City workforce development programs. How do we get private sector buy-in to Recommendation #1?*
  - *Members highlighted the need for more intentional partnerships with industry. We need to go deeper with employers because unemployment is so low. How do we create a continuum of opportunity?*
  - *Members highlighted the need for workforce system levers to better support people in City workforce development programs.*
  - *Members recommended that system stakeholders should partner with private sector employers to understand their minimum qualifications (MQs) and get their commitment to hire program participants.*
  - *Members asked 'where have unsubsidized job placements been successful'? OEWD has seen success in the construction industry, through the CityBuild program. Members wanted to know the cost of placing one person through CityBuild. We need to improve outcome efficiency – take lessons from CityBuild and other successful programs and apply them to other sectors that are struggling.*



- *Members suggested that Recommendation #1 could be focused on a specific sector to narrow its focus; otherwise, the recommendation is too broad.*
- *How do we measure ‘a work in progress’ for clients? We need to quantify the work of getting clients from point A to point B, no matter how long it takes.*
- *Members pointed out that changing the goal to “living wage jobs” would result in a lot of unreported successes.*
- *Members highlighted the need for best practices research that shows where government has had success influencing workforce outcomes.*
- *Government often thinks success is about the numbers; for community-based organizations (CBOs), success is about the day-to-day, year-to-year details and consistency in approach. For this reason, the system should not always focus on efficiency.*
- *The illustration of the City’s workforce pipeline should be concentric circles, instead of linear silos. The current model shows disparate funding, so it is no surprise that departments are working in silos. The key to changing the system is connecting services. We need to create a pathway to ‘walk’ clients through the services that they need. The pipeline also needs to include the private sector.*
- *Members highlighted the need to double-check whether OEWD is the only City department doing unsubsidized job placements.*
- *CBOs feel the disconnect between City departments who fund workforce development activities.*
- *Where does accountability for Recommendation #1 lie? Members highlighted the need to refine goals for City employment – as a large local employer, City government needs to commit to hiring San Francisco residents.*
- *How does retention fit into this recommendation?*
- ***Recommendation #2: Explore shared procurement, shared contracting, shared client tracking, and shared program outcomes opportunities.***
  - *No member comments.*
- ***Recommendation #3: Collaborate to create a clear pipeline for the hardest to serve that leverages our strengths.***
  - *No member comments.*



- *Members are interested in writing a letter to the Mayor outlining 2-3 recommendations that the WCAC would like the City to adopt, including demand-side commitments.*
- *Members acknowledged that recommendations need more subtext.*
- *Members asked for the strategic plans from each of the departments on the Alignment Committee to better understand their thinking about workforce.*

7. Public Comment

*No public comments.*

8. Adjournment

*WCAC staff will share an electronic copy of the presentation with members. Staff will schedule the next two meetings of the WCAC in mid to late January and late February of 2017, respectively, while strategizing opportunities to continue conversation threads and writing of a Letter to the Mayor outside of the formal meeting structure.*

