**Workforce Community Advisory Committee (WCAC)**
**Wednesday, January 25, 2017**
**1 p.m. – 3 p.m.**
**1 South Van Ness Avenue, 5th 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
**Shamann Walton**, Executive Director, Young Community Developers, Inc.
**Michael Carr**, Director, Office of Economic & Workforce Development (OEWD)
**Amabel Akwa-Asare**, Director of Strategic Initiatives, OEWD
**Mike King**, Sr. Workforce Analyst, OEWD
Ten members of the general public were also in attendance.

1. Introductory Remarks from Workforce Director, Michael Carr

2. Elect Co-Chairpersons

   *As mandated by Chapter 30 of the San Francisco Administrative Code, the WCAC shall elect co-chairpersons. Shamann Walton and Anni Chung were nominated to be the WCAC's first two co-chairpersons. Debra Gore-Mann seconded the nominations. Shamann and Anni were unanimously elected as WCAC co-chairpersons.*

3. Adoption of the Agenda

   *The agenda was adopted without revision.*

4. Mayor's State of the City Address Highlights

   *The Mayor's State of the City Address was scheduled for January 26, 2017, so an update could not be provided. An update will be provided at the next meeting of the WCAC.*

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5. Review Citywide Workforce Development Plan Timeline

   *OEWD staff provided an overview of the timeline for completing the Citywide Workforce Development Plan by March 9, 2017. Members asked to be invited to the Workforce Investment San Francisco (WISF) Board meeting on March 9.*

6. Review and Comment on Draft Letter

   *OEWD staff described its request to include a letter from the WCAC in the Citywide Workforce Development Plan. A draft version of the letter was shared with WCAC members. Members discussed, citing a few areas for revision. Members agreed to edit the draft letter via Google Drive in advance of their next meeting; OEWD staff will list WCAC recommendations as bullet-points to make it easier to identify and add priorities. OEWD staff will set up the Google Doc and share with members after the meeting.*

7. Review and Comment on Draft Citywide Workforce Development Plan

   *Recommendation #1: Develop tools and partnerships to measure system success by unsubsidized employment placements.*
   - *Unsubsidized employment placements are not the only measure of success.*
   - *The system needs continued subsidized employment opportunities, but where is this reflected in the recommendation?*
   - *There is concern that this recommendation will lead to less subsidized programming, which disregards certain clients who may have a long road to get to unsubsidized employment.*
   - *We see this work as a trajectory; credit needs to be given for getting clients into subsidized employment.*
   - *Are we investing in the right strategies and programs? Shouldn't that be the focus versus unsubsidized employment?*
   - *The workforce development system is not currently aligned with the employer community.*
   - *Service providers need to take credit. JobsNows is working but clients are still returning.*
   - *The ultimate goal for some clients is more education and sector training.*
   - *We do not want to lose sense of accountability for certain stakeholders.*

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- *The employer's hiring process is completely out of the service provider's control – but the onus right now is on the service provider to make employer connections.*
- *How are we connecting employer tax breaks and benefit agreements with workforce services and goals?*
- *Once they leave our (service provider) doors, is this the measure of success? Unsubsidized employment is always the end goal but sometimes it takes years.*
- *A measure of success is industry-recognized credentials to increase the chance of employment; it is better to focus on measures that lead to unsubsidized employment.*

*Recommendation #2: City departments to explore, articulate and execute shared procurement and shared contracting opportunities.*

- *City departments need to work on shared values and cultures – for example, differences in allowable costs.*
- *City dollars do not always go to the intended purpose; with work-ordered funds, sometimes the receiving department changes the purpose of the funds.*
- *There needs to be strategic communication between all parties, especially when nonprofits are acting as fiscal agents.*
- *Do City departments share their procurement plans? The Citywide Workforce Development Plan needs clear language that the Alignment Committee is the clearinghouse where these RFPs and contracts can be discussed. The recommendation needs to be tied to the Alignment Committee – a clear mandate.*
- *WIOA has a focus on alignment, but that is not necessarily true of other funding sources.*

*Recommendation #3: Collaborate across City departments and service providers to create a clear pipeline for the economically vulnerable and those with employment barriers.*

- *These populations need private sector pathways and pipelines, including on-the-job training, internships and other workplace experiences.*
- *The recommendation language needs to reference the private sector and educational institutions as well; including those entities has to be a priority for the system.*

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- *Educational institutions need to be providing certifications and readying people for the workforce, in addition to nonprofit services.*
- *In the recommendation narrative, we should reiterate the milestones needed for this population.*
- *There should be less emphasis on 'collaborate' and more emphasis on 'create a clear pipeline' – lead with 'create'.*

*Recommendation #4: Increase the use of available technologies and mobile platforms to make services more accessible and better support clients.*

- *Technology at the City level will take time to trickle down to service providers and clients, so who is the audience for this recommendation?*
- *Nonprofits enter data into multiple systems and it takes time away from client services; the City needs to pick one system.*
- *This recommendation feels 'micro' – it should focus on 'increased access to services', including technology, physical access and in neighborhoods.*
- *There is a big digital gap in terms of devices and at home for many residents of San Francisco. How do we close this gap? We do not want to hurt families who do not have digital access. This issue is broader than just workforce.*
- *Service providers need new technologies to increase their capacity.*
- *The digital gap depends on age. Youth tend to have some devices, but they may not know Outlook or other Microsoft Office products.*
- *Youth have "Obama phones" – that is what they are calling them.*
- *Laptops are a huge need among young adults and rapid response clients.*

*Recommendation #5: Develop a pipeline between youth workforce development programs and adult programs to ensure youth have continued support.*

- *There are a lack of places to land for youth once they reach a certain age.*
- *Replace 'pathway' with 'anchor' – although 'pathway' connotes moving youth along. SFUSD and City College of San Francisco use the term 'pathway'.*
- *Youth may get into another program or they may not.*
- *This recommendation needs to include educational institutions. We need to connect youth to advanced training opportunities.*
- *Goodwill Industries is seeing a larger senior population and the system is not able to meet their needs. There should be another recommendation that*

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*highlights the senior issue specifically. Nineteen percent of the San Francisco workforce are older adults.*

- *Colleges are not emphasizing non-credit courses for seniors.*

*Recommendation #6: Standardize data collection and reporting across all City workforce development programs and departments.*

- *The City asks service providers to collect and report a lot of data.*
- *The City has previously engaged in isolated processes to determine what information to collect; in the future, City departments need to engage in conversations with service providers about data collection.*

*Recommendation #7: Leverage and build the capacity of existing training and placement programs to meet the City's succession planning needs.*

- *This recommendation feels one-sided. When is the City going to prioritize employing local residents?*
- *Where are the gaps? How are we informing service providers to train clients to fill those gaps?*
- *We need a mechanism for system stakeholders to learn what is needed; this does not currently exist. No matter the program, everyone should have the same information.*
- *City agencies are already reaching out to other entities to fill their gaps. For example, the Public Utilities Commission is actively recruiting through the Tech21 program, steering youth to fill certain roles.*
- *The system needs a clearinghouse that shows hiring needs and available training and placement programs – like a 'matchmaking' forum.*
- *Sutter worked with a service provider to train a cohort of workforce clients, followed by an internship. Eighty percent of those interns got permanent jobs.*
- *There needs to be a system-wide solution that does not require one-to-one employer relationships.*
- *The system needs to connect with economic development and jointly share the current opportunities to all stakeholders.*
- *The system needs to leverage OEWD and City authority to ensure employer engagement with service providers and their clients.*
- *This is a valuable recommendation as the City is the largest San Francisco employer.*

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- *The Public Utilities Commission has worked with City College of San Francisco to develop an electrical engineering pathway.*
- *How does this recommendation tie to vulnerable populations? These positions are generally filled by the classification below. Vulnerable residents often do not know the job opportunities at the City or how to prepare for them.*
- *This recommendation needs to be flipped and be about the City committing to hiring workforce clients – our local residents. What will it take to get a City commitment?*
- *OEWD needs to build a forum for information sharing about hiring opportunities.*

*Recommendation #8: Deepen public-private partnerships to better forecast employer demand and develop customized trainings to meet the demand.*

- *This recommendation misses the commitment from private employers to hire after trainings are complete.*
- *The system needs more trainings to help clients qualify. Clients can have confidence issues once it becomes clear how long it will take to be qualified.*

*Other Areas of Interest:*

- *We need more services to help drop-outs get back in the game; right now, these residents are on their own.*
- *OEWD should be the clear long-term leader in this work.*

8. Public Comment

   *No public comment.*

9. Adjournment

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