COMMITTEE ON CITY WORKFORCE ALIGNMENT:

EQUITABLY INVEST IN WORKFORCE PROGRAMS FOR OUR MOST VULNERABLE WORKING GROUP

Draft Minutes of The
July 22, 2024
Office of Economics and Workforce Development
1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103

CCWA Voting Members Present	Ren Floyd-Rodriguez, OEWD Ruth Barajas, Bay Area Community Resources (remote) Dion-Jay Brookter, Young Community Developers (remote) Anthony Bush, DHSH (remote) Taras Madison, APD Tiffany Jackson, Hospitality House (remote)
CCWA Additional Members Present	Roosevelt Pye, Young Community Developers
CCWA Staff Present	Ken Nim, Chair Tai Seals-Jackson, Secretary Jen Hand, OEWD Miriam Palma-Trujillo, OEWD

Ohlone Land Acknowledge-ment, Announce-ments & Housekeeping
(Discussion Item)

Chair Nim called the meeting to order at 09:31 a.m. Secretary Tai Seals-Jackson (OEWD) opened the meeting by reciting the Ohlone Land Acknowledgement and reviewing housekeeping rules.

Roll Call
(Discussion Item)

Chair Nim requested that Secretary Seals-Jackson conduct roll call. Secretary Seals-Jackson conducted roll call and announced that a quorum was present.

Chair's Welcome
(Discussion Item)

Chair Nim welcomed Committee Members and introduced himself as the Interim Director of Workforce Development and Director of CityBuild of OEWD's Workforce Division.

Chair Nim stated that the priority for this meeting was to review Goal #2 of the Citywide Workforce Development Plan, focusing on *Equitable Investment in Workforce Programs for our Most Vulnerable*. The aim was to refine the scope to high-priority actions within the Five-Year Plan. Additionally, the meeting would cover the logistics and structure of the working group and involve nominating co-chairs to steer and advance efforts.

Adoption of the Agenda
(Action Item)

Chair Nim solicited comments on the agenda from CCWA members. Seeing none, Chair Nim requested a motion to adopt the meeting agenda. Member Brooker made the motion, which was seconded by Member Madison and passed unanimously.

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Citywide Workforce Development Plan-Goal #2: Equitably Invest in Workforce Programs for our Most Vulnerable *(Discussion Item)*

Chair Nim introduced Jen Hand, Workforce Impact Manager, to present on the FY 2024-2029 Citywide Workforce Development Plan ("FY 24-29 Plan") Goal #2: Equitably Invest in Workforce Programs for our Most Vulnerable.

Ms. Hand presented an overview of the five working groups which align with the goals of the Citywide Workforce Development Plan for FY 2024-2029. The primary purposes of these working groups are to build leadership within the 17-member Alignment Committee, establish strategic partnerships, and advance detailed work outside of the quarterly convenings. These smaller working group meetings aim to delve into the specifics of the plan, allowing committee members and the public to participate.

The Citywide Workforce Development Plan can be accessed here: https://www.sf.gov/sites/default/files/2024-06/CWDP%202024-29%20-%20Citywide%20Workforce%20Development%20Plan.pdf

Ms. Hand emphasized that the current meeting's objective is to prioritize the actions identified in the plan, with about 27 actions within this goal alone. The group needs to consolidate and prioritize these actions to drive the work forward effectively. Additionally, the meeting will address leadership, resources, timing, and the cadence of future meetings.

Ms. Hand provided background on the committee's activities over the past year, including quarterly and community meetings as well as the importance of adhering to the ordinance that mandates the work and which created a unified public body comprising major workforce-investing City departments, community leaders, and labor leaders. The Alignment Committee, formed in 2023, developed the 5-Year Plan and adopted it in April.

Ms. Hand presented the purpose of the working group and inquired if members had any additional purposes or goals they wanted to achieve from this working group. Members had no additional feedback.

Ms. Hand presented the timeline for the working group, clarifying that the current timeline set for July 2027 and may be extended at the direction of the members.

Ms. Hand presented the three outcomes along with their corresponding actions. Each outcome featured approximately 6 to 12 actions, with each committee member selecting one high-priority action per outcome. This selection will guide the committee's focus over the next five years. Members also categorized actions as medium or low priority during the discussion.

Jamboard Activity Part 1 (Prioritization of Actions):

Members expressed gratitude for public participation and acknowledged the challenge of narrowing down important issues when everything seemed significant. Member Bush highlighted the importance of developing strategies that address the diverse needs of vulnerable populations without creating divisions, and ensuring responses are tailored to specific needs. Member Barajas agreed, emphasizing the importance of supporting various communities, including migrants and the historical Black community, without sidelining any group.

Outcome 2.1: Members expressed interest regarding the prioritization of:

- Collect robust pre/post program data as well as qualitative participant stories.
- Track and report on the number of individuals from vulnerable populations (e.g., people with disabilities, unhoused, returning citizens) served through workforce initiatives.
- Adopt trauma-informed care models tailored for vulnerable communities.
- Allow flexible service delivery timelines for participant success.

Member Floyd-Rodriguez emphasized the importance of tracking and reporting the number of individuals from vulnerable populations served through workforce initiatives (Action 4). Further highlighting the need to prioritize without dividing populations, using data to identify gaps and successes. Member Brookter supported this by stressing the importance of collecting pre- and post-program data to understand the impact through tools like impact reports, ensuring voices are heard and stories are shared (Action 5).

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Ms. Hand acknowledged the relevance of data-related priorities, including program evaluations and tracking/reporting individuals, and proposed consolidating efforts to include both tracking at an individual level and evaluating service/program delivery. Member Brookter agreed on combining Actions 4 and 5.

Ms. Hand also acknowledged that Hospitality House, Adult Probation Department, and Bay Area Community Resources prioritized service delivery-focused actions.

Member Barajas shared the challenges of fitting services within rigid timelines, suggesting that a trauma-informed care model should include flexible service delivery timelines. This would better meet the needs of clients and set the foundation to improve upon the other actions. Member Madison highlighted the importance of a continuation of care for workforce development, addressing higher barriers before focusing on outcome-driven goals.

Member Brookter uplifted being able to do service delivery without being outcomes driven, sharing the loss of a young person, and emphasizing the need for services that support individuals beyond traditional metrics of success. Member Jackson highlighted the importance of adopting trauma-informed care models that implement non-traditional practices to get people through the door. Member Barajas noted that the workforce system has historically prioritized tracking impact data (e.g., placements, employment, certifications), but it is important to implement metrics that capture the journey and equity measures of success, ensuring that the service delivery is culturally responsive and trauma-informed to the specific needs of the community.

Ms. Hand suggested that this group's work include identifying measures and metrics to assess certain programs or departments on the quality-of-service delivery and trauma-informed care.

Members concluded with a consensus on two key priorities: tracking and reporting on vulnerable populations and adopting trauma-informed care models that allow for flexible service delivery.

Outcome 2.2: Members expressed consensus regarding the prioritization of:

- Implement pre-program interventions and additional support to increase the ability of individuals with significant barriers to enter and successfully complete career pathway programs.
- Partner with deeply embedded community organizations to conduct outreach and recruitment, such as funding and deploying outreach workers from the communities being served, providing incentives for respected community members to promote services, and prioritizing hiring staff from the impacted communities.

Member Bush emphasized that community-based organizations have direct success rates and are deeply connected to the communities they serve, making them valuable partners. Member Madison explained that pre-program interventions are crucial for providing necessary support beyond workforce development skills, including integrating workforce services with other wraparound services for comprehensive support. Member Barajas highlighted the need for recruitment and skill-building initiatives during incarceration to support individuals both during and after their time in custody. Member Jackson noted that co-located services prevent individuals from having too many case managers, reducing the risk of missing critical support.

Members reached a consensus on prioritizing actions 2 and 3, recognizing them as high priorities. Actions 1 and 5 were also highlighted as significant for system-wide coordination, including co-location of services and skills credentialing during incarceration.

Member Bush emphasized the importance of partnering with justice-involved and TGI populations, suggesting strategies to integrate these groups as high priorities.

Ms. Hand suggested expanding the focus to include interventions at all stages—pre-program, during the program, and retention—to better serve vulnerable populations with comprehensive support. Member Floyd-Rodriguez supported this broader approach, emphasizing the need for additional supports.

Outcome 2.3: Members expressed consensus regarding the prioritization of:

- Develop vocational training, language learning, and educational programs specifically tailored for

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unemployed, underemployed, and historically excluded workers, such as formerly incarcerated, limited English populations, immigrants, people with disabilities, women, BIPOC, and older adults.
- Explore the development of special programs to provide income opportunities for migrants seeking green cards and employment opportunities, such as entrepreneurship, worker co-operatives, and independent contracting.

Member Floyd-Rodriguez emphasized the need for programs that serve migrant communities without right-to-work documentation due to legal implications and the lack of sufficient services to effectively support these populations.

Member Barajas highlighted the importance of creating viable pathways for individuals without legal status to avoid public safety issues arising from economic necessity. Member Barajas also stressed that innovative approaches funded by OEWD have been successful and need to be expanded.

Chair Nim opened the meeting for public comment on this agenda item. Secretary Seals-Jackson provided guidance on the public comment process.

A member of the public inquired about training and housing resources for people with disabilities. Chair Nim assured them that resources are available through the Mayor's Office of Housing and Community Development and workforce program providers. Director Houston offered to share resources after the meeting.

Director Floyd-Rodriguez provided the following resources in the chat:

OEWD Specialized Job Centers (Individuals with Disabilities)

- The Arc San Francisco
  1500 Howard Street, San Francisco, CA 94103
  415-255-7200
  thearcsf.org
- PRC
  170 9th Street, San Francisco, CA 94103
  415-777-0333
  prcsf.org
- Toolworks, Inc.
  22 Battery Street, Suite 300, San Francisco, CA 94111
  415-733-0990
  toolworks.org

Seeing no additional comments in the chat or in person, Chair Nim closed public comment.

Member Bush raised a point and volunteered to identify connective sections among outcome areas and actions to ensure alignment and efficiency in their efforts.

Working Group Meeting Logistics
(Discussion Item)

Chair Nim solicited feedback regarding meeting cadence and proposed convening on a quarterly basis to maintain momentum and ensure consistent progress.

Director Houston clarified that a final report to the Board of Supervisors is due in July 2029, with an update expected by March 2025.

Member Barajas highlighted the importance of aligning the work of this group with other related working groups, particularly the one focused on workforce development across different life stages. Ms. Hand noted the interconnected nature of these efforts, though they are on parallel tracks.

Members Barajas and Brookter, who co-chair working group #3, emphasized the influence of this group's work on broader workforce development initiatives and suggested regular coordination between the co-chairs of both groups.

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Members reached consensus on meeting quarterly.

Working Group Co-Chair Nominations
(Action Item)

Chair Nim outlined the vital role of the co-chairs in the success of the working group. Co-chairs are responsible for collaborating with OEWD staff to: set meeting agendas, facilitate discussions, ensure all voices are heard, represent the group in the broader Committee on City Workforce Alignment meetings, and drive progress on action items between meetings. Additionally, co-chairs will be presenting brief updates at the upcoming Committee meeting on Wednesday, July 31st, OEWD will be preparing talking points and slides.

Chair Nim opened the floor for further discussion and nominations for co-chairs.

Member Barajas nominated Member Jackson and Member Bush, noting the importance of nonprofit representation and appreciating the valuable contributions both members bring to the group. Member Bush and Member Jackson accepted the nominations.

A motion was made by Member Barajas for Member Jackson to be the first co-chair, seconded by Member Brookter. The motion was passed unanimously.

A second motion was made by Member Barajas for Member Bush to serve as the second co-chair, seconded by Member Madison. This motion also passed unanimously.

Public Comment on Non-Agenda Items
(Discussion Item)

Chair Nim opened the meeting for public comment on any agenda or non-agenda items.

Secretary Seals-Jackson provided guidance on the public comment process. Seeing none in the chat or in person, Chair Nim closed public comment.

Adjournment
(Action Item)

Chair Nim thanked Members and the public for attending and reminded members that the next meeting would be held at One South Van Ness, with logistics to be coordinated for the next meeting.

Chair Nim opened the floor for members' closing comments.

Chair Nim called for a motion to adjourn. Member Brookter offered a motion to adjourn which was seconded by Member Madison. The vote was unanimous, and the meeting adjourned at 11:03 A.M.

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PART 1

INSTRUCTIONS:

Use the provided sticky notes labeled LOW PRIORITY, MODERATE PRIORITY, and HIGH PRIORITY to indicate the level of priority for each action. Identify only one high priority sticky for each outcome.

Use pink sticky notes to provide any comments or questions related to each action.

Outcome 2.1: Better workforce and economic outcome for vulnerable pop ons.

Outcome 2.2: More culturally humble outreach and
to connect vulnerable populations to workforce pro

Comment/?: Outcome should include additional pre and post interventions included

Comment/?: HSH- Justice involved is a priority population.

HIGH PRIORITY

Comment/?:

MODERATE PRIORITY

LOW PRIORITY

MODERATE PRIORITY

MODERATE PRIORITY_ MHH

HIGH PRIORITY- Hospitality House

MODERATE PRIORITY

Co-locate or integrate workforce services with other essential wraparound supports.

MODERATE PRIORITY - BACR

MODERATE PRIORITY | YCD

Comment/?: AB HSH this item can be merged with the last one as justice-involved folks can be centered as a vulnerable population.

HIGH PRIORITY - SFTC

HIGH PRIORITY- Adult Probation Department

MODERATE PRIORITY_ MHH

Implement pre-program interventions and additional support to increase the ability of individuals with significant barriers to enter and ssfully complete areer pathway programs.

Comment/?: ADP- Similar to previous action. Intervening and providing support outside of traditional workforce services

MODERATE PRIORITY | YCD

HIGH PRIORITY- OEWD

MODERATE PRIORITY

MODERATE PRIORITY

HIGH PRIORITY- Homelessness & Supportive Housing

Comment/?: HH- has proven to be a successful model.

MODERATE PRIORITY - BACR

HIGH PRIORITY_MHH

Comment/?:MHH_CBO Staff members should have a collective SF New Employee orientation, to have understanding of point of contact in hopes of promoting professional network.

Partner with deeply embedded community izations to outreach and uitment, funding and ng ou workers fro communitie served, pro incentives for community members to promote services, and prioritizing hiring staff from the impacted communities.

Comment/?: HSH- Partner with orgs deeply connected to service communities

MODERATE PRIORITY

HIGH RIORITY

HIGH PRIORITY- Young Community Developers

MODERATE PRIORITY

Provide incentives for effective intake, assessment, and service linkage.

Comment/?: BACR- move away from pre-program intervention. Can employ deeper programing that can happen through longer periods, credential attainment

Ensure cultural representation and humility in outreach/ marketing materials.

MODERATE PRIORITY_ MHH

Comment/?: MHH_ Allow skilled non-English speakers participate in training programs.

Comment/?:AB HSH Justice involved population are at increased risk of not receiving employment opportunities. We should consider how to merge this area of work with another.

Explore starting recruitment and skill-building initiatives during incarceration periods.

MODERATE PRIORITY_ MHH

MODERATE PRIORITY

HIGH PRIORITY- Bay Area Community Resources

Comment/?: ADP- This is very specific and might be to narrow

Comment/?:MHH_ Building confidence of person's during the incarceration period.

Outcome 2.3: More culturally humble services that can meet [illegible]s needs within t[illegible]y and support them to be successful in wo[illegible]programs.

HIGH PRIORITY

MODERATE PRIORITY - BACR

Develop vocational training, [illegible]earning, and [illegible]al programs [illegible]y tailo[illegible] [illegible]ployed [illegible]oloyed [illegible]y excl workers, such as f[illegible] incarcerated limited English immigrants, p[illegible]s, wo[illegible] older

HIGH PRIORITY- Homelessness & Supportive Housing

HIGH PRIORITY- Adult Probation Department

HIGH PRIORITY- Hospitality House

MODERATE PRIORITY_ MHH

MODERATE PRIORITY

HIGH PRIORITY- Bay Area Community Resources

Comment/?: OEWD- Have heard from community as a need. Requires creativity and resources we do not have in place

Explore the development of special progra[illegible] income oppo[illegible] migrants green ca[illegible] employment [illegible] such as entre[illegible] worker co-operatives, and independent c[illegible]

BACR- need to create viable opportunities for folks who do not have statues (right-to-work doc.). This is a public safety issue. Need to address as such. Link between access to work and in

HIGH PRIORITY_ MHH

HIGH PRIORITY- OEWD

MODERATE PRIORITY - BACR

Build pathways for skilled immigrants/migrants to find commensurate employment.

MODERATE PRIORITY_ MHH

MODERATE PRIORITY

PRIORITY- Department of Public Health

Increase cultural/linguistic competency of workforce providers.

MODERATE PRIORITY_ MHH

HIGH PRIORITY

Comment/?:

MODERATE PRIORITY

LOW PRIORITY

MODERATE PRIORITY

Comment/?: Create centralized location of ESL tutorials on website, where public can access 24/7. Meet with tutors on weekly basis.

Integrate English language learning to support career growth.

MODERATE PRIORITY

MODERATE PRIORITY - BACR

MODERATE PRIORITY

MODERATE PRIORITY_MHH

Provide specialized and peer-to-peer support services for individuals with disabilities, older adults, and returning citizens to address their unique needs.

MODERATE PRIORITY

HIGH PRIORITY - SFTC

Increase employment opportunities for older adults and seniors.

HIGH PRIORITY - SFTC

MODERATE PRIORITY

Adopt individualized case management plans instead of one-size-fits-all.

LOW PRIORITY_ MHH

MODERATE PRIORITY_ MHH

HIGH PRIORITY- Young Community Developers

MODERATE PRIORITY

Connect entry-level job hires [illegible]ulnerable populations [illegible]ffordable housing [illegible]ptions, including [illegible]ntal assistance.

MODERATE PRIORITY

MODERATE PRIORITY - BACR

MODERATE PRIORITY

Comment/?: TGNCI populations specialized populations who face extreme disparities in employment. Discussing specific strategies for TGNCI, Black, migrant neede

Establish wellness services including cultural wellness and gender-affirming care.

MODERATE PRIORITY_MHH

MODERATE PRIORITY

Advocate for barrier removal, such as providing childcare to facilitate access to training.

MODERATE PRIORITY | YCD

MODERATE PRIORITY | YCD

MODERATE PRIORITY

Target redevelopment projects in historically Black communities to provide on-site job training and apprenticeship opportunities for youth.

MODERATE PRIORITY_ MHH

MODERATE PRIORITY - BACR

PART 2

INSTRUCTIONS:

Please use yellow sticky notes to provide feedback on the following aspects of the listed ACTION:

- Allocated Resources
- Partners & Stakeholders
- Cost
- Deadline

Outcome 2.1: Better workforce and economic outcomes for vulnerable populations.

ACTION:

ALLOCATED RESOURCES:

PARTNERS & STAKEHOLDERS:

COST ($/$$/$$$):

DEADLINE:

Outcome 2.2: More culturally humble outreach and recruitment to connect vulnerable populations to workforce programs.

ACTION:

ALLOCATED RESOURCES:

PARTNERS & STAKEHOLDERS:

COST ($/$$/$$$):

DEADLINE:

Outcome 2.3: More culturally humble services that can meet people's needs within their career journey and support them to be successful in workforce programs.

ACTION:	
ALLOCATED RESOURCES:	
PARTNERS & STAKEHOLDERS:	
COST ($/$$/$$$):	
DEADLINE:	