

COMMITTEE ON CITY WORKFORCE ALIGNMENT:

EQUITABLY INVEST IN WORKFORCE PROGRAMS FOR OUR MOST VULNERABLE WORKING GROUP

Draft Minutes of The
October 10, 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
Dion-Jay Brookter, Young Community
Developers (remote)
Anthony Bush, DSHS (remote)
Taras Madison, APD (remote)
Tiffany Jackson, Hospitality House (remote)
Andy Beetley-Hagler, HSA

**CCWA
Additional Members
Present**

Roosevelt Pye, Young Community Developers

CCWA Staff Present

Tai Seals-Jackson, Secretary
Jen Hand, OEWD
Miriam Palma-Trujillo, OEWD

**CCWA Members
Absent**

Ruth Barajas, Bay Area Community
Resources

**Ohlone Land
Acknowledgement, Announcements &
Housekeeping
(Discussion Item)**

Chair Jackson 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 Jackson 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 Jackson welcomed Committee members and introduced herself as the Employment Program Manager at Hospitality House.

Chair Jackson stated that the priority for this meeting was to continue reviewing and discussing Goal #2 of the Citywide Workforce Development Plan, focused on Equitable Investment in Workforce Programs for our Most Vulnerable. Members would continue prioritizing high-impact actions, specifically those within outcome 2.3, which would lead into a conversation on tailored services for vulnerable workers.

Adoption of the Agenda
(Action Item)

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

Approval of the Minutes from July 22, 2024 Meeting
(Action Item)

Chair Jackson solicited comments on the minutes from July 22, 2024. Seeing none, Chair Jackson requested a motion to approve the minutes. Member Bush made the motion which was seconded by Member Floyd-Rodriguez. The motion passed unanimously.

Review of Progress: Citywide Workforce Development Plan – Goal 2: Equitably Invest in Workforce Programs for our Most Vulnerable
(Discussion Item)

Chair Jackson introduced Jen Hand, Workforce Impact Manager, who began by thanking the group and welcoming Andy Beetley-Hagler Human Services Agency (HSA) representative.

Ms. Hand recapped the governing ordinance that established the public body, which includes City, labor, and community representation, and outlined the FY 2024-2029 Citywide Workforce Development Plan (“FY 24-29 Plan”) focusing on Goal #2: Equitably Invest in Workforce Programs for our Most Vulnerable.

The presentation continued with a quick review of the Committee members, followed by an overview of the 5-Year Plan development process. Ms. Hand explained that the process took about a year and a half to complete. The Committee is required to submit an update to the Plan in March 2025 to the Board of Supervisors. She emphasized that the current working groups, including today’s meeting, are focused on refining the Plan’s goals, outcomes, and outputs. Ms. Hand emphasized the importance of completing the assigned homework to ensure that a draft of the Plan is ready by January 2025.

Ms. Hand provided an overview of the five working groups, highlighting the overlap between them. She advised that some topics, might be better addressed by other working groups. If members believed that certain issues were too broad or complex for this group, they could be paused and/or moved to the appropriate groups.

Ms. Hand then provided a refresher on the activity the group completed in July, where they identified high-priority and moderate-priority actions for the three *Vulnerable Population* outcomes. For Outcome 2.1, which focuses on improving workforce and economic outcomes for vulnerable populations, Ms. Hand noted that the group had consolidated the actions into two priorities:

- Tracking and reporting the number of individuals pre- and post-program for all workforce programs across the city.
- Adopting trauma-informed care models to support vulnerable populations.

Ms. Hand touched on Outcome 2.2, which involved partnering with deeply embedded community organizations and promoting co-location of services. She noted that the group had not yet finished their discussion on Outcome 2.3, which focuses on ensuring tailored services for all vulnerable populations identified by the group. She clarified that economically vulnerable populations include individuals who are unemployed, underemployed, or have been historically excluded from the workforce.

Jamboard Activity Part 1 (Prioritization of Actions):

Miriam Palma-Trujillo, Workforce Impact Specialist, guided members in reviewing and adjusting their priorities for Outcome 2.3 using the Jamboard. She noted that while there was broad support for the first action—developing vocational training, language learning, and educational programs for unemployed, underemployed, and historically excluded populations—the group had not fully discussed other high-priority actions.

Miriam requested further input from members, mentioning that Member Barajas had previously emphasized the importance of exploring pathways for undocumented individuals or those without right-to-work authorization. This was noted as a potential high-priority action. Additional key actions identified included connecting entry-level job seekers from vulnerable populations with affordable housing and rental assistance.

Member Beetley-Hagler, who had not voted at the previous meeting, was invited to review and assign his

priorities. Member Floyd-Rodriguez highlighted that Mission Hiring Hall and MEDA had raised concerns about immigrant populations, noting the unique challenges they face. Although these concerns were already included under existing priorities, providers had been vocal about the specific barriers in serving this population.

Member Floyd-Rodriguez also discussed the intersectionality of vulnerable populations, pointing out that individuals often belong to multiple subcategories, such as immigrants with disabilities or older adults, which should be considered in the group's decision-making.

Member Beetley-Hagler identified the second action—exploring the development of special programs to provide income opportunities for migrants seeking green cards and employment authorization—as a high priority. He shared details about a pilot program initiated during the pandemic, aimed at undocumented members of CalWORKs families. The program, titled Immigrant Self-Sufficiency, was designed to support individuals interested in entrepreneurship.

Ms. Hand inquired whether HSA was working on the entrepreneurship component with any partners. Member Beetley-Hagler responded that two contracted providers were involved, though access to capital remained a significant challenge despite support from service providers like MEDA and their partnership with Wells Fargo.

Roosevelt Pye, Program Manager at YCD, emphasized the prioritization of affordable housing options and highlighted the pressing need for immediate job placements. He explained that many clients seek quick employment to stabilize their housing situations and described how entry-level jobs serve as a gateway to long-term career opportunities. He also mentioned the YCD housing team's advocacy efforts, including support for Prop G, and reiterated the challenges in securing sufficient affordable housing options.

Member Bush noted the importance of language access for communities migrating to San Francisco. He noted that providing employment materials and orientations in native languages should be a top priority. While categorized as a moderate priority, Member Bush stressed the importance of linking language access with housing and income needs to better support vulnerable populations.

Miriam concluded the prioritization discussion, informing members that an updated actions document had been shared. She reminded the group to review any revisions to the actions and outcomes before the next meeting, as the Plan continues to be refined.

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

Joe Ramirez-Forcier, Managing Director of Workforce Development at PRC, echoed YCD's remarks about the importance of housing stabilization as a key feature of workforce programs. He highlighted its relevance within the San Francisco Department of Public Health and the Black Trans Initiative. Ramirez-Forcier also noted PRC's partnerships with Catholic Charities for HIV and family subsidies, as well as their management of the AIDS Emergency Fund, which provides essential housing support to prevent individuals from engaging in unsafe work.

With no additional comments submitted in person or through the chat, Chair Jackson closed public comment.

Ms. Hand thanked the group and summarized the actions the group had refined during the Jamboard session. She stressed the importance of assigning **leads, deadlines, costs, and success measures** for each action to finalize the Citywide Workforce Development Plan by January.

Member Bush asked for clarification on "priority lead," Ms. Hand explained that the lead should be the organization, with individual members driving coordination.

Ms. Hand urged members to complete the homework, as a consensus would be needed at the next meeting to ensure all perspectives were included in the Plan updates.

Revised Actions:

Outcome 2.3: Members expressed consensus regarding the prioritization of:

- Develop vocational training, language learning, and educational programs specifically tailored for 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 individuals without right-to-work authorization, with a focus on entrepreneurship, language access, and self-sufficiency programs.
- Connect entry-level job seekers from vulnerable populations with affordable housing options including rental assistance programs, recognizing that stabilizing housing is critical for long-term employment and career advancement.

**Outcome 2.3:
Tailored Services for
Vulnerable Workers
Activity**
(Discussion Item)

Chair Jackson introduced Member Bush who would take over facilitation as the Chair.

Chair Bush introduced the next agenda item, Outcome 2.3: Tailored Services for Vulnerable Workers, and welcomed Ms. Hand to present.

Ms. Hand provided an overview of ongoing discussions regarding economic vulnerability categories, noting that the group had expressed a desire for clearer definitions. She emphasized the importance of identifying who falls within these categories to ensure the Five-Year-Plan effectively serves these groups.

She explained that economically vulnerable populations in San Francisco include the unemployed, underemployed, and those historically excluded from the workforce. These historically excluded groups include justice-involved workers, immigrants, individuals with limited English proficiency (English language learners), people with disabilities, unhoused individuals and families, youth and young adults, older adults, women and gender minorities, and Black, Indigenous, and workers of color communities.

Ms. Hand highlighted the annual survey distributed by the Alignment Committee to all 300 workforce programs in San Francisco. This survey allows programs to identify the populations they serve, with most vulnerable groups already represented. Today's discussion aimed to confirm whether any populations were missing from the list.

Ms. Hand explained the federal definition of unemployment, emphasizing that unemployed individuals are those without a job but actively seeking work within the past four weeks and are available to work. She clarified that people who are temporarily laid off and waiting to be recalled to their previous jobs are also considered unemployed under this definition.

This federal standard, used by labor market analysts and economists, measures unemployment based on active job search and availability for work. However, Ms. Hand highlighted the imprecise nature of this measurement, as individuals who have stopped looking for work, often referred to as "discouraged workers," are not included in the unemployment data. She stressed the importance of keeping this in mind when discussing unemployment moving forward.

Ms. Hand then transitioned to a review of San Francisco's unemployment rates by demographic. Black or African American and American Indian and Alaskan Native populations have significantly higher unemployment rates—10.7% and 11.8%, respectively—more than double the Citywide average. This data, sourced from the federal government, were reflected in the Five-Year-Plan and, though slightly delayed, remain crucial for understanding unemployment trends.

Regarding age demographics, Ms. Hand noted that young people (ages 16-19) have a strikingly high unemployment rate of 16%, with individuals aged 20-24 also experiencing elevated rates of unemployment. Additionally, individuals aged 65-74, despite being past the traditional retirement age, also face high unemployment rates, indicating that many continue to seek work later in life.

Ms. Hand noted that while the demographic data for unemployment is available, information on underemployment, especially related to skills mismatches or part-time workers seeking full-time employment, is harder to track. Skills mismatch often affects Black and Latinx workers disproportionately in the Bay Area,

based on 2018 data from the Bay Area Equity Atlas.

Ms. Hand pointed out that while men may have a slightly higher unemployment rate than women, women are more likely to work part-time. However, the primary data from federal sources do not reveal whether part-time workers are actively seeking full-time employment.

The discussion moved to an overview of unemployment and marginal attachment to the workforce, which had been gathered from the Bay Area Equity Atlas. This data highlighted stark racial disparities in joblessness, with 41% of Black San Franciscans classified as jobless—nearly two and a half times higher than their white counterparts and double the rate for people of color overall. Ms. Hand stressed that any meaningful discussion of underemployment in San Francisco must address race to avoid neglecting key aspects of the issue.

Ms. Hand uplifted community member Joe Ramirez-Forcier, from PRC, a nonprofit serving people with disabilities, and noted that while today's presentation focused on high-level trends, it was well understood that people with disabilities are also significantly underemployed.

Ms. Hand then opened the floor to questions.

Member Madison inquired about the categorization of "people of color" and sought clarification on whether this group was separate from other racial categories such as Black, Latinx, or Asian American. Ms. Hand clarified that "people of color" was a consolidated term used in comparison to white populations, and not a distinct subset.

Chair Bush commented on the importance of intersectionality in the analysis. He emphasized the need for adding categories such as transgender, nonbinary, and gender-expansive communities to the data analysis, particularly regarding underemployment. He further expressed a desire for the strategic framework to incorporate an intersectional approach to better understand the compounded challenges faced by individuals who belong to multiple vulnerable groups, such as those who are disabled, migrants, and people of color. He noted that intersectional data would provide more effective solutions for addressing disparities in employment.

Ms. Hand acknowledged his points, noting that transgender individuals were not visible in the federal data but that employment outcomes for the transgender community are known to be poor based on other sources. She affirmed that efforts to operationalize better data around gender-expansive and marginalized populations are ongoing.

Ms. Hand further emphasized the breadth of demographic data available for the Five-Year-Plan. She reiterated that the data is primarily sourced from federal data, providing a general understanding of the populations in San Francisco, including veterans, people with disabilities, and commuters. Ms. Hand noted that approximately 16,000 veterans reside in San Francisco, 12% of the population has a disability, and one in three workers commute to the City. Additionally, childcare for infants (0 to 2 years) costs an average of \$30,000 per year, and about one in three San Franciscans were born outside the United States, with many speaking more than one language.

She further highlighted key employment-related statistics, pointing out that one in seven San Franciscans lack basic digital literacy skills. The City also has a highly educated population, with 61% of residents holding a bachelor's degree or higher, which she referred to as creating a "paper ceiling" for others. This leads to stark poverty rates for individuals without a bachelor's degree, particularly for Black men and people with disabilities.

Ms. Hand noted that this data aligns with the conversation on intersectionality raised earlier by Member Bush. She explained that when you narrow the focus to groups such as people with disabilities without a high school degree or Black men with an associate degree, the disparities in workforce access and economic outcomes become more pronounced.

Ms. Hand praised HSA's work on vulnerable populations data, particularly through the "vulnerable populations data book" that has been published over the past five years. This data book is used in strategic planning efforts and is publicly available. Ms. Hand highlighted that HSA serves over 300,000 people annually, or nearly 40% of San Francisco's population. The individuals served are typically living at or below 200% of the federal poverty

level, with income thresholds of about \$25,000 per year for a single adult or \$50,000 for a family.

She stressed that HSA's data can serve as a proxy for understanding low-income populations in San Francisco, especially for economically vulnerable groups like limited English proficient individuals, foster youth, people with disabilities, and older adults. HSA also has the ability to analyze these populations by race, gender, and location, providing vital insights into economic disparities in the City.

Ms. Hand concluded by sharing that trends in public benefits data have shown an increase in Chinese San Franciscans accessing public benefits, while the number of African Americans has decreased over time. However, despite the shrinking population, African Americans continue to be disproportionately represented among public benefit recipients, alongside Latinx populations.

She suggested inviting HSA to the next meeting to present a deeper analysis of the data and further understand economic vulnerability in the City, especially for key populations identified by the Alignment Committee. Chair Bush expressed agreement and interest in hearing more from HSA at the next meeting.

Ms. Hand then asked if there were any additional questions about the data shared, noting that much of it confirmed what members were already aware of but emphasized that it serves as a vital tool in shaping the Five-Year-Plan.

Ms. Hand then presented the Workforce Services Inventory. She explained that for each program, staff must identify the specific populations they serve as part of the annual inventory. Ms. Hand shared the current list of populations included and opened the floor for suggestions on any changes members might propose before confirming them with the Data Working Group at their next meeting.

Ms. Hand mentioned a few initial suggestions including changing "employed" to "incumbent workers" to clarify that programs serve individuals already employed. Additionally, it was recommended to replace "individuals with limited English proficiency" with "English language learners," which is more current and reflective of the populations served. Lastly, Ms. Hand proposed adding a category for programs that serve immigrants, noting that this population had not previously been captured in the Inventory.

She then asked the group if these proposed changes were acceptable and if anyone had additional suggestions for the list.

Chair Bush suggested changing the phrasing "gender minorities" to "gender expressive communities" to reflect more inclusive and current language, highlighting that the term "minority" is no longer preferred. Ms. Hand agreed that the suggestion would be incorporated.

Member Jackson raised a question about the term "Hope SF residents," and its definition. Ms. Hand explained that Hope SF is a mixed-income development project, primarily in Bayview-Hunters Point, which preserved public housing residents while creating new mixed-income communities.

Member Jackson suggested the need for clearer wording to avoid confusion, as people unfamiliar with the term might look it up and wonder if they qualify. Ms. Hand acknowledged the suggestion and noted that the Workforce Services Inventory includes a data dictionary, to clarify terms for anyone with questions.

Seeing general agreement, Ms. Hand confirmed the proposed changes and updates would be brought to the Data Working Group at their next meeting.

Ms. Hand then presented on the Social Determinants of Work. She explained that the social determinants concept was initially introduced in the public health space and includes social and physical characteristics, such as neighborhood conditions and healthcare access, that ensure positive health outcomes. Public health departments and social service agencies, like HSA and APD, have utilized this framework to describe intervenable conditions that can improve health outcomes.

Ms. Hand highlighted that a similar framework could be applied to workforce development. She emphasized that access to work impacts several critical areas: employer-sponsored healthcare, stable income, and housing

affordability. However, Ms. Hand noted that success in the workplace also requires additional supports, such as reliable transportation, access to justice (e.g., addressing barriers like "ban the box" initiatives), and internet access. These supports are key to ensuring economic vitality and inclusion, particularly for historically excluded communities.

Ms. Hand noted this was an opportunity to prioritize working with employers who offer job flexibility and benefits, like healthcare. She also posed questions about the City's role in addressing other related services, such as the affordability of childcare, transportation, housing, and language education, particularly for monolingual populations.

Ms. Hand opened the floor for feedback on whether members felt this framework should be adopted into the Five-Year-Plan.

Member Floyd-Rodriguez uplifted the work, noting that the framework would help both in targeting populations and identifying the specific interventions that could be most helpful, such as language services, healthcare benefits, and vocational training.

Member Jackson affirmed the value of the framework, stating that it clearly lays out the critical points, especially for populations like undocumented individuals and the underemployed.

Chair Bush and Member Madison agreed with the framework as well.

Jamboard Activity: Social Determinants of Work Framework

Ms. Hand guided members to the activity designed to identify any gaps in the Social Determinants of Work framework. The goal was to begin mapping available services for specific vulnerable populations. She instructed members to access the Jamboard, where each member could identify the populations, they serve and note the services necessary for their success in the workforce.

She gave an example, discussing the needs of unhoused individuals and highlighting the importance of accessible healthcare, possibly through programs like Healthy SF or mobile health units. Ms. Hand encouraged members to think critically about the specific services required for their respective populations, across all domains of the social determinants of work.

Members were asked to identify their focus population and map out the services needed in areas like healthcare, transportation, job flexibility, and other supports to ensure their clients' success in the workplace.

Member Madison selected the active or formerly justice-involved individuals as her focus group. She emphasized that behavioral and mental health services, alongside housing and supportive services, are essential for this population to succeed in the workforce. She highlighted that supportive services, such as case management and behavioral health programs, are necessary complements to job training. She also touched on the need for English language learning and literacy programs and suggested expanding paid internships or paid on-the-job training opportunities to further support education and skill development.

Ms. Hand then asked about the success of paid internship programs. Member Madison explained that while they partner with community-based organizations such as Goodwill and YCD, there is a need for sustained support after job placement. She suggested that private sector employers could also play a larger role in offering paid training opportunities to complement City-funded programs.

Ms. Hand reflected on insights from last year's Workforce Services Inventory, which showed that many reentry programs serve adults without a high school diploma or GED. She suggested adding GED attainment as a critical service for justice-involved individuals. Member Madison agreed, noting that education is foundational to improving economic outcomes and that programs should continue to support clients beyond high school equivalency, exploring paths like community college.

The floor was then opened for other members to share insights. Chair Bush pointed out that many of the vulnerable populations being discussed share overlapping needs. He raised the idea of utilizing the Jamboard to

collaborate on solutions that could benefit multiple groups with intersecting challenges.

Ms. Hand then proposed revisiting this activity at the next meeting, allowing more time for in-depth discussion and refinement of the Social Determinants of Work framework. She also suggested conducting this activity with clients to gather input directly from those accessing services.

Ms. Hand informed the group that OEWD was preparing a grant application to secure additional funding for research and facilitation, including the development of a Best Practices Toolkit for special populations. She invited members to let her know if they were interested in being listed as partners on the grant application. There was consensus from members in applying for funding for the group's projects.

With no further questions, Chair Bush opened the floor for public comment. Secretary Seals-Jackson confirmed that there were no members of the public present to comment.

Opportunities for Partnership and Collaboration

(Discussion Item)

Chair Bush moved to Agenda Item #8. He invited members to share any upcoming projects, planning processes, policies, or community events that could foster collaboration.

Member Jackson announced that Hospitality House would be hosting the grand opening of their employment program on Hyde Street the following day, from 11 AM to 3 PM. The event would introduce the Homeless Workforce Collaborative and include employers, nonprofits, and CBOs, with food and drinks provided.

Member Floyd-Rodriguez shared upcoming events for National Apprenticeship Week in November, involving tech apprenticeships for vulnerable populations. Events would take place from November 19th to 21st at LinkedIn and Google Community spaces, with participation in panels and planning encouraged. Member Brookter mentioned an upcoming 5K event on Saturday, inviting members to volunteer or attend.

Public Comment on Non-Agenda Items

(Discussion Item)

Chair Bush 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 Bush closed public comment.

Adjournment

(Action Item)

Chair Bush 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 Bush opened the floor for members' closing comments.

Chair Bush 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.