

COMMITTEE ON CITY WORKFORCE ALIGNMENT:

INVEST IN WORKFORCE DEVELOPMENT ACROSS THE LIFE COURSE WORKING GROUP

Draft Minutes of The
September 27, 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)
Kifer Hu, Self-Help for the Elderly (remote)
Dion-Jay Brookter, Young Community
Developers
Aumijo Gomes, DCYF (remote)

CCWA Additional Members Present

Roosevelt Pye, Young Community
Developers

CCWA Staff Present

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

CCWA Members Absent

Vallie Brown, Human Rights Commission

Ohlone Land Acknowledgement, Announcements & Housekeeping (Discussion Item)

Chair Brookter called the meeting to order at 9:38 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 Brookter 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 Brookter welcomed Committee Members and introduced himself as the as the CEO of Young Community Developers and noted his role as co-chair alongside Member Ruth Barajas from BACR.

Chair Brookter stated that the priority for this meeting was to continue reviewing and discussing Goal #3 of the Citywide Workforce Development Plan, with specific attention to prioritizing high-impact actions, particularly those related to Outcome 3.5. This discussion would transition into conversations on Outcome 3.1 and the life course framework.

Adoption of the Agenda (Action Item)

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

Approval of the Minutes from July 2, 2024 Meeting
(Action Item)

Chair Brookter solicited comments on the minutes from July 2, 2024. Seeing none, Chair Brookter requested a motion to approve the minutes. Member Barajas made the motion which was seconded by Member Gomes. The motion passed unanimously.

Review of Progress: Citywide Workforce Development Plan – Goal 3: Life Course Investment
(Discussion Item)

Chair Brookter introduced Jen Hand, Workforce Impact Manager, to present on the progress made for the FY 2024-2029 Citywide Workforce Development Plan (“FY 24-29 Plan”), Goal #3: *Invest in Workforce Development Across the Life Course*.

Ms. Hand noted that while the Committee had started the Jamboard activity in July, it was not fully completed. The goal for the meeting would be to finalize the activity before moving into the Life Course Mapping project, which would be the first major task for the group.

Ms. Hand presented on background information, briefly covering the authorizing legislation for the Committee’s work, membership, and the development process for the Workforce Plan.

Ms. Hand emphasized that the committee’s priority for today would be finalizing Outcome 3.5, which involves improving employer engagement within the workforce development system. She noted that there might be a discussion later in the meeting about whether certain actions under Outcome 3.5 should be shifted to other working groups, specifically Group 4, which focuses on employer engagement and apprenticeship programs.

Jamboard Activity (Prioritization of Actions):

Outcome 3.5, members expressed consensus regarding the prioritization of:

- Bring in more partner companies to expand opportunities for high-road jobs and workforce development.
- Offer education and resources on independent contracting and business ownership.
- Provide longer wage subsidies for businesses that train and hire San Francisco residents.
- Invest in higher wages and career ladders within nonprofit organizations to support workforce development.

Ms. Hand noted that similar employer support strategies were being discussed within Group 4 (Apprenticeships), raising the question of whether employer engagement efforts should remain in this working group or be delegated to another for broader coordination.

Member Barajas suggested that the apprenticeship model tends to be more rigid and structured, which may not align well with the flexible employer engagement strategies required for broader workforce needs. While apprenticeships have specific engagement requirements, Member Barajas emphasized that broader workforce strategies require adaptability to meet employers where they are. Member Gomes added that whichever group manages employer engagement should have a broad mandate, ensuring that strategies are developed across different workforce populations and job types. Member Floyd-Rodriquez reiterated that flexibility is critical when addressing the needs of diverse workforce segments, such as youth internships and older workers transitioning back into the workforce.

After discussion, members reached consensus to retain responsibility for employer engagement within this working group. This decision aligns with ongoing efforts such as life course mapping and outreach planning. Chair Brookter noted the importance of balancing both efforts, as life course mapping remains a key priority for the group moving forward.

Member Barajas raised a question regarding opportunities for deeper engagement between work groups outside of structured Alignment Committee meetings. Member Barajas expressed that while committee meetings serve as valuable reporting spaces, they may lack opportunities for more in-depth dialogue and alignment across groups. Member Barajas asked if there was a plan for cross-group discussions to explore synergies.

Ms. Hand explained that Group 1's role is to integrate findings from all groups and strategically advance the work but acknowledged the need on creating more interactive spaces. She asked for suggestions on how meetings could be restructured to encourage collaboration. Chair Brookter suggested having co-chairs from other groups present their work to foster dialogue.

Member Barajas agreed, suggesting that this could be achieved without creating additional work but by restructuring full Committee meetings to allow for more discussion. Member Barajas also recommended that Group 1 meet with all other groups to ensure strategic alignment, where coordination is essential to long-term success. Ms. Hand noted that there is indeed room in the full Committee meetings to be more engaging and interactive.

The conversation then returned to Outcome 3.5, with Member Gomes emphasizing that engaging a broad range of employers at different stages is critical. Member Gomes highlighted the need for clear and structured methods of employer engagement, particularly in high-road industries, youth services, and career pathways, to build a strong pipeline for workforce development.

Chair Brookter noted the absence of a consistent system for employer engagement and stressed the need for a more intentional framework to maintain partnerships between community-based organizations (CBOs) and employers. This would help both parties understand each other's processes and form more sustainable, long-term relationships.

Member Hu added that small businesses have struggled to hire workers, particularly in the aftermath of the pandemic, and emphasized the need for more engagement with these businesses to support their workforce needs. Ms. Hand suggested prioritizing the creation of specialized training programs and on-call staffing pools for small business owners, as well as support for entrepreneurship and independent contracting.

Member Barajas highlighted the connection between independent contracting, business ownership, and LLC development. From a youth perspective, Member Barajas noted that entrepreneurship has become a leading career pathway, overtaking more traditional sectors like manufacturing and tech. Member Barajas emphasized that the City needs to continue responding to these trends, especially given the importance of entrepreneurship for undocumented individuals and reentry populations. While the City has made significant investments, Member Barajas stressed the need for ongoing support throughout the life course, especially for those not yet fully prepared to start a business.

Ms. Hand reaffirmed that business-facing services and pathways to entrepreneurship, particularly for vulnerable populations, remain a focus for the group. Member Barajas then raised the question of whether these strategies align with employer engagement or should be categorized under a different focus area.

Member Hu noted that the Economic Development division at OEWD offers similar training programs for community members looking to start businesses and suggested coordinating efforts to align workforce and economic development strategies.

Chair Brookter agreed, underscoring the need to break down silos between economic and workforce development, which could create stronger connections that benefit both areas. Chair Brookter stressed the importance of continued collaboration and knowledge-sharing across groups to reduce fragmentation and ensure more cohesive City services.

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

Omar Del Real from Mission Herring Hall suggested creating a vetting process or structured training program to connect small business owners with qualified candidates. Omar noted that many small business owners lack access to training programs that teach sales, customer service, and business growth skills. Omar proposed a two-week training program, similar to CityBuild Academy, that would prepare candidates for employment and build relationships between employers and community-based organizations. This approach would benefit both workforce programs and small businesses by supplying well-trained, employable candidates.

Ms. Hand summarized the discussion on Outcome 3.5, acknowledging the valuable contributions made by the group. She explained that all feedback would be incorporated into the strategic planning process, and an updated draft of the goals, reflecting today's conversation, would be sent out with the meeting materials.

Ms. Hand reminded members that an update must be submitted to the Board of Supervisors in March, and the group is tasked with assigning leads, deadlines, and costs for each action by the next meeting. She asked members to review the document carefully and come prepared to discuss it further in December or January.

The finalized actions will form part of the Plan submitted to the Board in March.
Chair Brookter moved the agenda forward to Item 7.

Revised Actions:

- Expand partnerships with companies to create high-road job opportunities and develop a consistent framework for employer engagement, fostering sustainable collaborations between community-based organizations (CBOs) and employers.
- Create specialized training programs and on-call staffing pools for small business owners, while offering education on independent contracting, business ownership, LLC development, and budgeting skills—focusing on vulnerable populations.

Outcome 3.1: Life Course Mapping Framework & Activity
(Discussion Item)

Chair Brookter introduced the next activity, focusing on the life course mapping framework.

At Young Community Developers (YCD), Chair Brookter noted that the organization has been focusing on a "Cradle-to-Career, and beyond" approach, similar to models used by other organizations. He emphasized that YCD's work begins with engaging doulas and midwives to support families early on, aiming to set individuals on a successful trajectory throughout their lifetime. Chair Brookter mentioned that he would condense the information collected over the last nine months into a more manageable format and share it with the group.

Ms. Hand expressed appreciation for Chair Brookter's approach and introduced the next activity: life course mapping.

Ms. Hand explained that the draft life course map was based on existing research, primarily from Missouri's world of work model and human development life course research. She emphasized that the draft was preliminary and invited members to refine it to better reflect the specific experiences and services in San Francisco.

She outlined the structure of the draft map, available on Mural, with worker stages across the top and a life course timeline along the left side, based on human development stages. The current stages include prenatal/infancy (under 1 year old), early childhood (ages 1 to 4), school age (roughly 5 to 18), transition age (TBD), adulthood (TBD), and older adults (over TBD). Ms. Hand encouraged members to suggest any adjustments to these age ranges, particularly to fit the San Francisco context, noting that categories such as "mature worker" could be considered.

In addition to defining worker stages, Ms. Hand encouraged the group to think about protective and risk factors at each stage, including personal, community, and systemic factors. She emphasized that part of the task would be identifying current services that correspond with each stage and assessing what success looks like at different points in the life course. She also highlighted the importance of embedding this framework into the Workforce Services Inventory to ensure that each life stage is accounted for within the city's workforce system.

Chair Brookter added further context to the life course mapping discussion, emphasizing the importance of considering socioeconomic factors when assessing the needs of individuals and families. Chair Brookter noted that YCD's focus is on ensuring that families are economically stable from the earliest stages, which sets the foundation for young people's future success.

As part of this strategy, Chair Brookter mentioned that YCD partners with organizations that specialize in supporting families and young children. These partnerships allow YCD to focus on family support, while partner

organizations deliver essential services for children ages 0-5. He emphasized that when the child reaches an appropriate age, such as 13 or 14, YCD begins to focus on workforce preparation, ensuring that the young person has access to opportunities and experiences that support their development.

Chair Brookter clarified that the goal is not to address workforce needs for very young children, but to support families in overcoming economic barriers, thus providing children with better opportunities for long-term economic mobility.

Member Floyd-Rodriguez suggested viewing current programming in San Francisco as a system or flow, starting with existing services like DCYF exposure programming and OEWD pathways. This would help identify gaps and areas for enhancement. Member Floyd-Rodriguez also acknowledged Member Gomes' work with DCYF, which could be integrated into this framework.

Member Gomes agreed, noting that DCYF had undertaken a similar process during its allocation plan, using a life course framework. This approach examined how individuals progress through different stages, encountering challenges and opportunities along the way. Member Gomes emphasized the need for support at each stage to help individuals stay on a positive trajectory. While this exercise is helpful for identifying gaps and opportunities, Member Gomes also stressed the importance of considering where the world of work is heading, particularly with emerging trends like AI and technology. This forward-thinking approach will ensure the system is adaptable to future changes.

Ms. Hand suggested it would be best to start on the concept of worker stages, explaining that the framework starts before someone ever enters the workforce, including pre-career exploration and school-focused interventions. The stages include pre-workforce entry, career exploration and early skill development, workforce entry, career advancement and skill building, workforce reentry (for those undergoing life transitions), pre-retirement, and post-retirement/workforce return.

Ms. Hand explained that while the first stage is a fixed point (pre-workforce entry), the remaining stages are fluid. Individuals may transition between stages as their circumstances change, such as moving from career advancement back to career exploration in a new industry after a life transition. Ms. Hand invited reactions to this framework, acknowledging that feedback would be critical in refining it.

Member Barajas expressed support for the framework and suggested incorporating existing work, such as frameworks used by DCYF and including their inventory, to avoid starting from scratch. Member Barajas also raised the importance of defining the age groups for the life course stages, asking whether the group needs to clarify this before moving forward.

Chair Brookter noted that identifying age groups and considering socioeconomic factors had taken 2 to 3 months in previous efforts for YCD. This includes understanding that individuals of the same age, such as 18-year-olds, may not all be ready for workforce entry due to factors like trauma or other challenges.

Members Barajas and Brookter suggested that the group could expedite the process by using established frameworks from organizations like YCD, DCYF, and OEWD.

Chair Brookter proposed that the group act as a convener to consolidate work from various organizations, including Self-Help for the Elderly to bridge gaps between services for seniors and other stages in the life course.

Member Gomes noted that the upcoming workforce inventory from OEWD would also provide the most comprehensive list of City-funded programs, surpassing the data collected during the DCYF Allocation Plan process. Member Gomes suggested that the group focus on identifying the strengths and barriers, as gaps are often revealed through the interplay between those factors. This could be a productive starting point, allowing the group to leverage the inventory later to inform their discussions.

Ms. Hand agreed and mentioned that the goal is to embed worker stages into the workforce inventory, aligning with its release at the end of October. These worker stages are based on prior group conversations and existing

research.

Member Gomes added that the proposed worker stages seemed appropriate as broad categories, though more specific age breakdowns could be discussed later.

The group was invited to provide feedback on worker stages, with a focus on protective factors—those conditions that support long-term economic outcomes—and risk factors, which hinder those outcomes.

Member Barajas shared that “English fluency/language barriers” and “lack of social capital/connections” were key barriers for the pre-workforce entry phase. She emphasized that such barriers could affect an individual's ability to move into meaningful career exploration, as it is the foundational skill development.

Member Barajas also highlighted the need to differentiate between workforce entry and career development, noting that many individuals enter stabilization jobs without career advancement opportunities, upscaling opportunities. Ms. Hand suggested adding a category for “stabilization work”.

Member Gomes highlighted the importance of working role models for young people, noting that without them, individuals must navigate career challenges on their own. Ensuring parents have work opportunities helps provide positive examples for their children.

Chair Brookter agreed, stressing that network strength remains critical throughout career advancement, while a lack of opportunities tied to weak networks is a persistent barrier.

Looking ahead, Ms. Hand proposed reviewing existing frameworks, including YCD’s cradle-to-career model and DCYF’s work, at the next meeting. Members were asked to provide foundational documents and offer feedback on worker stages for the Alignment Committee presentation. Ms. Hand emphasized the importance of bringing life course mapping resources to the next discussion and confirmed Member Barajas’ request to improve Alignment Committee meeting structures.

Next Steps:

- All members to send foundational documents, life course mapping resources, and review the worker stages before the Alignment Committee meeting on October 30th.
- All members to complete the Goal 3 strategic plan document (priorities, leads, deadlines, and costs) before the next meeting.
- OEWD team will integrate life course mapping work from YCD and DCYF, update the framework based on the discussion.

Public Comment on Non-Agenda Items
(Discussion Item)

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

Roosevelt Pye from YCD shared details about a reentry conference held at Saint Mary’s, which brought together over 50 vendors and partners. He emphasized the importance of breaking down silos and how the conference provided an excellent opportunity for cross-sector collaboration.

Chad Houston, OEWD Workforce Strategies Director, provided an update on upcoming procurement planning for larger procurements. He mentioned that stakeholder engagement will begin soon, with outreach to both the WISF members and the Alignment Committee to gather feedback on gaps in services and areas of importance. He emphasized the need to understand changes and noted that members would be contacted over the next month for input.

Chair Brookter shared that YCD would be hosting their first 5K event on October 12th and welcomed members and community to join. On October 5th, YCD would also be hosting the District 10 Peace Rally.

Adjournment
(Action Item)

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

Chair Brookter called for a motion to adjourn. Member Gomes offered a motion to adjourn which was seconded by Member Barajas. The vote was unanimous, and the meeting adjourned at 11:02 P.M.

DRAFT