

# GOAL TWO: Equitably Invest in Workforce Programs for our Most Vulnerable (Unemployed, Underemployed, and Historically Excluded from the Labor Market Workers)

## Committee & Community Priorities

*Equity, Inclusion, Empowerment, Targeted Programs and Pathways for Specific Populations, Support for Foreign-Born Workers, Culturally Humble Services, Community-Based Outreach and Staffing, Prioritizing Stabilization and Wraparound Services, System and Case Management Improvements, Data Analysis to Address Needs of Vulnerable Populations, Accessibility, Support for Vulnerable Populations*

## What does success look like?

- Clients are eligible and competitive for employment after completion of services with the goal to attain employment.
- Clients achieve economic self-sufficiency without supplemental public benefits.
- Clients can access supportive services for stabilization before, during, and after program enrollment.
- Clients can access any service in their preferred language.
- City and County of San Francisco workforce increases racial, gender, and linguistic diversity.

## Background and Process

Through two community meetings held in September 2023 and March 2024, community members co-developed the initial actions for each outcome, which were incorporated into the Plan. These meetings were crucial in shaping the direction of our approach.

Alongside these community contributions, CCWA working group members led a series of discussions to refine these actions. This collaborative process allowed us to produce a more focused and streamlined set of revised actions. The ongoing insights and input from the community were essential in guiding and informing the work of the group.

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

Action	Priority	Lead	Deadline	Cost	Success Measure
Track and report on the number of individuals from vulnerable populations served through workforce initiatives, as well as pre- and post-program outcomes and qualitative reports.					
Adopt trauma-informed care models that allow for flexible service delivery.					

**Initial Actions**

- *Prioritize defining and understanding the diverse vulnerable populations.*
- *Conduct segmentation analyses to understand size, needs of different vulnerable groups.*
- *Involve community voice in identifying gaps and refining services.*
- *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.*
- *Implement training for workforce providers and employers on cultural humility.*
- *Allow flexible service delivery timelines for participant success.*
- *Encourage employers to hire individuals with limited English proficiency and provide them with time and resources to improve their language skills during work.*

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

Action	Priority	Lead	Deadline	Cost	Success Measure
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.					
Co-locate and integrate workforce services with essential wraparound supports and implement pre-program interventions to help individuals with significant barriers successfully enter and complete career pathway programs.					

**Initial Actions**

- *Co-locate or integrate workforce services with other essential wraparound supports.*
- *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.*
- *Provide incentives for effective intake, assessment, and service linkage.*
- *Ensure cultural representation and humility in outreach/marketing materials.*
- *Explore starting recruitment and skill-building initiatives during incarceration periods.*

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

Action	Priority	Lead	Deadline	Cost	Success Measure
Develop vocational training, language learning, and educational programs specifically tailored for unemployed, underemployed, and historically excluded workers.					

**Initial Actions**

- *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 migrants seeking green cards and employment opportunities, such as entrepreneurship, worker co-operatives, and independent contracting.*
- *Build pathways for skilled immigrants/migrants to find commensurate employment.*
- *Increase cultural/linguistic competency of workforce providers.*
- *Integrate English language learning to support career growth.*
- *Provide specialized and peer-to-peer support services for individuals with disabilities, older adults, and returning citizens to address their unique needs.*
- *Increase employment opportunities for older adults and seniors.*
- *Adopt individualized case management plans instead of one-size-fits-all.*
- *Connect entry-level job hires from vulnerable populations to affordable housing options, including rental assistance.*
- *Establish wellness services including cultural wellness and gender-affirming care.*
- *Advocate for barrier removal, such as providing childcare to facilitate access to training.*
- *Target redevelopment projects in historically Black communities to provide on-site job training and apprenticeship opportunities for youth.*

**Who will lead this work?**

APD, BACR, HH, HSH, OEWD, YCD

**When will CCWA complete this work?**

July 2027