

# PUTTING THE PIECES TOGETHER

People Powered Solutions For  
Neighborhood Jobs &  
the Local Economy



## RECOMMENDATIONS FOR SAN FRANCISCO'S DISTRICT 11

Prepared by

**Communities United for Health and Justice**

Coleman Advocates, Filipino Community Center,  
and PODER

in collaboration with Chinese for Affirmative Action

**APRIL 2012**

# COMMUNITIES UNITED FOR HEALTH AND JUSTICE (CUHJ)

## ***Filipino Community Center (FCC)***

FCC's mission is to provide a safe space where Filipino families can access services, meet and hold activities; to improve our collective capacity to address our immediate and long term needs, with a commitment to low-income and underserved, through organizing, advocacy and service; to deepen our understanding of our history and culture as Filipinos and heighten our consciousness of our civic and human rights; and to build civil participation and grassroots leadership, and to strengthen our commitment and responsibility to each other, our community, and the larger society.

## ***People Organizing to Demand Environmental & Economic Rights (PODER)***

PODER is a membership-based organization that organizes with Latino immigrant families and youth in the Mission, Excelsior and other southeast San Francisco neighborhoods. We create grassroots solutions, rooted in common cultural practices, for building healthy neighborhoods and people-powered economies with the ultimate goal of transforming urban environments, institutions and society. For 21 years, PODER has achieved important victories that have restored our environment, strengthened our communities, and created assets in our neighborhoods for generations to come.

## ***Coleman Advocates for Children & Youth***

Coleman believes in the power of youth, parents and everyday people to transform their schools, their communities, and their own lives. Coleman Advocates for Children and Youth is a member-led, multi-racial community organization working to create a city of hope, opportunity, and justice for all children and all families in San Francisco. Over the last 30 years, Coleman has become the leading voice for low to moderate-income youth and families in San Francisco. Through grassroots leadership development, youth and parent organizing, budget and policy advocacy, civic engagement and strategic alliance building, Coleman has transformed public institutions, improved the lives of tens of thousands of residents, and become a national model for community-driven change.

## ***Acknowledgements***

Over 230 community members from District 11 came together to shape these findings; we would like to thank them for offering their first-hand experiences and expertise. We would like to thank the following organizations who invited their clients, members, and families to participate in the *Consulta Popular*: Excelsior Family Connections, OMI Family Resource Center, Mission YMCA, 100% College Prep, Students Making a Change at City College of San Francisco, APA Family Support Services, Hillcrest Elementary, Carver Elementary, Burton High School, Cleveland Elementary, and the following organizations of the Progressive Workers Alliance: Mujeres Unidas y Activas, Pride at Work, Young Workers United, La Raza Centro Legal, Chinese Progressive Association, POWER.

FCC, Coleman, and PODER would like to acknowledge our collaboration with Chinese for Affirmative Action, who played a partnership role in our project and provided many hours of research, analysis, and writing. In particular, we would like to give a heartfelt thank you to Grace Lee, principal author, and Jenny Lam, without whose efforts, this report would not have been published.

In addition, we would like to acknowledge the Office of Economic & Workforce Development for their support of this project and their trust in our community to develop solutions from the ground up. Lastly, we would like to acknowledge the Office of Supervisor John Avalos for its leadership and strong advocacy on behalf of our community.

This report is sprinkled with everyday scenes of our District 11 neighborhoods thanks to Ivy Climacosa's beautiful photographic images.

APRIL 2012

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# EXECUTIVE SUMMARY

For too long, economic development plans and job creation strategies affecting low income community members have been hatched behind closed doors. As a result, hard working San Franciscans have inherited an economy that undermines opportunities for a better future and exploits workers through low wages and informal work. There is a better way. It begins with neighborhood solutions emerging from youth, elders, women and men talking and planning together. It continues with public agencies stepping forward as strong partners with the community, enacting policy changes and providing public investments. This is exactly what's taking place in San Francisco's District 11.

District 11 neighborhood residents are leading community-based efforts to create new models and economic alternatives. Three community-based organizations, the Filipino Community Center, Coleman Advocates for Children and Youth, and PODER (People Organizing to Demand Environmental & Economic Rights), have been leading planning efforts to put the economy back in the hands of our community. Together, our organizations are shaping an economic and workforce development strategy that meets the unique needs of our District.

This report provides a snapshot of our efforts to grow workforce and economic opportunities in District 11. It provides findings from our community-based assessment in which we investigate the employment and economic barriers faced by community residents and stakeholders in District 11.

Our community-based assessment, or *Consulta Popular*, is a model that borrows from home traditions of immigrant community members; it is a process rooted in democracy, empowerment, and community-based problem solving. This report shares recommendations and policy implications that emerged from collective brainstorming during the *consultas*.

Creating workforce opportunities for San Francisco residents is not a new challenge. In District 11, there are significant issues that the City has not appropriately addressed given the lack of dedicated workforce services in the neighborhood and the limited reach of the City's economic development activities.

Furthermore, there is an incredible diversity of people and needs: a significant youth and elderly population, numerous limited English proficient residents, the largest foreign-born population in the City, many undocumented immigrants, and individuals with a prior criminal record. Because of its unique composition, District 11 residents require culturally competent strategies that effectively harness the abundance of skills and talents of the diverse community.

The release of this report is timely as our nation, state, and city continue to struggle in economic recovery and unprecedented rates of unemployment. The diverse communities of District 11 have skills and talent, but they are often underutilized by our City and traditional employers. Too often, our City and economy fail to build on the strengths of our homegrown workforce. We believe the unique skills and strengths of our District 11 communities have what it takes to build a strong, local economy; what they lack is the investment and resources to make their dreams happen.

The results of our *consultas* provide powerful narratives of individuals, families, and communities struggling to access workforce development services and achieve self-sufficiency. Simultaneously, their compelling narratives offer solutions and ideas worthy of careful consideration from advocates, employers, funders, and City agencies. Taken together, they offer comprehensive, people powered solutions for growing neighborhood jobs and strengthening the local economy.

# SUMMARY OF FINDINGS

## FINDINGS

Four prominent themes emerged from the first hand expertise and experiences shared by community members during the *Consulta Popular*: (1) the chronic abuse of worker rights and lack of worker rights education and advocacy; (2) the lack of opportunities to build cooperative economic assets; (3) the need for culturally competent employment support services and resources within the geographic boundaries of District 11; and (4) the need for public policy reforms to expand local job opportunities.

### 1. Worker Rights & Dignified Workplaces

- a. Worker exploitation is a serious employment barrier to community members, preventing them from attaining a sustainable, healthy livelihood in San Francisco.
- b. District 11 community members believe in a coordinated approach with all stakeholders (such as elected officials, city departments, employers, and community advocates) holding exploitative employers accountable.

### 2. Building Cooperative Economic Assets

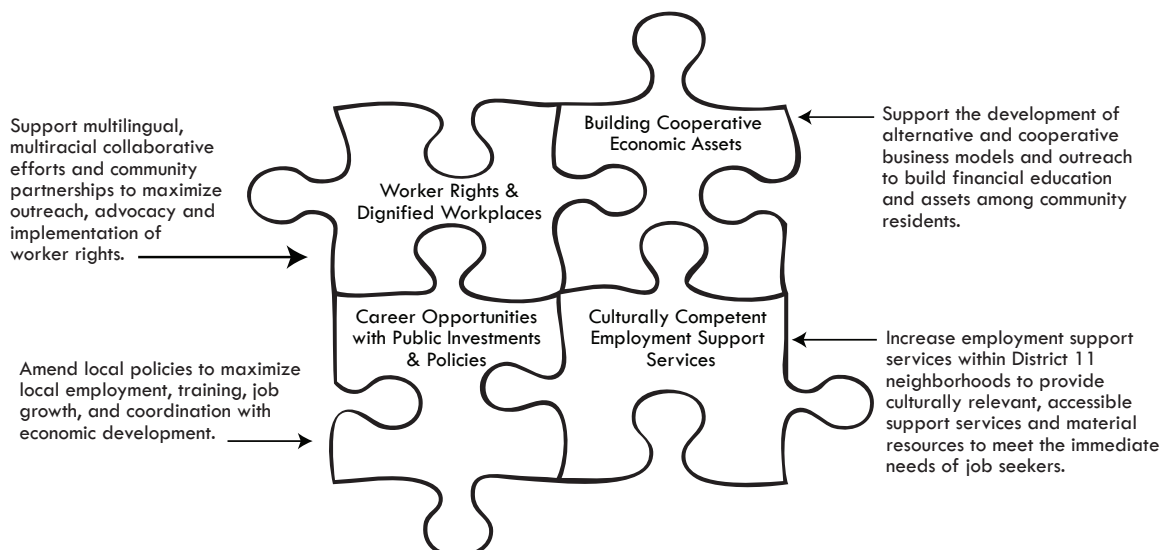
- a. District 11 residents would like to grow businesses in their neighborhood and become small business owners.
- b. District 11 residents are drawn to cooperative economic models, workplace democracy, and the desire to build economic assets.

### 3. Culturally Competent Employment Support Services

- a. There is a need for community-based employment services to address the immediate needs of many job seekers.
- b. Current systems of employment support lack sufficient cultural competency to fully address employment barriers in District 11.

### 4. Career Opportunities with Public Investments & Policies

- a. Community members would like to see greater public investment in on-the-job training opportunities or industry-based apprenticeships.
- b. District 11 residents recognize that public investments and economic development can create jobs and would like to see more city funded job opportunities for local youth and adult residents.



# SUMMARY OF RECOMMENDATIONS

## RECOMMENDATIONS

These recommendations are connected pieces of a comprehensive strategy to effectively support the economic and workforce needs of District 11. The four themes address different challenges that community members understand to be inter-related, requiring integrated solutions and a multi-pronged strategy.

### **1. Support multilingual, multiracial collaborative efforts and community partnerships to maximize outreach, advocacy and implementation of worker rights. These efforts may result in:**

- a. Increased capacity for and accessibility to trusted, community legal resources in hard-to-reach or under-served communities at risk of worker exploitation;
- b. Increased number of Wage Theft complaints filed with the Office of Labor Standards Enforcement;
- c. Increased outreach efforts and Know Your Rights trainings to employers, workers, and community organizations in District 11 and targeted outreach for the most vulnerable communities including the undocumented, youth, elderly, and formerly incarcerated workers;
- d. The creation of a network of employers maintaining good labor practices, to which job seekers may be referred;
- e. The formation of key partnerships with all stakeholders, including community-based organizations (CBO's), legal experts, employers, city departments, labor and workers;
- f. Leadership development and empowerment of community members to assist one another in improving working conditions;
- g. Utilization of the San Francisco City ID card as sufficient documentation to participate in workforce development efforts and services.

### **2. Support the development of alternative and cooperative business models and outreach to build financial education and assets among community residents. The outcomes of these efforts should include:**

- a. The formation of a cooperative training institute with cohorts of community residents engaging in intensive training for building cooperatives: business plans, financing, technical assistance, legal issues, and marketing. Trainings include how to leverage existing skills, coordinate mutual aid projects, and build them into worker cooperatives;
- b. Partnerships with existing cooperative entities to leverage resources, maximize technical assistance and training opportunities for new business owners;
- c. Advocacy efforts to partner with local anchor institutions to utilize local, community-based cooperative enterprises for service contracts performing core functions at those sites;
- d. Increased financial and economic literacy of District 11 residents to ensure sound preparation for the development of worker cooperatives, i.e. workshops on topics such as market research and economic analysis of the Bay Area and San Francisco; skills assessment of community members; review and analysis of local small business plans; entrepreneurship opportunities and community fairs; and legal resources and strategies for undocumented persons to access employment;
- e. Increased programs to provide access to capital, low cost financing, and/or other grant assistance for small business and worker cooperative enterprises;
- f. Utilization of the San Francisco City ID card as sufficient documentation to participate in workforce development efforts and services.

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**3. Increase employment support services within District 11 neighborhoods to provide culturally relevant, accessible support services and material resources to meet the immediate needs of job seekers. Particular attention must be paid to the undocumented, youth, elderly, limited English proficient, and formerly incarcerated. The outcomes of these efforts should include:**

- a. An accessible employment service center within the geographic boundaries of District 11 and grounded in long term, trusted community relationships;
- b. A restructured client intake process to be more personalized with support mechanisms for the provider and client to grow their relationships;
- c. Partnerships with CBO's to identify employers and create a recommended network of employers with good worker rights practices to ensure the quality of job placements for job seekers;
- d. Growing opportunities for job skill development in District 11, including increased number of computer training and resources, resume writing workshops, interview skills development, and how to fill out job applications;
- e. Resources focused on removal of the most pre-dominant employment barriers in District 11: lack of English fluency and lack of affordable childcare;
- f. A structured mentorship program to facilitate community sharing of skills and experiences;
- g. Utilization of the San Francisco City ID card as sufficient documentation to participate in workforce development efforts and services.

**4. Amend local policies to maximize local employment, training, job growth and coordination with economic development. Examples of such public policy initiatives may include:**

- a. Expanding San Francisco's local hiring policy to other sectors currently supported by local tax payer dollars;
- b. Tailor initiatives for training and apprenticeship opportunities to increase employment and retention for residents in Census tracts with high unemployment or those facing significant employment barriers such as limited English proficiency, the formerly incarcerated, those lacking formal educational qualifications, youth and elders, and the undocumented;
- c. Prioritize public investment in on-the-job training opportunities or training initiatives with job certification or job placement in growing sectors and industries;
- d. Significantly expand year-round as well as summer-based employment and training opportunities for youth, as District 11 has the largest population of youth and families;
- e. Create incentives or bid discounts for small, locally owned businesses and worker cooperative enterprises in city contracts at city-based anchor institutions;
- f. Increase programs to provide access to capital, low cost financing, and/or other grant assistance for small business and worker cooperative enterprises.

# 1 INTRODUCTION

**Communities United for Health and Justice (CUHJ)** is a partnership of three community-based organizations (CBO's) in San Francisco's District 11 neighborhood, consisting of: Filipino Community Center (FCC), PODER (*People Organizing to Demand Environmental & Economic Rights*), and Coleman Advocates for Children and Youth. CUHJ continued its strong collaboration to conduct a community-based workforce development assessment and to create recommendations that would sufficiently address the unique economic and workforce development needs of District 11's vibrant and diverse community.

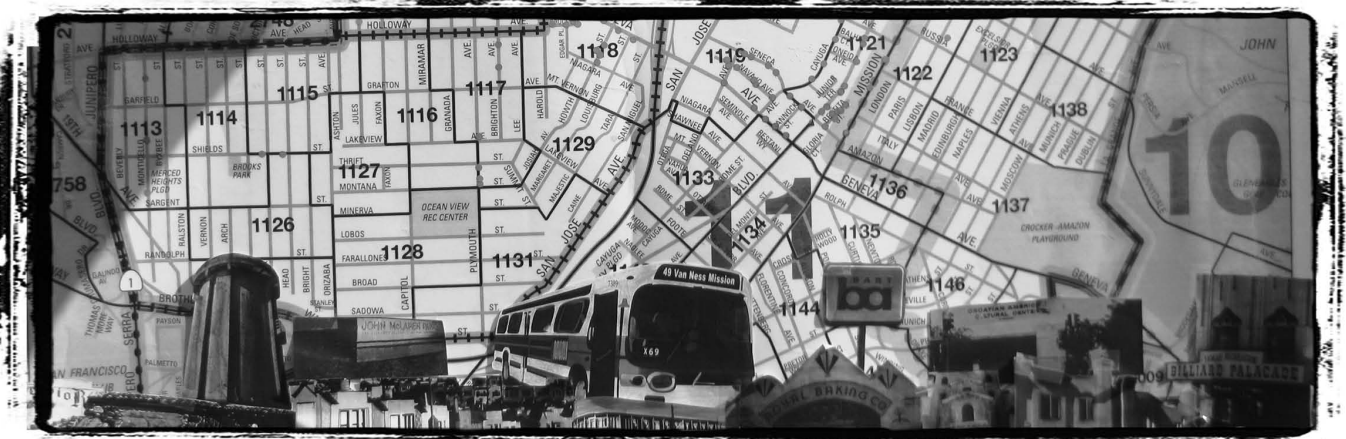
**San Francisco's District 11** encompasses the following San Francisco neighborhoods: Cayuga Terrace, Crocker Amazon, Excelsior, New Mission Terrace, Outer Mission, and Ocean View/Merced Heights/Ingleside (OMI). It is the Southern-most district in San Francisco and borders Daly City.

Based on a report published by the San Francisco Office of Budget and Legislative Analyst, District 11 is the only district with a majority of foreign-born residents (52%).<sup>1</sup> District 11 has the lowest per capita income citywide at \$19,176, while in stark contrast, District 2 has the highest per capita income at \$74,877 and the fewest number of residents below the federal poverty level (5%). Further, 67% of residents in District 11 speak a language other than English at home, and 16% of households have no English speaker at home.<sup>2</sup>

Further compounding District 11's poverty is San Francisco's citywide high cost of living. While the

Census Bureau adjusts for inflation, it does not adjust for the cost of living by geographical area, leaving San Francisco with an unusually high number of "working poor" families. Based on the Public Policy Institute of California and HUD estimates for a fair market home rental in San Francisco, a family of four would need to earn \$49,527 to meet federal goals for housing. This is 2.83 times the federal poverty level. Thus, San Francisco's figures at the federal poverty level are not wholly representative of a much larger population struggling to get by in a city with a high costs and limited opportunities.

**CUHJ's Community Assessment** was prompted by the alarming rates of unemployment as well as the fact that District 11 has been historically neglected and under-represented when it comes to city funding, resources and services. One such example is that the District receives minimal direct workforce development investment from the City of San Francisco with no City services accessible in the neighborhood. This reality highlighted the need for many important questions to be asked: Were the City's Office of Economic & Workforce Development (OEWD) programs accessible to District 11 residents, and if so, why or why not? Were the industries in which OEWD focused on relevant to District 11? How can the City better match assets and under-utilized talents in District 11 to create more economic opportunities in the District? What opportunities are there for unique and innovative solutions? And ultimately, how can the City foster more economically resilient communities within District 11?



# 2 RESEARCH METHODS AND DEMOGRAPHICS

## Research Methods: The *Consulta Popular*

Borrowing from home traditions of immigrant communities, CUHJ partners utilized a unique form of community-based information sharing and gathering: the *Consulta Popular*. The *consulta* is traditionally a mechanism for community participation, calling on a community to discuss issues and make critical decisions. The *consulta popular* is an exercise in democracy where those who have the most at stake are the problem solvers and thought leaders. It can happen at a national, departmental, district or local level. In Latin America, the *consulta popular* (or “public consultation”) most closely resembles a referendum. Here, CUHJ utilized the principle of public participation and applied the spirit of the *consultas* to their community-based focus groups to assess needs directly from District 11 residents. CUHJ’s grassroots project is based on in-depth, face-to-face conversations and planning sessions.



## Participant Demographics:

CUHJ conducted **twenty** *consultas* in Spanish, Tagalog, Cantonese, and English with 232 youth, adult, and elder participants. The *consulta* participants were either residents of District 11 or advocates and stakeholders.

The following organizations invited their clients, members, and families to participate in the *Consulta Popular*: Excelsior Family Connections, OMI Family Resource Center, Mission YMCA, 100% College Prep, Students Making a Change at City College of San Francisco, APA Family Support Services, Mujeres Unidas y Activas, Pride at Work, Young Workers United, La Raza Centro Legal, Chinese Progressive Association, POWER, Hillcrest Elementary, Carver Elementary, and Burton High School, and Cleveland Elementary.

**Age:** Youth: 33%, Adults: 67%

**Race, Ethnicity:** Latino: 39%. Black: 13%. Chinese: 20%, Filipino: 25%. White: 2% and Mixed-race: 1%

**Gender:** Women: 71%, Men: 29%

## Neighborhood Snapshot and Key Populations:

District 11’s residents include a diverse cross section of job seekers across race, immigration status, and language. Given that District 11 is home to many communities that are vulnerable and disenfranchised, CUHJ’s strategies are shaped to ensure maximum accessibility for populations like the limited English proficient, new immigrants, youth, and elders. CUHJ is also intentional in developing an economic and workforce strategy to embrace populations that are typically criminalized or quickly disregarded, such as the undocumented, the formerly incarcerated and youth.

District 11 has the largest foreign-born population of all San Francisco districts. Immigrants face numerous challenges of language barriers, cultural barriers, and integration into society. These challenges are often directly related to the barriers they face as job seekers, as the *consultas* highlighted the need for language assistance, English as a Second Language (ESL) classes, and culturally competent services.

District 11 also has the largest youth population in the City and the vast majority of youth need to provide financial support to their families. Aside from the immediate financial need of these youth and their families,

there is no shortage of ambition and drive among the youth in District 11.

In all of the *consultas* with youth participants, the young men and women all have career goals, but they know their educational and professional aspirations cannot be accomplished without financial aid and greater community support. In one particular *consulta* with 21 youth participants, every single youth identified the lack of financial aid or income from parents as a major barrier in their educational or career growth. Training opportunities and pathways to higher education are greatly desired, as are opportunities to work part time throughout school to contribute to their families.

Undocumented immigrants are another critical population for CUHJ's efforts as their ability to reach economic self-sufficiency is fraught with barriers and vulnerability.

There are roughly 30,000 undocumented immigrants in San Francisco<sup>3</sup> and a significant number of them live in Districts 9 and 11. Without work authorization, many undocumented immigrants in District 11 find themselves working in informal work settings with little to no wages and no worker rights despite the existence of federal guidelines of workplace protections for the undocumented.

Compounded by this is a very tangible sense of fear as anti-immigrant sentiment grows and the criminalization of immigrant communities becomes an alarming trend. This population has long been overlooked and their existing skills and strengths need public support and investment. The undocumented population cannot continue to be left behind if we are to ensure self-sufficiency and healthy development of District 11 communities.



# 3 WORKER RIGHTS & DIGNIFIED WORKPLACES

**FINDING: Worker exploitation is a serious employment barrier, preventing community members from a sustainable, healthy livelihood in San Francisco.**

Based on qualitative data collected from the *consultas*, improved working conditions and the need for worker rights programs is an alarming trend in District 11. In answering the various questions, numerous *consulta* participants described the dire and exploitative working conditions they are in, even when the prompting question did not ask them specifically to address working conditions or worker rights.

**A Living Wage:** Many community members identify low or unpaid wages as a common labor violation. The current jobs that they are working in do not pay sufficient wages. This may be due to the lack of a formal pay structure, such as with domestic work. Some employers simply take advantage of the fact that District 11 residents simply need employment, even in poor conditions. One woman explains, “I take care of children, but I do not get paid what I deserve. I get paid about \$20 or \$30 for a nine hour day, and I’m only able to work two days a week.” Another community member explains that employers “sometimes offer jobs with impossible conditions; twelve hours a day or a horrible schedule with less than minimum wage and no overtime pay. They try to get away with this because they think we have no other options.”

**Worker Conditions:** *Consulta* participants are also facing inhumane or hazardous working conditions. Many of their current positions do not allow them bathroom breaks or lunch hours. Their conditions are often compounded with fear of retaliation because of immigration status. One community member explains, “The employers don’t let us go to the bathroom during work time. Those of us who do not have papers are very scared and we do not have the power to report bosses that violate our rights as workers.” Another worker describes construction projects where some District 11 residents find work: “Sometimes we work in hazardous conditions with asbestos. We put our health in jeopardy out of necessity.”



Surprisingly, for some residents, they would be happy staying in their current jobs because they already have the necessary skills (domestic work, restaurant and food service, construction), but they simply want better conditions. They need workers rights education and more accessible mechanisms for enforcement.

**FINDING: District 11 community members believe there should be a coordinated effort in which all stakeholders play a role to hold exploitative employers accountable.**

In thinking about solutions, community members emphasize the need for more workers rights education, Know Your Rights workshops, legal support services, and more formalized advocacy programs with CBOs. When envisioning their ideal employment support center, participants describe it as “a place to educate people on working conditions and their rights,” or “with postings about workers’ rights in the work place.”

Numerous community members also feel strongly that there needs to be a coordinated effort with elected officials, City administrators and employers playing proactive roles to stop worker rights’ violations. One participant had a message to the Mayor to, “pass a law that all people have to educate their workers about workers’ rights.” An overwhelming majority feels that the onus

needs to be on the employers to learn how to follow labor laws. Some residents even took it a step further and said that employers should be educating their own employees about their rights.

Many residents also recognize that community advocates can play a powerful role. One community resident describes, “many people do not know that they can defend themselves. They fear getting fired if they report someone.” Given how fearful and vulnerable these workers are, their ideal support should come from community advocates who have cultural competency and can provide a safe environment for workers to share their experience.

Because many CBO’s receive funding only for the delivery of services, community advocates cannot sustainably engage in worker rights advocacy as part of their service, leaving a service gap for exploited workers. With funding restrictions, community advocates tend to focus mostly on the quantity of job placements or referrals to meet deliverable goals, at the expense of the quality of the working conditions.

The findings clearly indicate a strategic shift must take place to address such a predominant issue among San Francisco’s workforce. District 11 residents, who are already struggling in some of the worst economic conditions, cannot be lifted out of poverty, if their resources and support continue to focus on jobs that are not paying fair wages or offering proper working conditions.

## RECOMMENDATION:

**Support multilingual, multiracial collaborative efforts and community partnerships to maximize outreach, advocacy and implementation of worker rights. These efforts may result in:**

- a. Increased capacity for and accessibility to trusted, community legal resources in hard-to-reach or underserved communities at risk of worker exploitation;
- b. Increased number of Wage Theft complaints filed with the Office of Labor Standards Enforcement;
- c. Increased outreach efforts and Know Your Rights trainings to employers, workers, and community organizations in District 11 and targeted outreach for the most vulnerable communities including the undocumented, youth, elderly, and formerly incarcerated workers;
- d. The creation of a network of employers maintaining good labor practices, to which job seekers may be referred;
- e. The formation of key partnerships with all stakeholders, including community-based organizations (CBO’s), legal experts, employers, city departments, labor and workers;
- f. Leadership development and empowerment of community members to assist one another in improving working conditions;
- g. Utilization of the San Francisco City ID card as sufficient documentation to participate in workforce development efforts and services.

# 4 BUILDING COOPERATIVE ECONOMIC ASSETS

**FINDING: District 11 residents would like to grow business in their neighborhood and become small business owners.**

Given how hard it is for many District 11 workers to access stable employment, many community members emphasize the need to build economic assets. District 11 residents would like to see business growth in their neighborhood, but for some community members, they only see growth as an opportunity if they themselves can become owners of small, local businesses. Community members discussed the need to turn their current skills and informal entrepreneurship (e.g. selling food) into sustainable business plans.

There is also a shared understanding that given the economic climate and growing job competition, District 11 residents either need to gain additional training quickly (which can be resource-intensive), or they need to develop ways to become their own employers. Small business ownership is an appealing alternative to community members, though many agree they will need assistance in financial planning and loans. They respond, “we need resources to start small businesses” or “the community needs information on loans, finance, and entrepreneurial training on how to start businesses.”

*Consulta* participants also stress that their need is not just about training, but material resources such as commercial spaces and subsidized loans to finance the start of these businesses. A community fund would be an ideal resource. As one participant describes, “there should be a community fund that can seed our efforts, for everyone to contribute their small grain of rice together and we work to build something.”

**FINDING: District 11 residents are drawn to cooperative economic models of workplace democracy, and have the desire to build community assets.**

The worker-owned, democracy-based model of worker cooperatives is appealing to District 11 residents who want to share the burden and benefits of building a business together. Worker cooperatives particularly resonate with the goals of *consulta* participants and the idea of “getting by” together as a community.



Families and community members in District 11 are already coming together to support each other and strive for a collective livelihood. Sharing and selling food is a commonly recognized way of getting by, as is sharing housing and providing childcare for one another. One participant explained, “*La Apoyoda*’ is used when people collaborate by selling food or services in order to get a little bit of money ... it is the community helping each other out.”

Given that District 11 residents are already engaging in the informal trading of services to support one another, a formal investment into these services and skills would help turn their services into a sustainable business model.

Many community residents emphasized that cooperative work could be just the start, but with success would come growth and giving back to the community. One community member asserted, “the profitable cooperatives have to open other cooperatives and generate more jobs to support each other. Successful cooperatives should share the knowledge to help others open their own cooperative.” Workforce programs that focus on growing a collective well-being, rather than individual success, are greatly needed in District 11.

Lastly, for disenfranchised community members of District 11, being part of a cooperative local business can restore a sense of dignity and pride in the work place. It can also be a form of accessible employment despite numerous barriers. District 11 residents are

suffering employment barriers tied to long histories of discrimination towards immigrants and communities of color. By creating business ownership opportunities, workers will have the greatest autonomy and sense of empowerment in their workplace.

## RECOMMENDATION:

**Support the development of alternative and cooperative business models and outreach to build financial education and assets among community residents. The outcomes of these efforts should include:**

- a. The formation of a cooperative training institute with cohorts of community residents engaging in intensive training for building cooperatives: business plans, financing, technical assistance, legal issues, and marketing. Trainings include how to leverage existing skills, coordinate mutual aid projects, and build them into worker cooperatives;
- b. Partnerships with existing cooperative entities to leverage resources, maximize technical assistance and training opportunities for new business owners;
- c. Advocacy efforts to partner with local anchor institutions to utilize local, community-based cooperative enterprises for service contracts performing core functions at those sites;
- d. Increased financial and economic literacy of District 11 residents to ensure sound preparation for the development of worker cooperatives, i.e. workshops on topics such as market research and economic analysis of the Bay Area and San Francisco; skills assessment of community members; review and analysis of local small business plans; entrepreneurship opportunities and community fairs; and legal resources and strategies for undocumented persons to access employment;
- e. Increased programs to provide access to capital, low cost financing, and/or other grant assistance for small business and worker cooperative enterprises;
- f. Utilization of the San Francisco City ID card as sufficient documentation to participate in workforce development efforts and services.



# 5 CULTURALLY COMPETENT EMPLOYMENT SUPPORT SERVICES

**FINDING: There is a need for community-based employment services to address the immediate needs of many job seekers.**

After language barriers, District 11 residents listed the lack of employment services and resources as the second most common barrier they face. In the *consultas* community members described the need for essential material resources, such as access to computers and printers, and to free or discounted interview clothing. Numerous *consulta* participants particularly emphasized the need for computers to search online job postings and filling out online applications.

Additionally, the need for free or discounted transit passes is an employment barrier for students or parents in need of public transportation to get to class, job interviews, or job training programs. The lack of affordable and accessible childcare services is also a common barrier discussed in *consultas*. Some parents need childcare to go to job interviews or job training, while some need childcare to enable them to maintain their current jobs. Given the economic struggles of many participants, these essential services are critical to gaining and maintaining quality employment opportunities, yet are out of reach for many low-income workers.

In addition to these material resources, community members would like to see more opportunities to grow their skills. Basic computer training, interview skills and resume drafting, or even industry-based training would be incredibly helpful. While many of these resources are available throughout the city, the lack of a city-based or community-based agency within the geographic area of District 11 has been an impediment to addressing the immediate employment needs of the community.

Lastly, there are some District 11 residents engaging in informal employment, but need proper licensing or additional training to be able to earn proper wages for their work. One Spanish-speaking, female participant explained, “One thing many Latina women are drawn to is taking care of children, we just need the training and support so be able to do it for decent wages.”

**FINDING: Current systems of employment support lack sufficient cultural competency to fully address employment barriers in District 11.**

*Consulta* participants cannot emphasize enough how critical it is for any workforce development or employment center to be culturally competent. Ideally, workforce development advocates should have an understanding of the neighborhood demographics and what employment barriers the community faces, in addition to having language capacity.

**Language Barriers:** Language barriers and limited English proficiency emerged as the most common challenge for *consulta* participants. One Spanish-speaking resident shared, “the hardest challenge is not speaking English. Employers don’t trust me or are not willing to take a risk on me.” Another District 11 community member described, “it’s hard not being able to speak English well enough. I never get calls back for work.”

Participants envision worker centers with bilingual staff in addition to English language classes. From the *consulta* conducted in Cantonese at the OMI Family Resource Center, all of the participants felt strongly that they could benefit from Chinese speaking workforce development advocates in the neighborhood.

**Cultural Competency:** Though a significant number of District 11 residents have never heard of nor visited some of the existing workforce service providers in the City, those who had, described a lack of cultural competency as something that prevented them from being fully supported. Community members want to interact with “staff that are sensitive to the challenges our community faces, such as age discrimination, immigration status, or our background” and how that might relate to being unemployed or underemployed. For the formerly incarcerated, this was even more important to interact with providers “that don’t judge you based on your past.”

These observations are not to imply that advocates or current service providers are not culturally competent

themselves or that they do not come from the neighborhoods they are serving; rather the current structure does not facilitate a client-provider relationship that allows for a more in-depth understanding of the job seeker's situation.

Some participants had gone to career centers and were simply told to look at job postings or fill out a form. There was very little consideration given to an individual's situation and a lot of the focus remained on filling the employer's desired specifications, resulting in a "quantity over quality" type of service allocation.

**A Deeper Service Provider Relationship:** Many community members want to see a relationship grow beyond just a basic provider and client relationship, but a place for mentorship and community building. Community members do not simply want to be passive consumers of services, but would like long-term relationships. When advocates truly know their community, they are best situated to maximize their skills and find sustainable work for them. One young woman closed her eyes and "saw mentors over people's shoulders helping people out." Another community member envisioned that "there were lots of different people there

that have 'made it' and they were there to show us the ropes and counsel us on how to achieve our dreams."

**Mutual Aid:** In addition to direct services, *consulta* participants would like to cultivate mutual aid projects to meet some immediate needs. These projects could include time banks, peer lending circles, and the formation of mentorship or success teams. Each of these strategies, based on mutual aid and support, would build on resources or skills already existing within the community. Participants have described how collective efforts such as these advance community goals of reducing isolation and supporting one another.

**Immigration resources:** For many newcomer immigrants, their unemployment struggle is further complicated by a need for immigration services or basic cultural adjustment support in a new country. Participants identify employment-related immigration resources to be of particularly great need in the community. For workforce advocates, it is incredibly useful to have familiarity with related immigration issues and to have the ability to either address the issues directly, or provide referrals to other resource.

## RECOMMENDATION:

**Increase employment support services within District 11 neighborhoods to provide culturally relevant, accessible support services and material resources to meet the immediate needs of job seekers. Particular attention must be paid to the undocumented, youth, elderly, limited English proficient, and formerly incarcerated. The outcomes of these efforts should include:**

- a. An accessible employment service center within the geographic boundaries of District 11 and grounded in long term, trusted community relationships;
- b. A restructured client intake process to be more personalized with support mechanisms for the provider and client to grow their relationships;
- c. Partnerships with CBO's to identify employers and create a recommended network of employers with good worker rights practices to ensure the quality of job placements for job seekers;
- d. Growing opportunities for job skill development in District 11, including increased number of computer training and resources, resume writing workshops, interview skills development, and how to fill out job applications;
- e. Resources focused on removal of the most predominant employment barriers in District 11: lack of English fluency and lack of affordable childcare;
- f. A structured mentorship program to facilitate community sharing of skills and experiences;
- g. Utilization of the San Francisco City ID card as sufficient documentation to participate in workforce development efforts and services.

# 6 CAREER OPPORTUNITIES WITH PUBLIC INVESTMENTS AND POLICIES

## **FINDING: *Consulta* participants would like to see greater public investment in on-the-job training opportunities or industry-based apprenticeships**

*Consulta* participants described limited upward mobility from their current socio-economic position, with many of them engaging in traditional service jobs and manual labor employment with low wages. Participants would like to see greater city investment into employment and training opportunities that create long-term career pathways.

During an impromptu brainstorming session in a *consulta*, participants asked some of the following questions: “Can we be trained or have access to jobs with the Department of Parks and Recreation? Can we work with other City departments like the water department?” Others ask, “How can we access jobs that are created through new City contracts?”

## **FINDING: District 11 residents need training opportunities to prepare them for work in growing industries with public investment**

**Local jobs for local people:** San Francisco’s Local Hiring Policy for Construction was referenced by many *consulta* participants as a model policy. Community members are very supportive of applying the principles of local hiring to other industries and City contracts. For example, one community resident pointed out that there are many jobs and tasks that have to happen city-wide and which require little to no training for job seekers to get started. These include tasks such as environmental clean-up, recycling and trash pick-up, simple building repairs, or community beautification such as gardening and painting. Participants are interested in accessing these jobs as well as other career ladder opportunities. Prioritizing these jobs or training opportunities for local residents would be a small but meaningful way of creating access to City-based employment.

**Other sectors:** With many studies pointing to the health care industry as the number one growing industry in San Francisco, District 11 residents would very much like to access training opportunities to prepare them for future employment in health care. Some residents are particularly excited about opportunities in the green sector such as “employing people locally to install solar panels or do audits in homes to make them more energy efficient.”

## **RECOMMENDATION:**

**Amend local policies to maximize local employment, training, job growth and coordination with economic development. Examples of such public policy initiatives may include:**

- a. Expanding San Francisco’s local hiring policy to other sectors currently supported by local tax payer dollars;
- b. Tailor initiatives for training and apprenticeship opportunities to increase employment and retention for residents in Census tracts with high unemployment or those facing significant employment barriers such as limited English proficiency, the formerly incarcerated, those lacking formal educational qualifications, youth and elders, and the undocumented;
- c. Prioritize public investment in on-the-job training opportunities or training initiatives with job certification or job placement in growing sectors and industries;
- d. Significantly expand year-round as well as summer-based employment and training opportunities for youth, as District 11 has the largest population of youth and families;
- e. Create incentives or bid discounts for small, locally owned businesses and worker cooperative enterprises in city contracts at city-based anchor institutions;
- f. Increase programs to provide access to capital, low cost financing, and/or other grant assistance for small business and worker cooperative enterprises.

# 7 MODEL PRACTICES AND POLICIES FOR WORKFORCE DEVELOPMENT

In conducting this community-based assessment, CUHJ recognized the need to combine the wisdom and expertise of community members together with the lessons learned and best practices in economic and workforce development emerging across the country. The following are programs, practices or policies drawn from a variety of local and national examples that demonstrate best practices in the four key recommendation areas.

## 1. Best Practices for Addressing Exploitative Working Conditions

### a. Multi-pronged and Multi-stakeholder

**Strategies:** Improving worker rights requires a multi-pronged, multi-stakeholder approach. There is a role to be played by the worker, community advocates, employers, and city, state and federal agencies. Similarly, outreach and education, legal enforcement of worker claims, strong worker rights policy, and employer cooperation all play critical roles in creating safe, quality, and dignified work places.

**b. Community Empowerment:** For vulnerable workers in exploitative conditions, trusted community allies and advocates are their first line of defense. Advocates informally track worker rights issues while continuing to meet their funding requirements for the delivery of services. By formally investing in community empowerment activities such as outreach, education, and volunteer training, advocates can grow the support system for workers.

**c. Legal Enforcement:** Attorneys are needed to work in close collaboration with community advocates to file claims and enforce labor laws, yet the capacity of non-profit legal organizations is already

stretched thin with minimum resources. With the formation of a strong referral network between advocates and lawyers, resources can be leveraged for fast and efficient advocacy.<sup>4</sup>

**d. Employer Cooperation:** Workforce development agencies, in seeking to work with their “dual-client” system of job seekers and employers, should actively seek out employers with past practices of good labor standards and protections.<sup>5</sup> Ultimately, workplace violations are the result of employer decisions and behavior, thus employers need to be engaged. Workforce agencies should also build in mechanisms for employer standards to be monitored and for good employers to be rewarded with city benefits or credits.<sup>6</sup>

**e. Strong City Leadership and Policies for Worker Rights:** In San Francisco, the Office of Labor Standards and Enforcement (OLSE) is the primary agency tasked with overseeing the enforcement of labor laws. However, OLSE only targets employers for three specific city laws: the Health Care Security Ordinance, the Paid Sick Leave Ordinance, and the Minimum Wage Ordinance.<sup>7</sup> CUHJ knows from *consultas* that community members are exploited in numerous other ways or they are employed outside of the city-contractor realm that OLSE oversees. City leadership should expand the scope of OLSE's oversight and should also incentivize city contractors with vendors who hire workers in quality working conditions.<sup>8</sup>

## 2. Best Practices for Building Cooperative Economic Assets

- a. Towards Economic Self-Sufficiency:** A workforce development system typically focuses on job placement as the end goal, but long term employment, retention, and the building of economic assets are more likely to create self-sufficiency in communities. Marginalized communities must think about alternative models of employment, as the current workforce system does not allow for them to build assets and reach economic self-sufficiency in the Bay Area. "Even before the global economic crisis, having a job was not a guarantee of adequate income as 86% of Bay Area households with incomes below the self-sufficiency standard had at least one worker."<sup>9</sup>
- b. Look Beyond Federal Standards:** The Federal Poverty Line is not an accurate picture of the community's lived experience. Statewide, many municipalities have turned to using a Self-Sufficiency Standard and a Self-Sufficiency Calculator.<sup>10</sup> The calculator allows advocates to screen for eligible tax credits, benefits, create and track budgets, and track client progress.
- c. Cooperative Development:** In the United States, cooperative development is happening in a fragmented, city-by-city basis - compared to international models that take on worker-owned business models in a much larger scale. In San Francisco, it is very difficult to form a sustainable cooperative with very little financial investment and training going into the community. With greater City support from elected officials and city agencies, communities could begin to seriously engage in cooperative training, business start-ups, and locally-owned businesses as a viable path to self-sufficiency. The most successful models have been with training cohorts of workers to develop business plans and then implement the plans into the development of coops. However, this model cannot be implemented in a large scale without greater investment.<sup>11</sup>
- d. Utilize Anchor Organizations as Work Sites for Community, CBO, and City Collaboration:** Evergreen Cooperative<sup>12</sup> is the nation's leading example of large scale cooperative development involving collaboration between city, anchor institution, and community. Based at anchor institutions (large companies or institutions that will be staying in the area and are in need of vendors), Evergreen Cooperatives places local, cooperative businesses at the heart of these institutions vending needs. Evergreen Coops were the result of a partnership with the City of Cleveland, the Cleveland Foundation, and the Democracy Collaborative at the University of Maryland. To date, they have successfully placed cooperatives in contracts with the Cleveland Clinic, Case Western Reserve University, and University hospitals, performing laundry, solar energy, and food services.



### 3. Best Practices for Culturally Competent Employment Support Services

- a. **Foster a Work Environment Dedicated to Cultural Competence:** Work sites need to have an initial dialogue about cultural competence to create an environment where difficult issues can be safely discussed and addressed.<sup>13</sup> Both job seekers and job placement advocates have a lot to learn from each other regarding their experiences, identifying needs, and developing sensitivity and awareness. These dialogues are most productive when supported by the funding agency.
- b. **Cultural competence is complex, but it cannot be ignored.** Culture, race, ethnicity, language, or immigration status can affect where job seekers live, where they go to school, and what opportunities are presented to them. Perceptions or stereotypes of race, ethnicity, language, culture, or immigration status can also impact how decisions are made regarding hiring, wages, retention, and promotions. Given these complexities, it can be daunting or unrealistic for a workforce development program to be responsible for addressing cultural competence issues that permeate society. Nevertheless, workforce agencies and advocates are in a position to chip away at these barriers in a systemic and comprehensive manner.
- c. **From in-take to retention:** The need for cultural awareness happens at every point in the workforce process - from the initial in-take through the employee's retention of long-term employment.<sup>14</sup> It is easier for workforce development programs to integrate cultural competence into each step of the workforce process and to tie cultural competence to workforce outcome goals (understanding how cultural competence impacts the successful placement of workers into quality, long term employment).
- d. **Committed leadership:** After the ten year Jobs Initiative in six different cities, cultural competence, particularly pertaining to race, became a focal point for each workforce center in the process.<sup>15</sup> Whether it was a workforce center in Seattle, New Orleans, Philadelphia, or Denver, issues of cultural competence were deeply impacting workforce outcomes. The Annie E. Casey Foundation found that

“committed leadership [was] the single most essential factor that enabled the emergence of cultural competence in the Initiative.”<sup>16</sup> The Foundation also created a methodology<sup>17</sup> for each workforce center and focused on being responsive to each site to help design and host technical assistance sessions.

#### e. Common strategies:

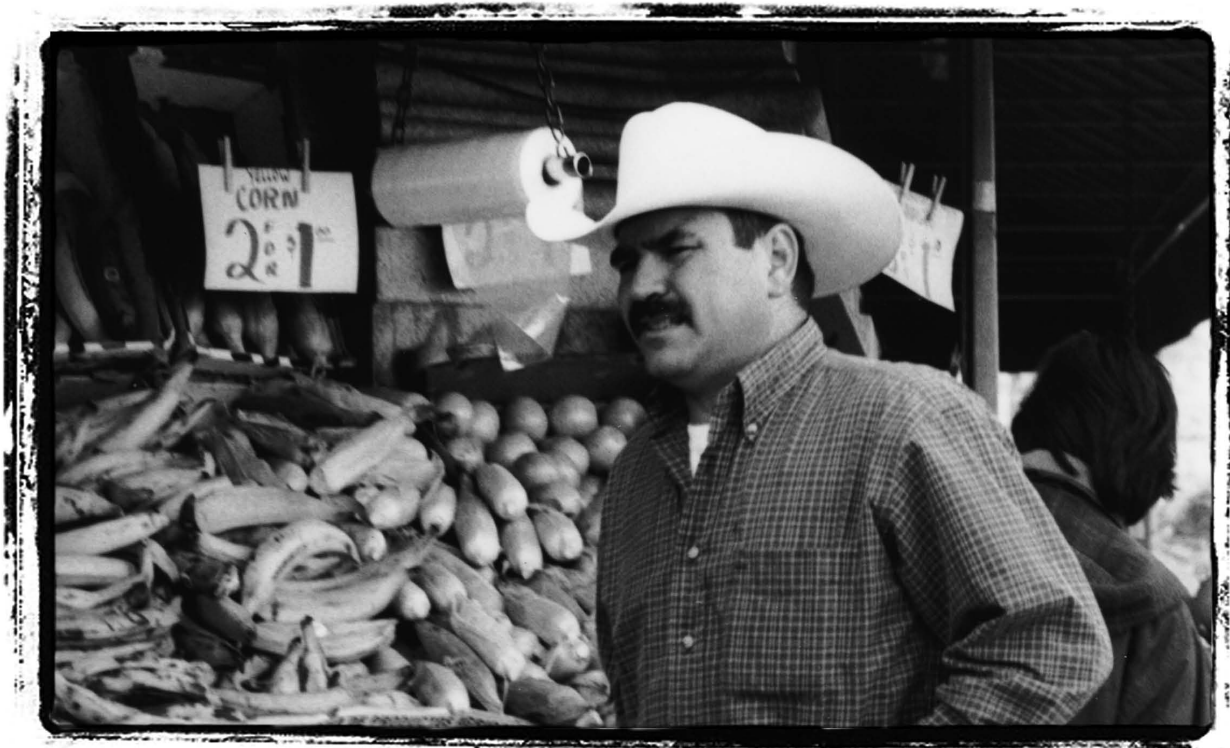
- **Community coaches:** In Denver's Jobs Initiative work site, community coaches were utilized to effectively recruit and counsel participants in the initiative. The coaches were people from the same target neighborhoods, assisting residents through not just gaining employment but also providing counseling. Given that communities are already helping one another informally, the Denver Workforce Initiative wanted to formalize this network of coaches.<sup>18</sup>
- **Job Readiness Curriculum:** Many workforce programs implement job-readiness training on topics such as work habits, behaviors and attitudes, communication skills, problem solving, coping skills, and anger and stress management to bridge cultural competence with workplace issues. The New Orleans Jobs Initiative (NOJI) explicitly addressed the problem of “hard-to-employ residents [who] often lacked successful, working role models; and local employers [who] often held negative stereotypes of low-income workers.”<sup>19</sup> NOJI utilized 21st Century Success Principles as the base of their curriculum to improve cultural competence and developed a pre-employment course of training including critical topics for successful transition into long-term employment.<sup>20</sup>
- **Employer collaboration:** Employer commitment to cultural competence is essential, even if employers do not typically frame their needs in goals or needs in terms of cultural competence. Effective strategies have provided employers with pre-screening processes to better match employees and identify employee barriers; or providing mentoring programs, guides, or positive attendance workshops. Also, providing managerial training to work site supervisors in how to motivate and support new and diverse employees has helped.

#### 4. Best Practices to Expand Career Opportunities By Leveraging Public Investments and Policies

- a. **Link Economic Development with Workforce Development:** Incorporate workforce development targeted goals for hiring, training and retention into Request for Proposals's (RFP's) for economic development projects and city-based real estate planning.<sup>21</sup> Coordinated efforts between the demand-driven workforce system and the businesses that are in high growth result in a higher percentage of local people being hired.<sup>22</sup>
- b. **Retention and Outcomes:** A focus on retention and outcomes can ensure that job seekers maintain employment in the long term. To achieve retention, workforce planning must consider the necessary post-employment support services for a job seeker. These support services are needed to address a variety of issues that can impact an employee's success on the job, such as: health issues, family problems, addictions, criminal records, or systemic problems like transportation and child care. As the Annie E. Casey Foundation described their Jobs Initiative, "the job has to work for the family, not just the individual."
- c. **Federal Employment and Training Programs:** While most workforce agencies receive federal funding, existing restrictions on Workforce Investment Act (WIA) funds can limit state and local agencies from fully meeting the needs of the

changing workforce. Federal policy makers must make WIA funding more flexible to include soft skills and job readiness training, cultural competence, and retention-based support such as ESL, remedial education, and adult basic education. Also, funding for career coaching, mentorship models, and case management can greatly improve long-term employment success.

- d. **State and Local Leadership:** At the state and local level, leaders can begin to use a broader definition of "workforce development" to include the many support services and skills development needed for a successful workforce system. Workforce development should also encompass adult basic education, remedial education and literacy classes, ESL and Vocational English As a Second Language (VESL), and financial self-sufficiency support.
- e. **Quality over Quantity:** Local agencies need to embrace the goal and challenge of placing job seekers into good jobs and should focus on the job's starting wage, benefits, and potential for advancement. Similarly, local elected officials and city agencies should incentivize meeting deliverables of quality jobs and retention over quantity of placements.



# 8 CONCLUSION

By uniting together to conduct a needs assessment of District 11's diverse communities, the Filipino Community Center, Coleman Advocates, and PODER, in collaboration with Chinese for Affirmative Action, have comprehensively and accurately portrayed the challenges and aspirations of District 11's low income residents. *Consulta* participants provide emotional but honest narratives of their daily struggle to find work, raise families, and to survive in this City. In describing their struggles, participants communicate a tangible sense of collective responsibility to build solutions from within their own community. Community members offer solutions, strategies, and new perspectives on how to create economic pathways for themselves.

The vision embedded in this report recognizes that the needs of District 11 residents and workers must be met with a multi-pronged strategy and not fragmented efforts. We believe that one recommendation alone would

only serve to reinforce the piecemeal strategies that are rampant at local, state, and national levels. While each recommendation is solid on its own, it is in conjunction with the others that creates the path for long-term systemic change and will lead to economic self-sufficiency for residents of District 11.

At a recent community event organized by CUHJ in District 11, San Francisco Mayor Edwin Lee stated that when communities come together to engage in real grassroots planning, City Hall should take the time to listen. We believe that this is such a moment in time. The opportunity exists to create genuine partnerships and to combine community based leadership with investments, support, and policy changes by public institutions, private corporations, and foundations. CUHJ's findings and recommendations chart an innovative and creative vision for District 11 and San Francisco as a whole.

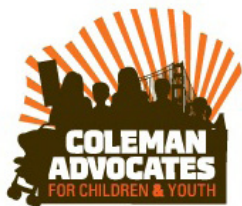


## Endnotes

1. 2000 Legislative Analyst Report, available at: <http://www.sfbos.org/index.aspx?page=1224>.
2. American Community Survey 2009.
3. Public Policy Institute of California, "Unauthorized Immigrants in California", report available at: [http://www.ppic.org/content/pubs/report/R\\_711LHR.pdf](http://www.ppic.org/content/pubs/report/R_711LHR.pdf).
4. The San Francisco Immigrant Legal and Education Network (SFILEN) is a model referral network comprised of thirteen organizations providing community education and outreach, and legal services. Founded in 2006, SFILEN was made possible through budget allocations in the City budget and through the Mayor's Office of Community Development.
5. Judith Combes Taylor & Mary Frances Mitchner, *The Employer's Voice: Frontline Workers and Workforce Development*, 2001 available at: <http://www.caseyfoundation.org/upload/publicationfiles/fes3622h959.pdf>
6. The UCLA Labor Center suggests looking at the specific job and employer characteristics since many work place violations can become industry practice based on the type of work that is being done. UCLA Labor Center, *Broken Laws, Unprotected Workers: Violations of Employment and Labor Laws in America's Cities 2009* available at: <http://www.labor.ucla.edu/publications/reports/brokenlaws.pdf>
7. San Francisco Administrative Code, Chapter 2A: Executive Branch, Section 2A.23 establishes the Office of Labor Standards Enforcement and states that OLSE is tasked with enforcement of the three ordinances listed above. Text of the legislation is available at: [http://www.amlegal.com/nxt/gateway.dll/California/administrative/chapter2aexecutivebranch?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco\\_ca\\$anc=JD\\_2A.23](http://www.amlegal.com/nxt/gateway.dll/California/administrative/chapter2aexecutivebranch?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_2A.23)
8. Section 2A.23 also states, "The Office of Labor Standards and Enforcement may enforce provisions of the California Labor Code to the extent permitted by State law" and provides the proper authority for OLSE to expand the scope of their oversight to other California labor laws that may be in violation at San Francisco work sites.
9. The United Way, *Struggling to Make Ends Meet in the Bay Area: Self-Sufficiency Report 2009*, available at: [http://www.insightcced.org/uploads/cfes/Make\\_ends\\_meet\\_report%202009.pdf](http://www.insightcced.org/uploads/cfes/Make_ends_meet_report%202009.pdf)
10. The Insight Center for Community and Economic Development has created an online Self-Sufficiency standard as well as a Self-Sufficiency Calculator for agencies and advocates to track the progress of families as they try to reach financial stability, available at: <http://www.insightcced.org/index.php?page=calculator>
11. The City of Richmond has explored cooperative development as a job creation strategy in a regional city where the unemployment rate is twice the national average. Richmond Mayor Gayle McLaughlin is seeking to hire a Cooperative Developer for her office to help incubate and support cooperative businesses in Richmond. See <http://american.coop/content/mayor-richmond-ca-seeking-cooperative-developer>. See also, Chip Johnson, *Richmond Co-op Program Holds Potential for Jobs*, San Francisco Chronicle, August 19, available at: 2011 <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2011/08/18/BAT61KP5GQ.DTL>
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13. The Annie E. Casey Foundation, *Cultural Competence in Workforce Development: The Jobs Initiative Experience*, June 2006, page 23 available at: [http://www.abtassociates.com/reports/JI\\_Cultural\\_Competence\\_Report.pdf](http://www.abtassociates.com/reports/JI_Cultural_Competence_Report.pdf)
14. *Id.* at 24. "In retrospect, introducing the cultural competence framework at the start of the Jobs Initiative and integrating this component more seamlessly with other activities, may have led to an even sharper focus on cultural competence and potentially tracking of performance indicators."
15. The Annie E. Casey Foundation, *Taking the Initiative on Jobs & Race: Innovations in Workforce Development for Minority Job Seekers and Employers*, 2001 available at: <http://www.aecf.org/upload/publicationfiles/taking%20initiatives%20on%20jobs.pdf>
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17. *Id.* at 8-9. The Foundation's methodology includes five key steps: (1) respond to issues as they emerge on the ground and allow agencies to determine the needs; (2) provide a conceptual framework for agencies to use in identifying issues of cultural competence; (3) provide technical assistance and resources based on national expertise; (4) examine cultural competence issues from multiple perspectives, including scholarly literature, data and research, effective practices, and policy implications; and (5) create incentives tailored to the specific needs of agencies for generating solutions. The Foundation also committed to documenting progress and sharing information among agencies.
18. For resources see e.g., Ken Hubbel and Mary Emery, *Guiding Sustainable Community Change: An Introduction to Coaching*, March 2009, available at: <http://www.aecf.org/~media/Pubs/Topics/Community%20Change/Building%20Community/GuidingSustainableCommunityChangeAnIntroducti/IntroToCoaching.pdf>; also see resources from the Community Coaching Initiative at [www.communitycoaching.com](http://www.communitycoaching.com).
19. Annie E. Casey Foundation, *Good Jobs and Careers: What Communities Need to Do to Train and Move Low-Income, Low-Skilled People into Good Jobs and Careers*, 2004 at 8.
20. For an example of NOJI's pre-employment course training, see a sample course calendar available at: <http://www.doleta.gov/usworkforce/communityaudits/docs/Files%20for%20OCA%20Website/LA-New%20Orleans/LA-New%20Orleans-Other-FoodTrainingCalendar1.pdf>. Listed in the course are topics including rational decision making, coping with racism in the workplace, discovering work mentors, and having a "can-do" consciousness.
21. Annie E. Casey Foundation, *Building Family Economic Success*, August 2005, available at: [http://www.aecf.org/upload/PDFFiles/FES/fes\\_workdev.pdf](http://www.aecf.org/upload/PDFFiles/FES/fes_workdev.pdf), stating that "investments in economic development should be linked to workforce development and jobs for low-wage workers."
22. NYC Workforce Investment Board, *NYC Workforce Development Best Practices*, available at: [http://www.nyc.gov/html/sbs/wib/downloads/nyc\\_bestpractices.pdf](http://www.nyc.gov/html/sbs/wib/downloads/nyc_bestpractices.pdf). In 2008, New York City launched the Targeted Hiring and Workforce Development Program (THWDP) with the explicit goal of connecting "current and future economic development projects in the City to the local workforce development system." THWDP collaborated with the NYC Department of Small Business Services (SBS) to grow the economy by placing workers in areas of high business growth. Some of the key aspects of the program involved developing workforce targets for the percentage of people to be hired, retained, and promoted to be included in the Requests for Proposals. Workforce targets highlight employment as an integral component to real estate development and it signals to developers that there is a responsibility to the community and there are human impacts of development projects.



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