

**CERF Catalyst Program Applicant Information**

Instructions: Please complete the table with the information requested.

**Name of Applicant:** San Francisco Office of Economic & Workforce Development on behalf of the Bay Area Good Jobs Partnership for Equity

**Applicant Point of Contact**

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**CERF Region:** Bay Area

**CERF Catalyst Program Narrative Questions**

Instructions: Answer each of the following questions regarding the regional High Road Transition Collaborative (HRTC)’s application for CERF Catalyst Program funds. Refer to the CERF Catalyst Framework and closed solicitation for required activities. Please limit responses to 500 words.

**1. Explain how the HRTC may expend Catalyst Program funds to support pre-development of projects that prioritize equity, sustainability, job quality and access, economic competitiveness, and economic resilience.**

The vision of the Bay Area’s High Road Transition Collaborative (BA-HRTC), now known as the Bay Area Jobs First Collaborative, is to re-envision regional economic development planning, centered around the values of equity, high-road employment, sustainability, and climate resilience, and shaped by workers and impacted community members themselves. A central principle and priority for this initiative is deep and meaningful outreach and engagement with workers and communities. “Meaningful engagement” means engagement designed to build a durable and lasting structure for community planning that gives community members meaningful decision-making authority so that they are not passive participants, but rather active agents in shaping the vision for the future of their community and the region.

Outreach and engagement is built into the BA-HRTC governance structure, in particular through the seating of six subregional tables, which are designed to: (1) center grassroots leadership of workers and historically disinvested communities in the region’s economic development; (2) provide bottom-up direction to guide the BA-HRTC Steering Committee in the research process, policy decisions and metrics; and (3) identify and build consensus around potential regional projects. The BA-HRTC intends to work through the subregional tables to identify potential projects for Catalyst Program funds and determine what resources they need to move to implementation. The Steering Committee will make the final determination about what projects to fund.

The goal of the pre-development funding will be to respond to ideas coming from the community that advance equity, sustainability, job quality and access, economic competitiveness, and economic

resilience. The six subregional tables have recently been seated and have begun meeting but have not yet identified specific projects for potential pre-development funding. The research team is in the process of developing the required Research Report to be submitted to the State at the end of December 2023. As part of this work, some preliminary themes have begun to emerge that may inform the identification and selection of projects. Labor market analyses show that despite more recent improvements, substantial challenges persist for workers, especially across gender, race, education, and occupation categories. For instance, women, Black, Latino and immigrant workers are disproportionately employed in precarious jobs. Housing, transportation and childcare costs are significant barriers to accessing high road jobs. And on the demand side, there are not enough high road jobs available to meet the supply of workers, even if all barriers were removed; while jobs earning the lowest wages in the region, such as personal care aides, janitors, and truck drivers, often pay poverty-level wages yet provide essential services. Ensuring these essential workers are self-sufficient and can provide for their families is crucial to the future economic success of the Bay Area. In selecting projects for Catalyst Fund pre-development dollars, BA-HRTC will consider how they address these and other labor market conditions, for example, how they might remove or lower barriers to high road jobs.

**2. Explain how the proposed activities may advance the objectives of the CERF Planning Phase and the goals of the HRTC.**

During the Planning Phase, the BA-HRTC identified five guiding principles and key goals:

1. Climate Resilience Led by Frontline Communities and Workers
2. Lift Up Job Quality, Grow High-Road Jobs, Elevate Racial Equity and Worker Voice
3. Honor Local Without Losing the Power of the Region
4. Inclusive, Democratic, Grassroots Governance
5. Take Action Towards Transformational Change

With these principles at the forefront, the BA-HRTC—led by All Home as the Regional Convenor and Bay Area Good Jobs Partnership for Equity (BAGJPE) as the Fiscal Agent—has established a Governance Structure that includes: a Steering Committee, composed of 21-members across essential planning sectors; a Research, Planning and Community Engagement Committee; and (6) Sub-Regional Tables organized by geography. These bodies are all now seated and have begun work to further refine the initiative’s goals and activities.

BA-HRTC has identified four primary goals and activities, all of which would benefit from Catalyst 2.0 funding:

1. **Driving deep and meaningful community engagement** with a focus on equity. This work is primarily being accomplished through the six subregional tables and includes engagement with members affiliated with labor and/or community organizations as well as stakeholders unaffiliated with either sector or other formal institutions. This work has the potential to be supported through funding from

the Catalyst 2.0 pre-development component, particularly using funding to build and sustain the capacity of project leads and partners.

2. **Identifying projects** to compete for CERF funding as well as other funding sources. The goal is to identify pilot initiatives with potential regional impacts that are aligned with BA-HRTC goals and will be most competitive in the State grant-making process. This work is also primarily being undertaken by the subregional tables, through intensive community outreach and engagement to identify potential projects and determine what resources are needed to help them move from concept to implementation. This work will also be supported by the pre-development component of Catalyst 2.0.
3. **Building infrastructure for economic development.** The BA-HRTC set out to accomplish long term systemic change and build robust infrastructure for equitable, high-road economic development, while at the same time addressing shorter term community and worker needs. The goal is to create a long-lasting regional economic development infrastructure that will empower communities and workers across the Bay to lead equitable, high-road climate and economic development projects; and position the region to attract additional capital and resources beyond CERF. All Home, the Regional Convenor for BA-HRTC, will tap into the Regional Convenor component of the Catalyst 2.0 opportunity to support project staffing, coordination of contracted research partners, and facilitation, technical assistance, and other consulting support.
4. **Identifying additional funding sources.** The State’s CERF funding, while substantial, is not sufficient to accomplish the ambitious goals set out by BA-HRTC. The Catalyst 2.0 Sector Investment Coordinators component will be used, in part, to support work to align with and leverage other major funding initiatives such as the Inflation Reduction Act, Infrastructure Investment and Jobs Act, CHIPS Act, private philanthropy and investment and other sources.

**3. As best as can be explained at this time, explain how existing HRTC governance structures and decision-making processes may be adapted to integrate Catalyst Program activities.**

The BA- HRTC has developed and approved a governance structure that is representative and inclusive of stakeholders across the region and has agreed upon a set of decision-making processes. This structure and process will be used for Catalyst 2.0 program activities, with some additional steps.

The BA-HRTC Governance Structure consists of:

- **A 21 Member Steering Committee** with proportional representation of stakeholder groups identified in the SFP: labor, business, grassroots organizations, community members, governmental agencies, economic development agencies, philanthropy, education and training providers, workforce entities, environmental and environmental justice organizations, worker centers, disinvested communities and California Native American Tribes.
- **A Research, Planning and Community Engagement Committee** that acts as an implementation committee made up of the Convenor and Fiscal Agent, contracted organizations and entities

responsible for implementing the BA-HRTC’s planning, research and community engagement work, and co-Convenors of the subregional tables.

- **Six Subregional Tables** that honor local without losing the power of the region; mirror the diversity and composition of the Steering Committee, and of the area each subregional table is representing; collaborate to develop and support community-based strategies in the respective subregions; identify the specific needs, opportunities and challenges of the respective subregion; and surface promising projects and practices to be shared across the Bay Area.

In alignment with the principle of creating an inclusive, democratic, grassroots governance process, the BA-HRTC has approved a two-step process for decision-making that allows the group to not only make a decision but also move forward together. This process builds and strengthens the collaborative and creates solutions for as many people as possible. Step One is a Six-Scale Gradients of Agreement best practice tool used for decision-making in large group settings. We have applied the Gradients of Agreement tool to align with our needs and agreed on the scale of 1- 6. Step two is an up-down vote in which all members share their final vote on the proposal being discussed. Final decisions are made via an “up or down” vote. A motion will be approved if it receives a simple majority of “yes” votes. Abstentions will not count toward the total number of votes when calculating a simple majority.

While this existing structure and process will be used for making decisions regarding Catalyst 2.0 project selection, steps will need to be added. BA-HRTC will establish a group that will develop a set of evaluation criteria for projects and a process for developing and proposing potential projects or initiatives for pre-development funding. The group that will develop these tools will most likely include representatives from the Research, Planning and Community Engagement Committee and the subregional tables (co convenors of the tables already are members of the RPCE Committee). Once these criteria and process have been established and projects solicited, a group will be seated responsible for evaluating projects and making recommendations to the Steering Committee as the ultimate decision-maker. Decision-making for these groups will all follow the two-step process described above.

**4. Explain how the HRTC may use Catalyst funds to expand outreach, engagement, and shared decision-making with the region’s disinvested communities.**

Deep and meaningful community engagement is central to the BA-HRTC’s work. The Planning Phase Plan identifies four key principles of engagement: (1) engage community members directly; (2) be intentional about including marginalized communities and groups; (3) meet community members where they are, physically and with respect to their knowledge about regional issues, and (4) address accessibility needs and design engagement to remove barriers to participation.

As the Steering Committee and the subregional tables are now seated and beginning to meet regularly, the BA-HRTC has begun developing processes for its outreach and engagement plans, focusing on engaging members directly; applying intentional strategies such as focus groups, surveys and educational materials; and building inclusive practices for participation. As our collective partnerships continue to grow, we will apply new

strategies and collaborations to continue building inclusive processes. Catalyst 2.0 funding will be used to strengthen and deepen the durable structure for community participation that BA-HRTC has started to build.

Many outreach activities are being coordinated through the six subregional tables, which have broad and diverse representation of all stakeholder groups in their respective regions. A key principle shaping outreach is to ensure project initiation and design is driven by impacted workers and communities. The subregional tables will be engaging grassroots stakeholders in generative collaborations and processes using shared decision-making. Catalyst Fund pre-development funding might be used to conduct more intensive outreach to groups working in disinvested and marginalized communities and/or for mini-grants to support their participation and capacity building.

**5. Explain how the HRTC will prioritize Catalyst funds reaching disinvested communities in procurement and project selection.**

To surface the needs of disinvested communities and ensure that CERF funded projects meet those needs, the subregional table co-Convenors will work with CBOs, community organizers, canvassers and other groups within the subregion to conduct outreach to communities representative of the subregion, potentially through methods like surveys, deep canvassing, focus groups, and other strategies. The goal of this outreach work is that Catalyst 2.0 pre-development projects prioritize disinvested community needs and that residents of disinvested communities who are hard-to-reach are participating in CERF-funded projects.

As the BA-HRTC and subregional tables move towards developing potential pilot initiatives, a core principle of that process is that the design and goals of each pilot be driven by impacted workers and community members themselves. To achieve this, we will undertake deep engagement of workers and community members in specific industries and/or constituencies where pilots are being developed. This may be done through workshops, meetings, interviews, surveys, etc., all with the goal of bringing together workers and community members who are directly involved in or impacted by a specific issue area proposed as a potential pilot (for example, this could include childcare workers & low-income parents who need childcare, or immigrant micro-entrepreneurs & community members needing access to goods and services) to discuss and identify needs and challenges they currently face, learn about potential models, policies and resources that we are working to develop, and provide generative input to help guide project development.

Project evaluation and selection criteria for Catalyst 2.0 predevelopment funding will be developed with a strong equity lens, to ensure that criteria are reflective of the challenge facing organizations working in disinvested communities and do not privilege larger and better resourced organizations.

Additional strategies for engagement with disinvested communities explored by the Community Engagement Working Group in the planning phase that may be expanded upon using Catalyst 2.0 funding include reviewing the *IAP2: Advancing the practice of public participation* framework and how it overlaps and contributes to some of the ideas the group has put forth. There is also a strong interest in integrating aspects of the Community Health Worker model (Promotores model) into how we can advise and guide the Sub-Regional Tables to engage community members and also learn from existing CBOs engagement efforts.