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Overview of Layoffs & CSC Rules

May 18, 2026
Civil Service Commission





Agenda

- Layoff Process & CSC Rule 121
- Holdover Rosters & CSC Rule 112
- Resources for Employees

Layoff Process
Civil Service Commission Rule 121



Step 1

- Budget reduction decisions are transmitted from the Mayor's Office to the Department of Human Resources (DHR) and to impacted departments.

121.1.2 The Human Resources Director shall be responsible for administering and making effective the provisions of this Rule, and establishing such administrative controls as may be necessary.



Step 2

- DHR directs departments to identify impacted positions and determine the least senior PCS employees based on citywide seniority. They are instructed to use the following CSC Rules as reference in their analyses:
 - *121.2 – Determination of Seniority*
 - *121.3 – Tie Scores in Seniority*
 - *121.5 – Order of Layoff*
 - *121.6 – Exceptions to Order of Layoff*
 - *121.7 – 121.10 Layoff - Provisional, Probationary and Permanent Appointees*
 - *121.11 – Reinstatement from Entrance Appointment*



Step 2 – Determination of Seniority

Sec. 121.2 Determination of Seniority

121.2.1 Except as may otherwise be provided in this Rule, seniority shall be determined as follows:

1) Permanent

Seniority for permanent appointees shall be determined by the date of permanent appointment following certification to a position in a class in a department. Seniority for appointees granted status or permanent tenure to a class shall be determined by the date of citywide seniority as defined in these Rules in the class from which status or permanent tenure was granted.

2) Temporary from Eligible List

Seniority for temporary employees appointed from an eligible list shall be determined by the date of citywide seniority as defined in these Rules from a certification which resulted in a temporary appointment to a position in a class in a department.

121.2.2 Excluding involuntary leave as provided elsewhere in this Rule, seniority shall not be affected or reduced by current or previous periods of authorized leave of absence or authorized reduction in work schedules.

121.2.3 In calculating permanent seniority in a class, temporary seniority in the same class shall not be added to permanent seniority in a class.

121.2.4 In calculating temporary seniority in a class, permanent seniority in the same class shall be added to temporary seniority in a class.

121.2.5 Seniority acquired in a recognized craft apprenticeship program with the City and County shall be added to seniority in the journey-level class.



Step 2 - Tie Scores in Seniority

Sec. 121.3 **Tie Scores in Seniority**

- 121.3.1** In the event of ties, seniority of civil service appointees shall be determined by rank on the eligible list. In determining rank, earlier eligible lists have priority over later eligible lists and promotive lists have absolute priority over entrance lists.
- 121.3.2** In the event of a tie in rank among appointees from lists of eligibles adopted on or after December 6, 1991, the methods listed below shall be used to determine seniority in the following order of priority until the tie is broken. First, the appointee with the longest continuous service in the class under permanent civil service appointment regardless of department shall be ranked above appointees with lesser service in the class; then, the appointee with the longest continuous citywide service under permanent civil service appointment regardless of class shall be ranked above appointees with lesser citywide service; finally, if the tie has not been broken by the preceding methods, it shall be broken by lot in the manner prescribed by the Human Resources Director and conducted under the supervision of the Human Resources Director or a designee. The decision of the Human Resources Director shall be final and shall not be reconsidered by the Commission. In no case shall service before resignation and reappointment or discharge and reemployment be included in determining length of service for the purposes of this section.



Step 2 - Order of Layoff

Sec. 121.5 Order of Layoff

Except as may otherwise be provided in this Rule, layoff of employees shall be by inverse order of seniority in a class and department in the following order of absolute priority:

- 121.5.1** Provisional
- 121.5.2** Temporary From Eligible List
- 121.5.3** Probationary
- 121.5.4** Permanent



Step 2 - Exceptions to Order of Layoff

Sec. 121.6 Exceptions to Order of Layoff

- 121.6.1** Provisional employees, who qualified for their positions as a result of meeting specific hiring criteria and who are appointed under specific funding guidelines which limit the duration of employment shall be laid off at the end of their designated tenure without effect on any other employees.
- 121.6.2** Persons appointed to positions requiring special qualifications or skills shall be laid off when the work requiring such special qualifications or skills is completed, providing such appointees shall have rights to continue employment within their class in positions where the special qualifications or skills are not required if their name has been reached for certification to a regular position.
- 121.6.3** In the event of a layoff, a person appointed to a position requiring special qualifications or skills as approved by the Human Resources Director shall continue in the position unless a more senior employee or holdover in the class in which the layoff occurs possesses the same qualifications and skills. The Human Resources Director may administer such tests as deemed necessary to determine possession of special qualifications and skills.
- 121.6.4** All exceptions to the order of layoff shall require the express approval of the Human Resources Director.



Step 2 - Layoff – Provisional & Temporary Appointees

Article IV: Layoff - Provisional and Temporary Appointees

Applicability: Rule 121 shall apply to officers and employees in all classes, except the Uniformed Ranks of the Police and Fire Departments and MTA Service-Critical classes; or as noted or as specifically excluded, or except as may be superceded by a collective bargaining agreement for those employees subject to Charter Section 8.409. However, all definitions in Rule 121 are applicable to employees in all classes; excluding only the Uniformed Ranks of the Police and Fire Departments and the MTA Service Critical classes as covered in Volumes II, III and IV.

Sec. 121.7 Layoff - Provisional Appointees

Except as provided, provisional appointees shall be laid off at the discretion of the appointing officer; except that entrance provisional employees shall be laid off prior to the layoff of any promotive provisional appointees in the same class. Provisional appointees who hold permanent status in another class and who are laid off shall revert to their permanent positions.

Sec. 121.8 Temporary Appointees from Eligible List

121.8.1 Order of layoff for temporary appointees shall be by class within a department, by inverse order of seniority except if a more senior temporary appointee elects to be laid off. In the event of a conflict, the temporary appointee with the greater seniority shall have preference.

121.8.2 The names of temporary appointees who are laid off shall be returned to the eligible lists from which appointed for further certification if such lists are still in existence.



Step 2 - Layoff – Probationary Appointees

Article V: Layoff - Probationary Appointees

Applicability: Rule 121 shall apply to officers and employees in all classes, except the Uniformed Ranks of the Police and Fire Departments and MTA Service-Critical classes; or as noted or as specifically excluded, or except as may be superceded by a collective bargaining agreement for those employees subject to Charter Section 8.409. However, all definitions in Rule 121 are applicable to employees in all classes; excluding only the Uniformed Ranks of the Police and Fire Departments and the MTA Service Critical classes as covered in Volumes II, III and IV.

Sec. 121.9 Layoff - Probationary Appointees

- 121.9.1** Probationary appointees shall be laid off in inverse order of the date of citywide seniority as defined in these Rules, except if a more senior probationary or permanent appointee elects to be laid off. In the event of a conflict, the probationary or permanent appointee with the greater seniority shall have preference.
- 121.9.2** As provided elsewhere in these Rules, a probationary appointee, regardless of length of service, may displace any temporary appointee including part-time exempt, in the same class in any department.



Step 2 - Layoff – Permanent Appointees

Article VI: Layoff - Permanent Appointees

Applicability: Rule 121 shall apply to officers and employees in all classes, except the Uniformed Ranks of the Police and Fire Departments and MTA Service-Critical classes; or as noted or as specifically excluded, or except as may be superceded by a collective bargaining agreement for those employees subject to Charter Section 8.409. However, all definitions in Rule 121 are applicable to employees in all classes; excluding only the Uniformed Ranks of the Police and Fire Departments and the MTA Service Critical classes as covered in Volumes II, III and IV.

Sec. 121.10 Layoff - Permanent Appointees

- 121.10.1** Layoff of permanent appointees shall be by class in a department in inverse order of seniority except if a more senior permanent appointee elects to be laid off. In the event of a conflict, the permanent appointee with the greater seniority shall have preference.

- 121.10.2** Layoff shall be treated separately under each appointing officer except that permanent and probationary employees may displace other permanent or probationary employees in the same class with less seniority in any department.



Step 2 - Reinstatement from Entrance Appointment

Sec. 121.11 Reinstatement from Entrance Appointment

An employee laid off from an entrance appointment shall be either:

- 121.11.1** Restored to a position in a class and department which the employee held on a permanent basis immediately prior to appointment in the class from which laid off. If necessary, layoffs in the classes affected shall follow;
- 121.11.2** or, as directed by the Human Resources Director, appointed in rank order of seniority to a position not filled by a permanent employee in any other City department in the class held on a permanent basis immediately prior to appointment in the class from which laid off;
- 121.11.3** or, if options 1 and 2 are exhausted or if the employee had no permanent status prior to appointment in the class from which laid off; the employee, subject to the approval of the Commission, may be appointed to a position in a class similarly related to the class from which the layoff occurred provided such action shall not adversely affect an incumbent certified from an eligible list. The Human Resources Director shall designate and recommend such classes to the Commission.



Step 3

- Upon completion, departments submit their analyses to DHR for review and final confirmation prior to layoff implementation

121.4.3 The Human Resources Director, shall validate the names of those employees to be laid off.



Step 4

- Departments issue layoff notices to impacted employees and provide corresponding notifications to labor unions.

121.4.4 Whenever possible the appointing officer must notify affected employees sufficiently in advance of a layoff.

- Layoff notices included:
 - Notice date, effective date and other terms and conditions in accordance with applicable Collective Bargaining Agreement.

Holdover Rosters
Civil Service Commission Rule 112



CSC Rule 112.13 – Holdover Roster – General Requirements

112.13.1 Holdover Roster - General Requirements

1) Subject to the provisions of this Rule, permanent or part-time appointees who are laid off or placed on an involuntary leave designated as holdovers.

2) The names of holdovers shall be ranked on a holdover roster from which layoff occurs and in the order of total seniority in City and County service. Seniority prior to resignation or termination determining holdover rights in a class.

3) Holdovers shall be returned to duty in rank order from the holdover roster.

4) Holdovers shall, for a period of five (5) years from the date of layoff, be eligible for appointment over eligibles on civil service lists, or employment reinstatement, or reappointment. The Human Resources Director, in special circumstances, may extend the holdover status for such a period as he/she may deem proper.

5) Holdover rosters shall be canvassed in the following order: first, permanent holdover rosters; then, temporary holdover rosters.

6) Permanent holdovers shall be returned to duty in temporary positions. Permanent holdovers shall displace exempt appointees in the same class in any City and County. Holdovers returned to duty in temporary positions shall remain on the permanent holdover roster. In the event of a displacement of a permanent or part-time exempt appointee in the City and County service, the holdover shall be returned to duty in the same class.

7) Permanent holdovers in classes with citywide seniority for layoff purposes shall be entitled to displace only the least senior permanent employee in that class in City and County service. Holdovers who waive such appointment shall remain on the holdover list for subsequent permanent appointment to vacant positions, but may accept a temporary position in the class, if available.

8) Exceptions to Return to Duty in Rank Order

If two (2) or more approved requisitions are on file, the Human Resources Director may permit holdovers in line for appointment, and in accordance with their standing on the holdover roster, to select from the available requisitions the positions to which they desire appointment. In cases where holdovers on rosters who would be reached for appointment on requisitions, the Human Resources Director may consult with appointing officers and employees involved, and if it is in the best interest of the City and County, may offer out said positions to holdovers so as to make it possible for them to return to duty in the department from which laid off.

9) Holdovers who are notified that they are being returned to duty are required to respond to the Department of Human Resources within five (5) business days of the date of notification. The Human Resources Director may extend the time response period beyond five (5) business days. Failure of a holdover to respond within the time limits shall be considered a refusal of the offer and shall be subject to the penalty, provided in this Rule.

10) Except as otherwise provided in these Rules, holdovers who fail to possess and maintain the qualifications required by law and by the terms of the examination announcement under which they participated shall forfeit their eligibility.

11) In all cases of change of address, the Department of Human Resources must be notified in writing separately for each class involved. Notice of change of address to the Post Office and/or the employee's current department only shall not be a reasonable excuse for special consideration in case of failure to respond to notice of return to duty within time limits.

12) Except as otherwise directed by the Human Resources Director, holdovers being returned to duty shall not be required to pass a new medical examination.

13) A properly completed copy of the designated report of layoff or involuntary leave of absence form shall be forwarded to the Department of Human Resources as soon as possible (in advance of the action if possible) so that the Department of Human Resources may record the action and place the employee's name on a holdover roster for immediate consideration for return to duty.

14) Late reports of layoff shall not interfere with nor affect the rights of holdovers to whom notices of return to duty have already been mailed and who have been or may be returned to duty in response to such notices.

15) If there is no holdover roster for a class or if the holdover roster is exhausted, the Human Resources Director may authorize that a holdover be returned to duty from another holdover roster deemed suitable to temporarily provide the required service. If no other roster is available, the position shall be offered to eligibles on regular civil service eligible lists or to individuals requesting transfer, reinstatement or reappointment.

16) Holdovers returned to duty shall be reinstated with accrued compensatory time, if any, and with their original anniversary date for the purposes of computing sick leave and vacation benefits.



CSC Rule 112.13 – Holdover Roster – General Requirements

- Laid off PCS employees are placed on a holdover roster in rank order of citywide seniority in the class
- Holdovers must be returned to duty in rank order and have 5 years of preferential appointment rights over other candidates
- Holdovers are offered placement into vacant, approved positions
- If no vacancy, Holdovers are entitled to displace the least senior citywide permanent employee in that class
- Holdovers must respond to return-to-duty notices within 5 business days and must maintain required qualifications; failure to respond treated as refusal
- Holdovers are reinstated with accrued compensatory time and their original anniversary date for leave benefit calculation



CSC Rule 112.13 – Holdover Roster – General Requirements

112.13.3 Holdover - Permanent and Probationary Appointees

1) A permanent or probationary appointee to a promotional or entrance position who is laid off shall be designated a "permanent holdover" and shall be returned to duty in a position in the class from which laid off from a holdover roster as provided in this Rule.

2) A permanent holdover returned to duty on a permanent basis in a department other than the one from which laid off shall serve a new probationary period.

3) Return to duty of a permanent holdover to a position in the class from which laid off shall be subject to the following conditions:

4) Return to Duty - Department From Which Laid Off

Permanent Vacancy - A permanent holdover who refuses an offer to return to duty on a permanent basis in the department from which laid off shall forfeit all holdover rights in that class, and shall be removed from all rosters for that class. Such refusal of return to duty shall be deemed a resignation.

Temporary Vacancy - Permanent holdovers may refuse an offer to return to duty on a temporary basis in the department from which laid off without affecting future offers to be returned to duty. Waiver of temporary appointment shall not be removed without the permission of the Human Resources Director.

5) Return to Duty - Department Other Than the One From Which Laid Off

Permanent holdovers may refuse an offer to return to duty on a permanent or temporary basis in a department other than the department from which laid off without affecting future offers to be returned to duty. Such departmental waivers shall not be withdrawn without the approval of the Human Resources Director.

6) A permanent holdover who was laid off during the probationary period and who is returned to duty in the department from which laid off shall complete the remaining period of probationary service.

112.13.3 Holdover - Permanent and Probationary Appointees (cont.)

7) Transferees who are laid off during the probationary period shall be ranked on the permanent holdover roster for the class in accordance with their seniority in the class in the City and County service.

8) Permanent holdovers who resign or are released during the probationary period may be returned to the holdover roster from which appointed subject to the provisions of these Rules. Such holdovers shall not displace any current permanent or probationary employees, but shall remain on the list for subsequent permanent appointment to vacant positions and may accept a temporary position in the class, if available.



CSC Rule 112.13 – Holdover Roster – General Requirements

- Holdover Refusals/Waivers –
 - Refusal from department from which laid off – forfeit all holdover rights in that class and removed from holdover list; deemed a resignation
 - Refusal from department other than the one from which laid off – placed under waiver for all future offers for that department
- Holdovers serve a probation period (*if placed into a department other than the one from which laid off*)
- Holdovers released from probation period may be returned to holdover roster for subsequent appointment to vacant positions

Resources for Employees



Employee Layoff Information

Employee layoff information

The Department of Human Resources oversees citywide layoffs and ensures Civil Service Rules and policies are applied consistently and respectfully.

[Human Resources](#)

The Department of Human Resources is charged with citywide coordination of layoffs and displacements due to layoffs. Our goal is to ensure that applicable Civil Service Rules and Department of Human Resources policies and procedures governing employee layoffs are applied with consistency, compassion and respect. For that reason, we have compiled the following informational materials and resources for both departments and employees.

These materials are intended to provide information on current procedures for implementing departmental layoffs and subsequent Citywide displacement and return-to-duty processes. In addition, there is information about the services and benefits available to employees who are laid off and/or displaced as a result of a layoff. Please be aware that not every policy, rule or procedure related to layoffs is included in these materials.

General Information

- [Employee Layoff Information \(April 2026\)](#)
- [Career Transition Resources \(April - June 2026\)](#)

For details about employee rights and benefits, refer to the [Civil Service Rules](#) and to the applicable [Collective Bargaining Agreements](#).

- Employee Layoff Information Guide provides information on current procedures for implementing departmental layoffs and subsequent Citywide displacement and return-to-duty processes.
- In addition, there is information about the services and benefits available to employees who are laid off and/or displaced as a result of a layoff.



Career Transition Resources for Impacted Employees

- DHR is offering various resources to support impacted employees, including Career Center sessions, 1-1 career advising, and coordinated presentations with SF Health Service System and SFERS.
- Virtual and in-person services are available.

Career Transition Resources webpage:

<https://www.sf.gov/career-transition-resources>

Sign up for services:

<https://forms.cloud.microsoft/g/VY0qeYaqcS>

The screenshot shows the SF.gov website with a navigation bar at the top containing 'Services', 'Departments', 'Jobs', and 'Contact'. A search bar is on the right. The main heading is 'Career Transition Resources'. Below it, a paragraph states: '(April - June 2026) The Department of Human Resources offers the following career resources to support City and County of San Francisco employees impacted by layoffs or employment releases. Services will be offered virtually or in-person at the City Career Center in Room 110 City Hall.' A blue callout box contains the text: 'Visit <https://forms.cloud.microsoft/g/VY0qeYaqcS> to register for sessions.' Below this are three sections: 'Benefits Information Sessions and Individual Advising Appointments', 'Maintaining Health Coverage Information Session', and 'Description'. The 'Description' section includes the text: 'Learn how to maintain health coverage when transitioning out of City employment, including information on COBRA and Covered California.' and 'Register for virtual sessions at <https://forms.cloud.microsoft/g/VY0qeYaqcS>'. The 'Date, Time, and Location' section lists 'Virtual' sessions: 'April 14, 2 pm - 3 pm' and 'May 4, 11 am - 12 pm', and 'In-Person' sessions at 'City Hall Career Center, Room 110'.

Questions?

