



# Welcome to the Committee on City Workforce Alignment (CCWA) Meeting October 29, 2025

HOSTED BY: THE OFFICE OF ECONOMIC & WORKFORCE  
DEVELOPMENT

## RAMAYTUSH OHLONE LAND ACKNOWLEDGEMENT

The Committee on City Workforce Alignment acknowledges that we are on the unceded ancestral homeland of the Ramaytush (rah-my- toosh) Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land, and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

# Housekeeping

## ► Recording

- Audio, video, and chat will be monitored and recorded.

## ► Audio and Video

- We respect all participants in this convening today and want to create a safe space for all. By default, all participants will be muted and video is disabled. Video will be on for speakers only.

## ► Public Comment

- To submit public comment, please select the Chat button at the bottom of your screen and send a message to "Public Comment." You can either put your question in the chat or request to speak.

# Agenda

1. Ohlone Land Acknowledgement, Announcements, & Housekeeping (Discussion Item)
2. Roll Call (Discussion Item)
3. Chair's Welcome (Discussion Item)
4. Adoption of the Agenda (Action Item)
5. Approval of the Minutes from July 30, 2025 Meeting (Action Item)
6. Committee on City Workforce Alignment— Working Groups Updates (Discussion Item)
7. FY 24-25 Citywide Workforce Services Inventory (Discussion Item)
8. Opportunities for Partnership and Collaboration (Discussion Item)
9. Public Comment on Non-Agenda Items (Discussion Item)
10. Adjournment (Action Item)



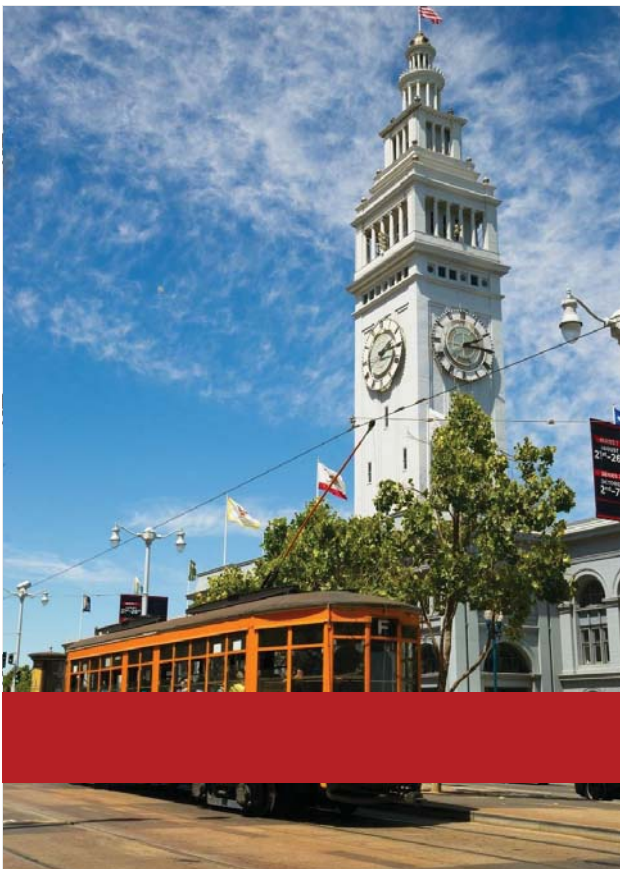
October 29, 2025

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# **Committee on City Workforce Alignment**

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San Francisco Office of Economic and Workforce Development  
[www.oewd.org](http://www.oewd.org)



October 29, 2025

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# **Committee on City Workforce Alignment Working Groups Updates**

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**Prepared for  
Committee on City Workforce Alignment**

San Francisco Office of Economic and Workforce Development  
[www.oewd.org](http://www.oewd.org)



**Coordination of Partners' Plans and Priorities**



**Equitably Invest in Workforce Programs for our Most Vulnerable**



**Invest in Workforce Development Across the Life Course**



**Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers**



**Enable Data-Sharing for Better Coordination Between Workforce & Other Systems**



**Coordination of Partners' Plans and Priorities**

**CO-CHAIRS**

**Julia Ma, Department of Human Resources**

**WORKING  
GROUP  
MEMBERS**



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**



**SAN FRANCISCO  
OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT**

**LAST MEETING**

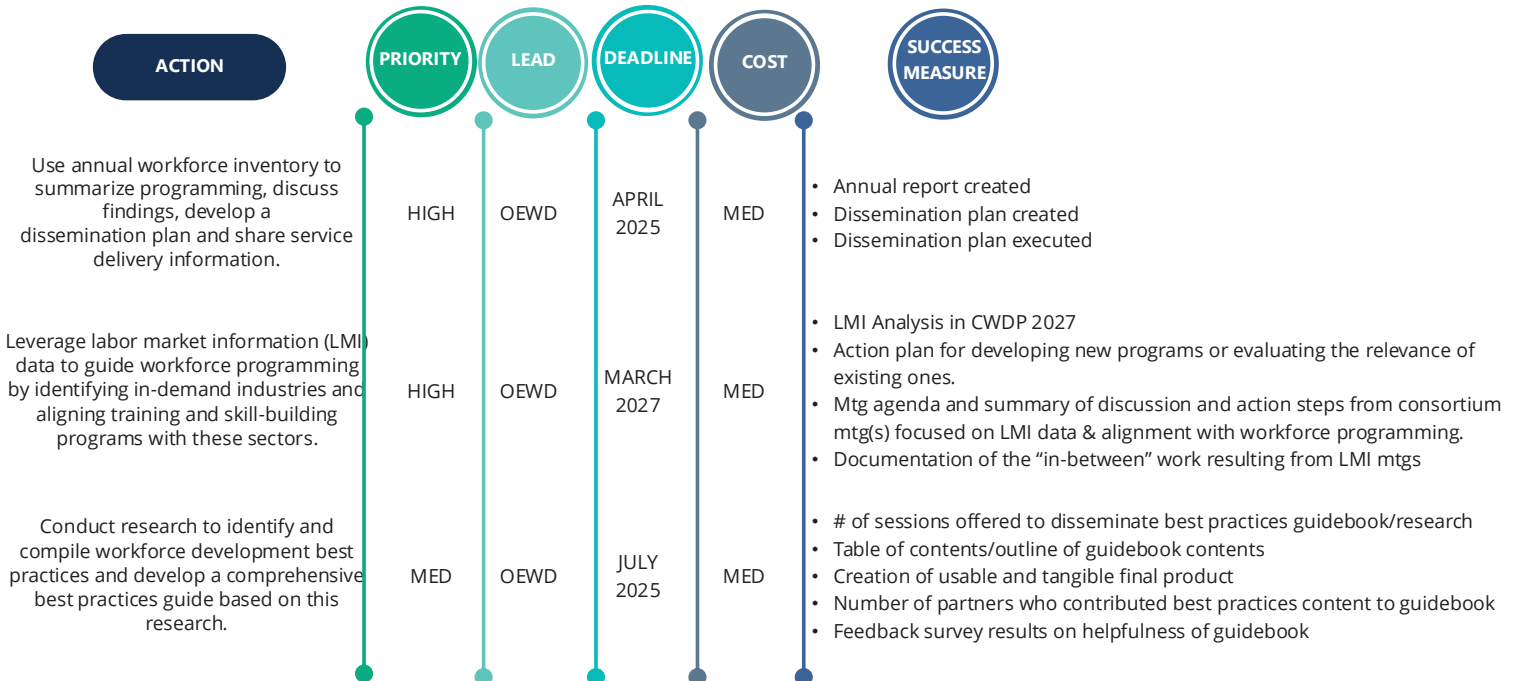
**Monday, August 4, 2025, 9:30 AM–11:00 AM**

**NEXT MEETING**

**Friday, November 14, 2025, 9:30 AM–11:00 AM**

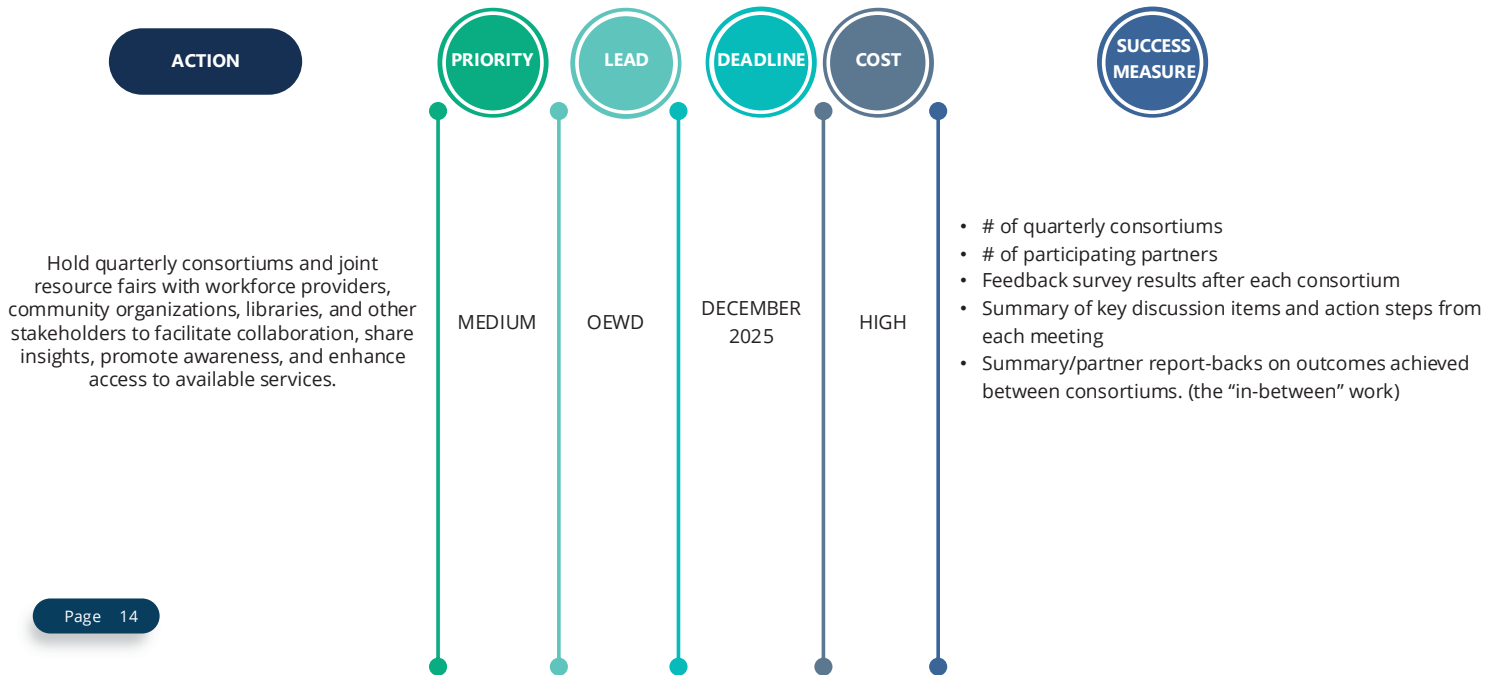


## Outcome 1.2: Shared understanding of existing services, terminology, and best practices.



| Section  | Description  | Contents   |
|--|--|--|
| <b>San Francisco Workforce Services</b>              | Outlines the types of services offered throughout the San Francisco Workforce Development System utilizing the adopted definition. It highlights the full continuum of services, from early career exploration and navigation to training, employment, and wraparound supports, that enable residents to access and succeed in the workforce.                    | <ul style="list-style-type: none"> <li>Workforce Navigation</li> <li>Employment</li> <li>Training</li> </ul> <ul style="list-style-type: none"> <li>Supportive</li> <li>Educational Support</li> <li>Youth Development Services</li> </ul>   |
| <b>Priority Service Populations</b>                  | Centers equity by showcasing workforce practices tailored to San Francisco's most vulnerable and historically excluded populations. Each subsection uplifts strategies that reflect cultural humility, lived experience, and service integration, ensuring workforce programs meet people where they are and support their unique pathways to economic mobility. | <ul style="list-style-type: none"> <li>Older Adults</li> <li>Transitional-Aged Youth (TAY)</li> <li>Youth</li> <li>English Language Learner (ELL)</li> <li>Active or Formerly Justice-Involved Individuals</li> <li>Foster Care Youth</li> <li>Homeless</li> </ul> <ul style="list-style-type: none"> <li>Individuals with Disabilities</li> <li>Public Benefits Recipients</li> <li>Public Housing Residents</li> <li>Women and Gender Expressive Communities</li> <li>Veterans</li> <li>BIPOC</li> <li>Immigrants</li> </ul> |
| <b>Best Practices from San Francisco Departments</b> | Showcases innovative practices led by City departments, demonstrating how public agencies are implementing workforce programs that are equitable, outcomes-driven, and aligned with departmental missions. These examples will help other departments and providers adopt similar approaches and build stronger system-wide coordination.                        | <ul style="list-style-type: none"> <li>Adult Probation Department (APD)</li> <li>Department of Children, Youth, and Their Families (DCYF)</li> <li>Department of Human Resources (DHR)</li> <li>San Francisco Fire Department (SFFD)</li> </ul> <ul style="list-style-type: none"> <li>Human Services Agency (HSA)</li> <li>Office of Economic and Workforce Development (OEWD)</li> <li>San Francisco International Airport (SFO)</li> </ul>  |
| <b>Labor Principles</b>                              | This section summarizes labor standards and high road training principles. These standards serve as a guide for the creation of apprenticeship programs.   | <ul style="list-style-type: none"> <li>High Road Training Principles</li> <li>Labor Standards</li> </ul>   |

## Outcome 1.4: Strong partnerships with CBOs, labor partners, and local educational institutions for career pipeline programs.



### 9:00 AM – 9:30 AM: REGISTRATION AND NETWORKING

Location: Training Rooms Lobby

### 9:30 AM – 10:00 AM: WELCOME PANEL – COMMITTEE ON CITY WORKFORCE ALIGNMENT

Location: Training Rooms 132, 134 & 136

### 10:10 AM – 11:10 AM: BREAKOUT SESSIONS: ROUND 1

Topic: The Future of Work for Youth and Young Adults

Location: Training Room 132 & 134

Topic: Worker Co-ops for Youth Job Seekers

Location: Training Room 136

### 11:20 AM – 12:20 PM: BREAKOUT SESSIONS: ROUND 2

Topic: Shaping Future Youth Workforce Funding & Program Development

Location: Training Room 132 & 134

Topic: Vulnerable Populations World Café

Location: Training Room 136

### 12:20 PM – 1:00 PM: LUNCH BREAK & GALLERY WALK

Location: Training Rooms 132, 134 & 136

### 1:00 PM – 1:15 PM: CLOSING & NEXT STEPS

Location: Training Room 132

# Welcome Panel Speakers



**Iowayna Peña**

Director of  
Workforce  
Development

Office of Economic  
and Workforce  
Development



**Dion-Jay (DJ)  
Brookter**

Chief Executive  
Officer

Young Community  
Developers



**Rudy  
Gonzalez**

Secretary-Treasurer

San Francisco  
Building &  
Construction Trades  
Council



**Julia Fong  
Ma**

Department of  
Human Resources

Workforce and  
Organizational  
Development  
Director



**Demetrius  
Durham**

Workforce  
Development Lead  
& Organizational  
Consultant

University of  
California, San  
Francisco

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## Enable Data-Sharing for Better Coordination Between Workforce & Other Systems

CO-CHAIR:

**Christina Robinson, Department of Human Resources**

WORKING  
GROUP  
MEMBERS:



SAN FRANCISCO  
HUMAN SERVICES AGENCY



SAN FRANCISCO  
OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT

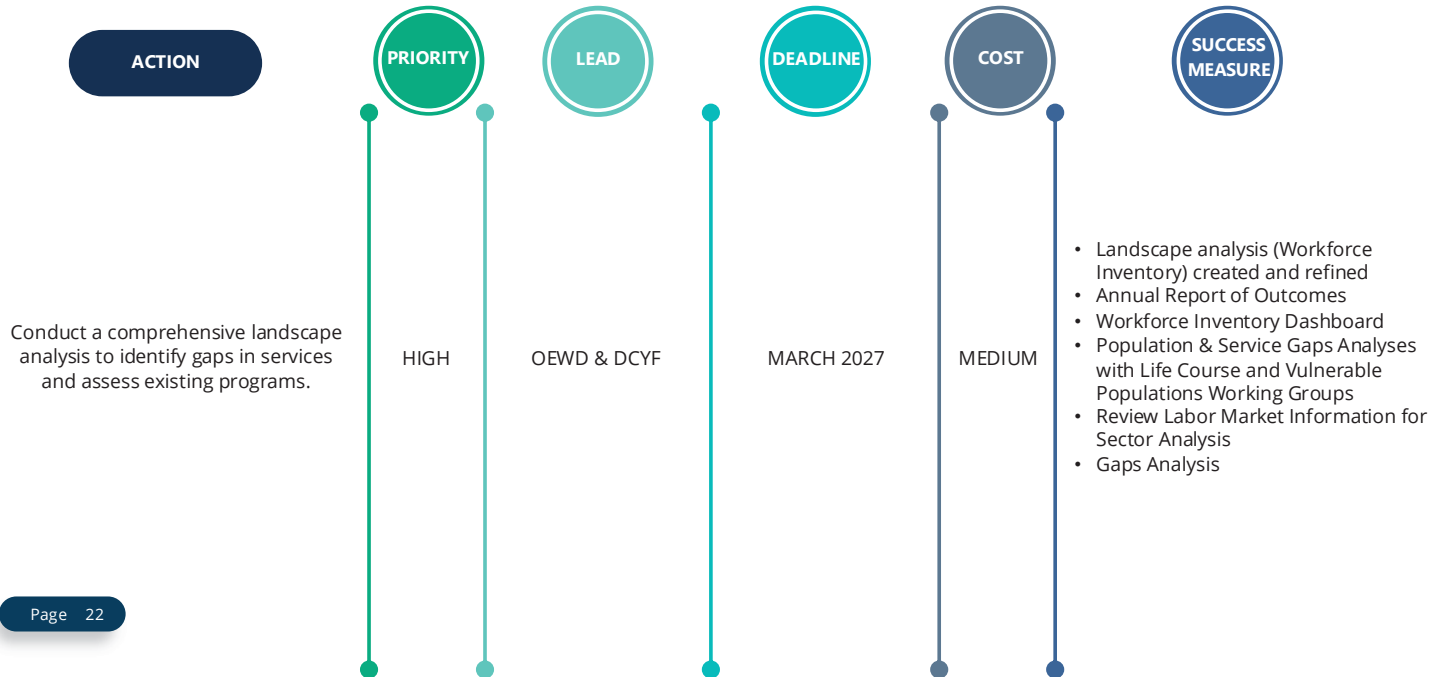
LAST MEETING

**September 24, 2025**

NEXT MEETING

**January 2026**

## OUTCOME 5.1: Identify and reduce duplication and gaps in services.



### San Francisco Committee on City Workforce Alignment (CCWA)

### Workforce Services Inventory FY2023-24 Program Summary & Directory

#### Filters

Department

All

Age Groups Served

All

Employment Status

All

Vulnerable Population

All

Worker Stage

All

295

Count of Programs

24

Count of Departments

\$200.57M

Total Spending

| Department | Program Name  | Program Description  | Type of Workforce Program |
|------------|---|--|---------------------------|
| APD        | SF Goodwill (CASC Employment Services)                                    | The CASC Goodwill employment program includes job readiness training, job placement and retention services, and barrier removal. Goodwill's goal is to prepare clients with the skills and understanding to obtain gainful employment--a job, thereby decreasing the risk of recidivism and incarceration.   | Service Delivery          |
| APD        | Young Community Developers IPO  | Interrupt, Predict, Organize (IPO) is a violence prevention program integrating subsidized employment, professional development, and case management.  | Service Delivery          |
| DCYF       | Bridges from School to Work (Bridges from School to Work, Inc.)           | Bridges from School to Work (Bridges) provides employment services to young adults with significant barriers to employment ages 16-24. Priority populations are youth who are or were in Special Education and opportunity youth with other life challenges. Bridges provides comprehensive job-readiness, job placement and job retention services. Bridges is a real employment agency focused on unsubsidized employment, helping participants find real jobs that match their talents and interests.   | Internship                |
| DCYF       | Burton High School Pathways and Partnerships (Bayview Hunters Point YMCA) | Aligned to SFUSD's CTE vision and Burton's community school vision, the Bayview Y will oversee the implementation of job readiness training and WBL experiences through Burton's Pathway Program. In Health Science we will establish a subcontractor relationship with FACES for the Future Coalition (FACES) to ensure students are trained/assessed in skills that provide them access to health professions and will support ongoing partnerships. In Engineering and Media Art we will manage Burton's current partnerships and cultivate additional industry partners as needed. We will work with lead teachers to embed our Transition into Independent Living Life-Skills (TILL) job readiness curriculum to develop career ready skills and improve social emotional learning. Our team will work side-by-side | Internship                |



## Committee on City Workforce Alignment ASSET GALLERY



## Youth Workforce Consortium Participant Survey

1. I know how to connect with the San Francisco Workforce System and other providers. ★ ★ ★ ★ ☆ **4.00**  
Average Rating
2. I developed at least one meaningful connection with a new colleague or provider. ★ ★ ★ ★ ☆ **4.35**  
Average Rating
3. I identified opportunities for collaboration. ★ ★ ★ ★ ☆ **4.00**  
Average Rating
4. I increased my understanding of the San Francisco Workforce System and its stakeholders. ★ ★ ★ ★ ☆ **4.04**  
Average Rating
5. I am interested in attending another Workforce Alignment Consortium. ★ ★ ★ ★ ★ **4.74**  
Average Rating
6. Please provide suggestions for improvement in the future, including logistics, operations, and/or other topics you would like to see at these sessions.
  - "Thank you OEWD team! Looking forward to more sessions in the future."
  - "I loved the breakout sessions—the topics allowed for deep thought and sharing of the issues facing TAY youth."
  - "Would love more time for collaboration and networking—maybe even an all-day conference."
  - "It may not sound pleasant, but creating space for real-time sharing and venting could help us find shared solutions."
  - "This was my first opportunity to see what's happening. I appreciated learning the names and faces of people doing similar work."
  - "A 'speed networking' or guided connection activity could help us get to know more CBOs."



## Invest in Workforce Development Across the Life Course

CO-CHAIRS

Ruth Barajas, Mission Language and Vocational School  
Dion-Jay Brookter, Young Community Developers

WORKING  
GROUP  
MEMBERS



LAST MEETING

October 2, 2025 – Youth Workforce Consortium

NEXT MEETING

January 2026

## The Future of Work for Youth & Young Adults

Exploring the Impact of AI on Youth Employment, Now and in the Future







### HOW SHOULD THE CITY CHANGE?

- More teacher training + acceptance + integration
- Funding!
  - teachers/staff training
  - lab spaces
  - demonstrations
  - partnerships with AI industry
    - ↳ bring them into community-based conversations
    - ↳ encourage investment into local workforce pipeline

October 2, 2025

# Youth Consortium

RFP Timeline & Youth Employment Priorities



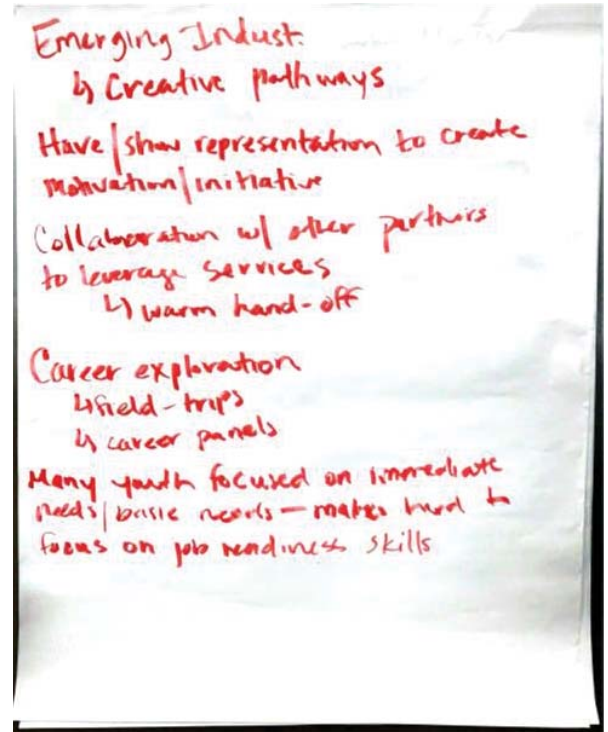
San Francisco  
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## Equitably Invest in Workforce Programs for our Most Vulnerable

CO-CHAIRS

Tiffany Jackson, Hospitality House  
Anthony Bush, HSH

WORKING  
GROUP  
MEMBERS



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING



Hospitality House



SAN FRANCISCO  
HUMAN SERVICES AGENCY



SAN FRANCISCO  
OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT

LAST MEETING

October 10, 2025

NEXT MEETING

January 2026



## What is a cooperative?

|                |  |
|----------------|--|
| Income         | Profit Sharing way to earn profit and not become an employee.    |
| Business Owner | Benefits of a business owner like flexible hours, own boss, etc. |
| Team           | Team of business owners take responsibility for work.            |



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## World Café: Vulnerable Populations

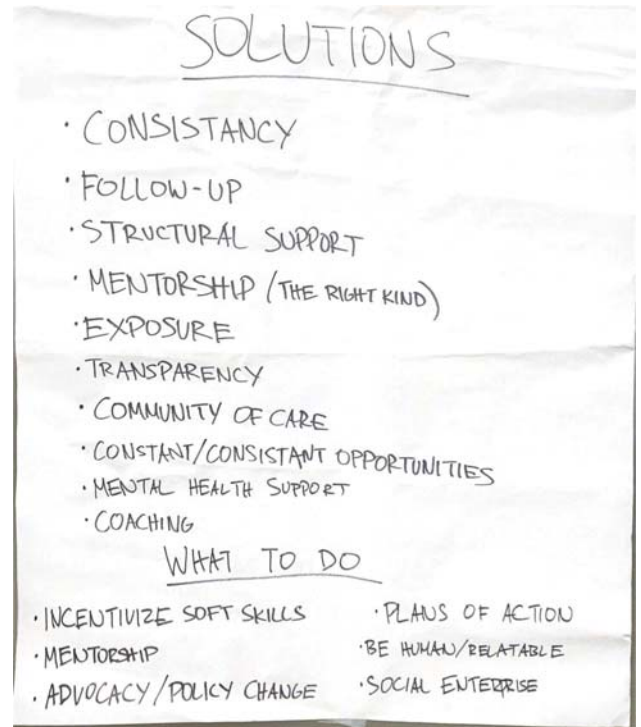
*Centering Youth Voices to Break  
Barriers and Build Pathways*

### Topics:

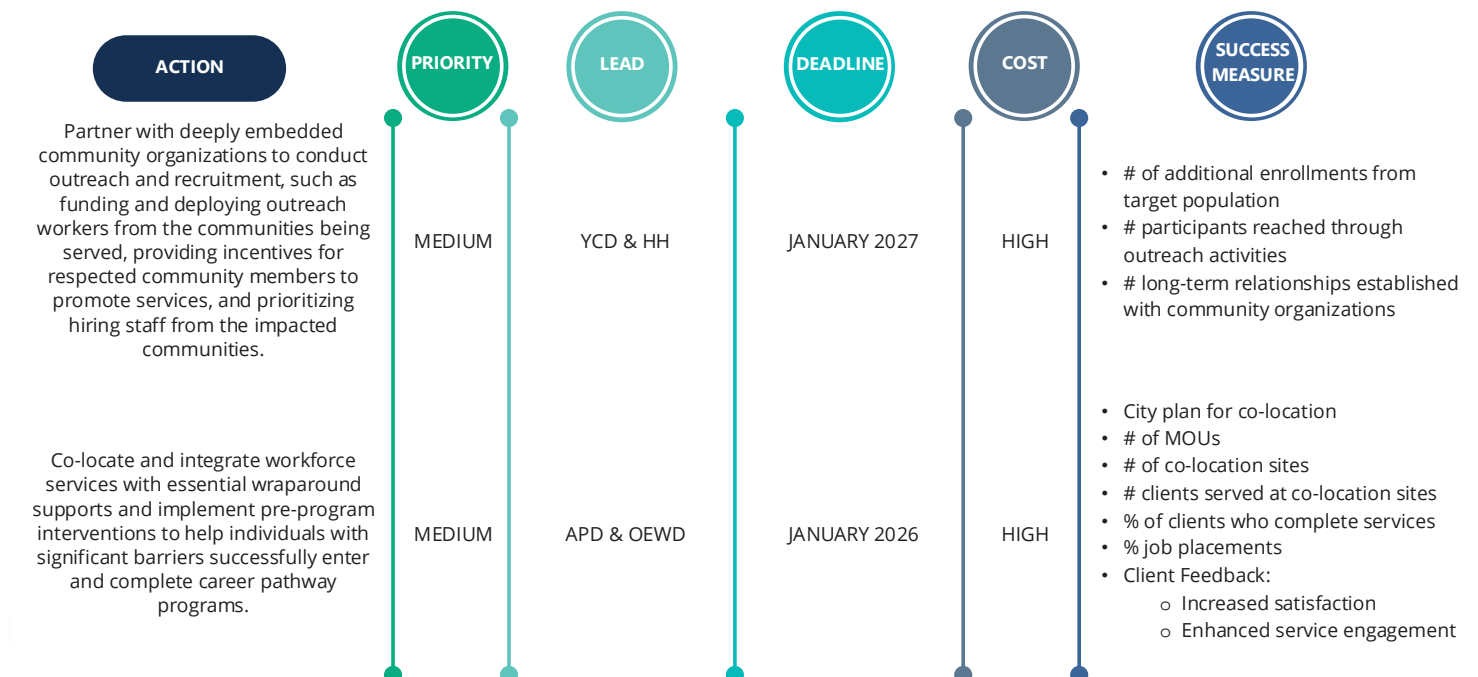
- Right-to-Work barriers
- Homelessness / Under housing
- Justice-Impacted Youth
- Mental Health & Wellness
- Open Topic (crowd-sourced)







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



## What Should Be Mapped?



*This map outlines primary locations for providers, though it is important to note that many providers may operate out of multiple locations or satellite offices embedded in schools, libraries, or other locations, and these are not captured on this map.*

| Service Category                | Examples   | Social Determinant of Work | Pick your top 3 workforce assets to map. |
|---------------------------------|--|----------------------------|--|
| Youth Education & Training      | Afterschool programs, high school re-engagement, GED prep, literacy, job readiness training, training hubs |                            |  |
| Mental Health & Wellness        | Community clinics, crisis centers, trauma-informed therapy, harm reduction, substance use treatment        |                            |  |
| Housing Support                 | Emergency shelters, transitional housing, re-entry housing, host homes, youth housing navigators           |                            |  |
| Food Access                     | Food pantries, school food programs, community fridges, meal sites, culturally relevant food, EBT access   |                            |  |
| Childcare & Parenting Support   | Subsidized childcare, parenting workshops, early learning centers  |                            |  |
| Transportation Access           | Free/subsidized transit, shuttle programs, gas vouchers, proximity to transit                              |                            |  |
| Digital Access                  | Free Wi-Fi hotspots, public computer labs, device lending, digital skills support                          |                            |  |
| Legal & Income Supports         | Legal aid, record expungement, tax help, worker protections, benefits enrollment                           |                            |  |
| Language & Immigration Services | ESL classes, citizenship support, immigration legal aid  |                            |  |
| Innovative Workforce Pathways   | Co-ops, green jobs, civic engagement, entrepreneurship, climate corps                                      |                            |  |
| Community & Employer Anchors    | Inclusive employers, barbershops, churches, community centers, libraries, informal support hubs            |                            |  |



# 4

## Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

CO-CHAIRS:

**Bart Pantoja, San Francisco Building and Construction Trades Council**

WORKING GROUP MEMBERS:



San Francisco  
Department of Public Health



SAN FRANCISCO  
OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT



LAST MEETING

**October 22, 2025**

NEXT MEETING

**January 2026**

## OUTCOME 4.1: Long-term jobs, skill development, and livable wages for apprentices

| ACTION   | PRIORITY | LEAD                 | DEADLINE   | COST | SUCCESS MEASURE  |
|--|----------|----------------------|------------|------|--|
| Align apprenticeship and pre-apprenticeship programs with labor market trends and industry demands, particularly in addressing workforce shortages and uplifting non-traditional apprenticeship sectors.                       | HIGH     | OEWD                 | MARCH 2027 | LOW  | <ul style="list-style-type: none"> <li>• Labor Market Analysis of sectors and occupations</li> </ul>   |
| Develop relevant apprenticeship and vocational opportunities by working closely with unions, public and private school systems, and employers to secure commitments for job placements and continuing education opportunities. | HIGH     | OEWD, DHR, PUC & DPW | MARCH 2026 | HIGH | <ul style="list-style-type: none"> <li>• # new apprenticeship opportunities</li> <li>• # new vocational training programs</li> <li>• # job placements</li> </ul> |



## 2024-2025 Pre-Apprenticeship Pilot

# CITY COLLEGE OF SAN FRANCISCO

## APPRENTICESHIPS

10/22/25



### Current CCSF Apprenticeships & Pre-Apprenticeships

| Traditional   | Non-Traditional  |
|---|--|
| <ul style="list-style-type: none"><li>• Fire Academy (20wks - \$90k/yr)</li><li>• Plumbers (5yrs - \$72k+/yr)</li><li>• Plasterers (4yrs - \$50k+/yr)</li><li>• Machinists (4yrs - \$68k/yr)</li></ul>                      | <ul style="list-style-type: none"><li>• Community Health Worker (16mos - \$22/hr)</li><li>• IT Operations Support Specialist (1yr - \$63k/yr)</li><li>• Paraeducator: Early Childhood &amp; SPED (4yrs - \$31/hr)</li><li>• Laborers/Gardeners (2yrs - \$56k/yr)</li><li>• Insurance (2yrs - \$48k/yr)</li></ul> |
| <ul style="list-style-type: none"><li>• CityBuild Academy Construction Pre-App. (12wks)</li><li>• Automotive Pre-App. (18wks)</li><li>• Machining Pre-App. (1 summer)</li><li>• Civil Engineering Pre-App. (2yrs)</li></ul> | <ul style="list-style-type: none"><li>• Community Health Worker Pre-Apprenticeship (1 semester)</li></ul>  |





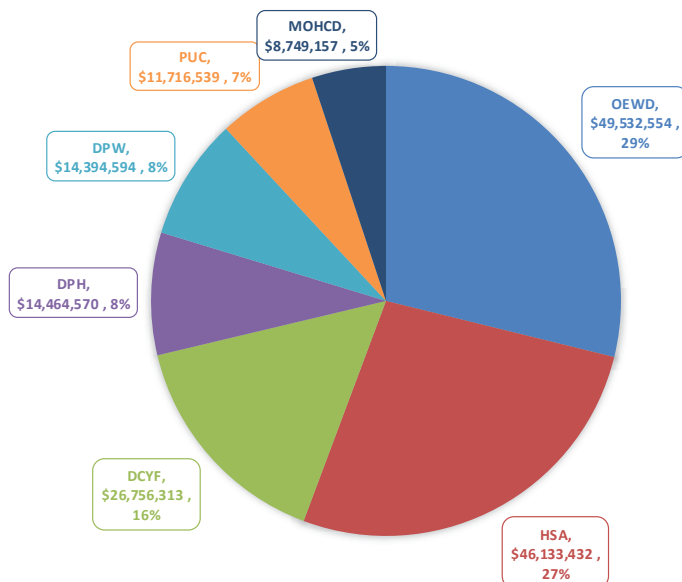


October 29, 2025

# FY 24-25 Citywide Workforce Services Inventory

San Francisco Office of Economic and Workforce Development  
[www.oewd.org](http://www.oewd.org)

## \$201M Invested in Workforce Services



Departmental Share Of Citywide Workforce Expenditures, FY 2023-24.

**49,382**  
“Unique  
Clients”

**79,352**  
Program  
Participants

**23,099**  
Training  
Completions

**20,966**  
Job  
Placements



# FY 24-25 Inventory Timeline

Alignment Committee releases FY  
24-25 Workforce Inventory  
instrument to City Departments.

FY 24-25 submissions due  
Friday, December 19, 2025

City analysts review data analysis.

FY 24-25 Workforce Inventory  
Dashboard Development

October 2025

November 2025

December 2025

January 2026

March 2026

April 2026

September 2026

Technical Assistance:  
Training Sessions

Friday, 11/14 12:00–1:00 PM

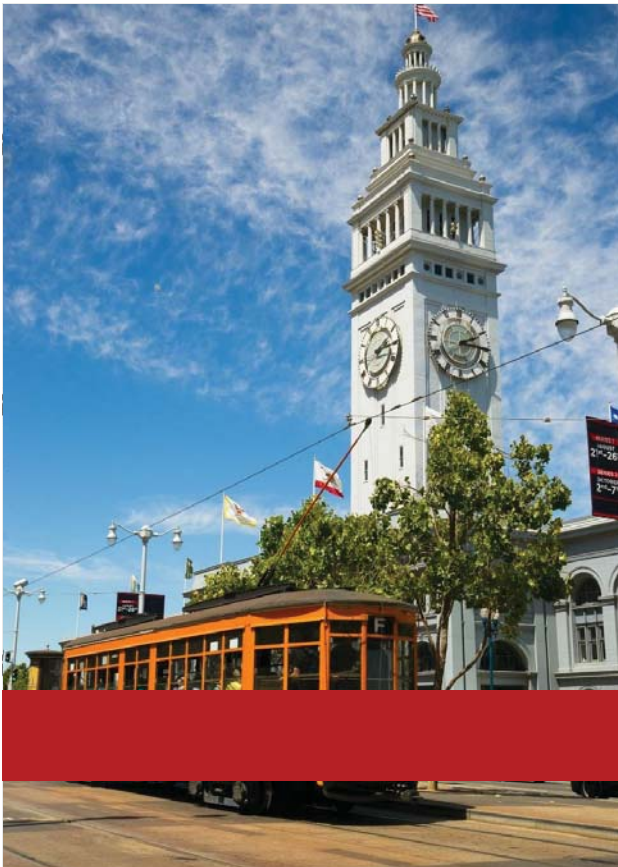
Tuesday, 11/18, 10:00–11:00 AM

Office Hours

Alignment Committee Reviews  
Preliminary Results

Alignment Committee receives FY  
24-25 Workforce Inventory  
Update.

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October 29, 2025

## Opportunities for Partnership and Collaboration



Thank you for joining the  
Committee on City Workforce Alignment (CCWA)

**QUESTIONS OR NEEDS? PLEASE CONTACT:**  
**JENNIFER.HAND@SFGOV.ORG**