

COMMITTEE ON CITY WORKFORCE ALIGNMENT

Draft Minutes of The
April 30, 2025
War Memorial Veterans Building, Green Room, 2nd Floor
San Francisco, CA 94102

CCWA Voting Members Present

Iowayna Peña, OEWD
Brittini Chicuata, HRC
Anna Pineda, HSA
Ben Poole, PUC
Julia Ma, DHR
Maribel Mora, DPH
Althea O'Brien, DPW
Anthony Bush, DSHS

Taras Madison, APD
Shamann Walton, BOS
Ruth Barajas, BACR

CCWA Additional Members Present

Christopher Walker, BACR

CCWA Staff Present

Chad Houston, Chair
Tai Seals-Jackson, Secretary
Jen Hand, OEWD
Miriam Palma-Trujillo, OEWD
Jen Salerno, OEWD

CCWA Members Absent

Sherrice Dorsey-Smith, DCYF
Anni Chung, Self-Help for the Elderly
Dion Jay Brookter, Young Community
Developers
Tiffany Jackson, Hospitality House
Bart Pantoja, San Francisco Building and
Construction Trades
Vince Courtney, Northern California District
Council of Laborers

Ohlone Land Acknowledgement, Announcements & Housekeeping (Discussion Item)

Chair Houston called the meeting to order at 9:13 a.m. Secretary Tai Seals-Jackson (OEWD) opened the meeting by reciting the Ohlone Land Acknowledgement and reviewing housekeeping rules.

Roll Call (Discussion Item)

Chair Houston requested that Secretary Seals-Jackson conduct roll call. Secretary Seals-Jackson conducted roll call and announced that a quorum was present.

Chair's Welcome (Discussion Item)

Chair Houston, Director of Workforce Strategy of OEWD's Workforce Division, welcomed Committee members and attendees. He also recognized the contributions of OEWD staff, including Workforce Impact Manager Jen Hand, Secretary Seals-Jackson, Workforce Planning Manager Jennifer Salerno, and Workforce Impact Specialist Miriam Palma-Trujillo for their role in preparing for and facilitating the working group meetings.

Adoption of the

Chair Houston solicited comments on the agenda from CCWA members. Seeing none, Chair Houston

Agenda <i>(Action Item)</i>	requested a motion to adopt the meeting agenda. Member Poole made the motion, which was seconded by Member Ma and passed unanimously.
Approval of the minutes from January 29th, 2025 <i>(Action Item)</i>	Chair Houston directed CCWA members to review the minutes from January 29th. Next, Chair Houston solicited comments from CCWA Members. Seeing none, Chair Houston requested a motion to approve the minutes. Member Ma made the motion which was seconded by Member Poole. The motion passed unanimously.
Citywide Workforce Development Plan- One-Year- Update Submission <i>(Discussion Item)</i>	Chair Houston introduced agenda Item 6 - The One-Year Update of the Citywide Workforce Development Plan. He asked Ms. Hand to provide a brief update on the plan's progress. Ms. Hand stated that the one-year update was submitted on time, as required by legislation, to both the Workforce Investment San Francisco (WISF) Board and the Board of Supervisors. Seeing no questions about this item, Chair Houston moved on to the next agenda item.
Committee on City Workforce Alignment- Working Group Updates <i>(Discussion Item)</i>	<p>Chair Houston introduced Ms. Hand to provide an update on Working Group #5: Enable Data-Sharing for Better Coordination Between Workforce & Other Systems. The working group did not meet this quarter. OEWD and DCYF are currently collaborating to develop a Power BI dashboard that will visualize the Workforce Services Inventory data. This dashboard is scheduled to be previewed at the next Working Group #5 meeting in June or July.</p> <p>Ms. Hand then provided an update on Working Group #4: Enhance Apprenticeship & Pre-Apprenticeship Programs. She shared that the group recently held a productive meeting that included participation from key City departments such as SFMTA and the Port, with the goal of aligning apprenticeship strategies with workforce demand. The discussion focused on strengthening coordination with educational partners like SFUSD and City College and identifying high-demand occupations—including pile drivers, automotive machinists, transit power line workers, and stationary engineers. The group also explored how large-scale City development projects, such as Candlestick Point, could be used as a framework for workforce planning. There was interest in integrating hiring and training commitments into development agreements to expand employment pathways. Chair Houston expressed support for continuing this conversation during the group's next meeting in July.</p> <p>Member Barajas provided updates for Working Group #3: Invest in Workforce Development Across the Life Course. The update highlighted progress on several key workforce initiatives. The team successfully integrated worker stages into the FY23–24 workforce services inventory, capturing data from 295 programs across city departments. Concerns were raised by community-based organizations (CBOs) about joint procurement processes potentially burdening smaller nonprofits, while Proposition J was noted as an opportunity for better departmental coordination.</p> <p>A quarterly youth workforce consortium was proposed to convene Citywide workforce stakeholders—including youth providers—with a target launch in Fall 2025. The group plans to elevate this recommendation to Working Group #1 for formal adoption.</p> <p>Members also emphasized the importance of financial education across the life course, with contributions of curriculum underway from Self-Help for the Elderly, BACR, and YCD. The working group is aiming to develop a shared best-practice toolkit to support citywide financial literacy initiatives.</p> <p>Further updates focused on employer engagement. Members discussed strengthening partnerships between OEWD's Employer Services Unit, non-grantee CBOs, and other departments. Strategies included integrating employer services into community career fairs and outreach events and partnering with departments like DHR to leverage existing City hiring resources.</p> <p>The group also identified opportunities to support entrepreneurship and workforce access for immigrant and undocumented communities, including the creation of specialized training programs and on-call staffing pools for small business owners.</p>

Ms. Hand added that OEWD recently met with the Office of Financial Empowerment (OFE) and confirmed that OFE will join the next meeting as a key stakeholder to support the group's financial justice strategy.

During the discussion, Supervisor Walton asked whether any employers are currently collaborating with the group. Member Barajas acknowledged this as a gap and agreed that leveraging OEWD's existing employer engagement efforts would be beneficial. Additionally, the Department of Aging and Adult Services (DAAS) was suggested as a partner to better address the needs of older workers within the life course framework, and a Member Bush offered to help make the connection.

Member Ma asked whether the Apprenticeship Working Group had discussed strategies to engage private sector employers, noting that the City offers a limited number of apprenticeship opportunities. Ms. Hand responded that the group is developing a communication strategy to connect private employers with the City's workforce system and exploring infrastructure for a centralized intake point for private-sector apprenticeship opportunities—similar to the existing public-sector coordination facilitated through ApprenticeshipSF at DHR.

Member Bush provided the update on Working Group #2 and shared that the group has identified six high-priority actions under three outcomes. The group discussed improved tracking of the number of vulnerable individuals served through workforce programs, including qualitative and outcomes-based data. OEWD shared an update on Inventory data, including the implementation of several changes based on prior group feedback. Members provided additional input on how vulnerable population data should be represented in the upcoming Inventory Dashboard being developed by OEWD and DCYF.

Members emphasized the need for trauma-informed care models and discussed the fragmented nature of training across departments. Hospitality House proposed inviting DPH to present at a future meeting. Members also emphasized integrating community voices and disability justice principles into implementation.

Additionally, members highlighted the importance of CBO-led, culturally responsive outreach, and the need to mitigate impacts of budget restraints on outreach capacity. The group agreed to share best practices and continue coordination around co-located services, particularly in underserved neighborhoods such as the Mission and Bayview and include considerations like proximity to transportation, housing, and culturally relevant services. OEWD committed to updating the provider asset map by zip code and district.

Lastly, members discussed the importance of expanding vocational training and language access for excluded workers, particularly those who are non-English speaking or lack work authorization. They emphasized the need for a shared intake system across providers to reduce duplication and improve service coordination. OEWD is working to incorporate shared intake models and best practices into the Best Practices Toolkit. HSA and BACR are exploring entrepreneurship models, and members proposed inviting OCEIA to a future meeting.

In closing, Member Bush posed two questions to the Committee on how to strengthen the asset map and identify cross-sector funding strategies.

Member Ma suggested that asset maps incorporate community gathering spaces, such as religious institutions and community centers. Member Bush emphasized using data on food deserts and pharmacy closures to identify service gaps. Member Bush recommended that departments submit collective proposals that demonstrate program alignment and continuity across City services and funding is allocated towards a full comprehensive approach. Members also emphasized the need for a more fleshed out CCWA funding strategy and more intentional partnerships between large and small community-based organizations, proposing a mentorship model to support capacity building among under-resourced CBOs. Member Barajas also uplifted the need for deeper investment in grassroots organizations, particularly those that have not traditionally had access to philanthropic or government resources but are embedded in and trusted by the communities they serve.

Chair Houston then asked Member Ma to provide an update for Working Group #1: Coordination of Partners' Plans and Priorities. Member Ma noted that the group welcomed Bart Pantoja from the Building Trades Council at the last meeting. The next meeting is scheduled for May 9, 2025.

Member Ma noted that the working group identified six high-priority actions across four outcomes to support the Five-Year Citywide Workforce Development Plan. Members emphasized the importance of using labor market information to inform the development of new or revised career pipeline programs for San Francisco residents and displaced populations. The group discussed the need for internal dialogue on Workforce Services Inventory findings before broader dissemination. Members also noted that the Best Practices Guide, informed by FY 2023–24 Inventory data, is on track for completion by July 2025. Members discussed reviewing service trends over time for vulnerable populations to better understand which groups are being served and identify any service gaps.

Member Ma asked if anyone was interested in participating in the planning process and supporting the logistics for the Fall 2025 workforce consortium.

Member Barajas agreed to participate and suggested that the Latino Task Force Employment Committee membership, with 6-7 workforce organizations, could provide support with the planning. While not present, YCD and DCYF were mentioned as strong supporting participants. HSA self-nominated to participate in the planning process.

Members also discussed how the consortium could help align with the work of other groups, particularly Working Group #2, Vulnerable Populations, and #3, Life Course. Member Bush emphasized the significance of a tiered approach to data as it pertains to serving large and varied vulnerable populations. Member Barajas underscored the importance of community input collected through town halls. Chair Houston mentioned OEWD's Coffee and Connections event, which is dedicated to collecting provider/ community input and identified gaps.

Members Barajas suggested conducting an analysis on how policy changes and funding reductions have affected the gaps that already exist for community-rooted organizations.

**FY 23-24 Citywide
Workforce Services
Inventory Results**
(Discussion Item)

Chair Houston moved to Item Number 8 - Review of Citywide Workforce Services Inventory results. Miriam Palma-Trujillo presented the results of the inventory using the slides attached in the meeting materials.

The Citywide Workforce Services Inventory is an annual survey, codified in the Alignment legislation, as a required process overseen by the Alignment Committee. The Inventory surveys all City departments that invest in workforce services, with the goal of gaining a clearer understanding of the workforce system across the City, 24 City departments reported data for the FY 23-24 Citywide Workforce Services Inventory. This data includes program budgets, service populations, client demographics, training and placement outcomes, and much more.

Key Highlights for FY 2023-2024:

- \$201 million invested in workforce services
- 295 workforce programs offered
- 292 contracts with 138 community-based organizations
- 79,352 total program participants
- 49,382 unique clients served by departments
- 23,099 training completions
- 20,966 job placements

Member Pineda expressed appreciation for the significant effort involved in compiling the FY 2023-2024 Workforce Services Inventory and acknowledged the importance of the data in informing the Committee's work.

Member Ma raised a point of caution regarding how the data combines services for incumbent City employees with those provided to job seekers and community members. She noted that this aggregation can potentially inflate certain data points—such as government job placements—and recommended that future reports provide a clearer distinction between these groups. It was suggested that the forthcoming Power BI dashboards might offer the ability to separate data for incumbent employees from that of unemployed or underemployed residents.

Member Pineda inquired about the inclusion of narrative context alongside the data, highlighting the importance of disclaimers and explanations to provide clarity on what the data represents and its limitations. Ms. Hand confirmed that the draft Inventory report includes a narrative component and that the report will remain in draft form until July to allow for further feedback.

Member Barajas noted the absence of data on workers without right-to-work authorization, pointing out the importance of tracking this population given the limited funding and support structures currently available. Chair Houston acknowledged this feedback and clarified that data on this population has been collected and is available in the full report.

**Opportunities for
Partnership and
Collaboration
(Discussion Item)**

Chair Houston opened the floor for partnership and collaboration updates, a regular feature at the end of meetings to encourage members to share ongoing projects, events, or initiatives. Seeing none, Chair Houston moved to Agenda Item Number 10.

**Public Comment on
Non-Agenda Items
(Discussion Item)**

Chair Houston opened the meeting for public comment on any agenda or non-agenda items. Secretary Seals- Jackson provided guidance on the public comment process. Seeing no public comments in the Zoom chat or in-person, Chair Houston closed public comment.

**Adjournment
(Action Item)**

Chair Houston thanked all members for their active participation. Seeing no further comments, Chair Houston called for a motion to adjourn. Member Poole offered a motion to adjourn, which was seconded by Member Madison. The vote was unanimous, and the meeting adjourned at 10:53 A.M