

COMMITTEE ON CITY WORKFORCE ALIGNMENT

Draft Minutes of The

July 30, 2025

War Memorial Veterans Building, Green Room, 2nd Floor

San Francisco, CA 94102

CCWA Voting Members Present

Iowayna Peña, OEWD

Anna Pineda, HSA

Ben Poole, PUC

Carol Isen, DHR

Maribel Mora, DPH

Althea O'Brien, DPW

Anthony Bush, DSHS

Taras Madison, APD

Tracy Gallardo for Supervisor Walton, BOS

Ruth Barajas, BACR

Sherrice Dorsey-Smith, DCYF

Kifer Hu, Self-Help for the Elderly

Dion Jay Brookter, Young Community
Developers

Tiffany Jackson, Hospitality House

Bart Pantoja, San Francisco Building and
Construction Trades

Anthony Travis, Northern California District
Council of Laborers

CCWA Additional Members Present

Christina Robinson

CCWA Staff Present

Chad Houston, Chair

Tai Seals-Jackson, Secretary

Jen Hand, OEWD

Miriam Palma-Trujillo, OEWD

Jen Salerno, OEWD

CCWA Members Absent

Brittini Chicuata, HRC

Ohlone Land Acknowledgement, Announcements & Housekeeping (Discussion Item)

Chair Houston called the meeting to order at 9:07 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, opened the meeting by welcoming attendees. He noted that today's meeting would include updates from all five working groups, which have been meeting between full convenings, and thanked all participants and OEWD staff for their contributions.

Chair Houston shared highlights from a recent meeting with the Mayor's Office, facilitated by Supervisor Walton's office. The conversation focused on educating the new administration about the Committee's role and its Citywide impact. Points shared with the Mayor's Office included:

- Strengthening CBO partnerships through coordinated practices.
- Advancing data integration to improve services and outcomes.
- Facilitating interagency collaboration across departments.
- Elevating community voice and centering lived experience.

- Reducing duplication and promoting efficient use of public resources.
- Ensuring labor representation in shaping workforce priorities.

He noted that the Mayor recognized this work as both timely and essential, and expressed interest in applying this model of coordination to other City systems, such as technology and innovation, where departments often operate in silos.

**Adoption of the
Agenda**
Action Item)

Chair Houston solicited comments on the agenda from CCWA members. Seeing none, Chair Houston requested a motion to adopt the meeting agenda. Member Isen made the motion, which was seconded by Member Pantoja and passed unanimously.

**Approval of the
Minutes from April
30th, 2025**
Action Item)

Chair Houston directed CCWA members to review the minutes from April 30th. Next, Chair Houston solicited comments from CCWA Members. Seeing none, Chair Houston requested a motion to approve the minutes. Member Pineda made the motion which was seconded by Member Jackson. The motion passed unanimously.

**Committee on City
Workforce Alignment
Working
Group Updates**
Discussion Item)

Chair Houston introduced Agenda Item 6 which consisted of updates from the CCWA's five working groups. He noted that each group met at least once during the last quarter, with members providing updates on assigned actions. These assignments reflect responsibilities designated to departments, community organizations, and labor partners. Co-chairs were invited to share updates in a seated, conversational format to encourage open discussion and cross-group learning. Co-chairs would also pose questions to the full committee based on themes emerging from their group discussions.

Working Group #1: Coordination of Partners' Plans and Priorities.

Jen Hand, Workforce Impact Manager (OEWD) and OEWD Co-Chair, provided the update on behalf of Co-Chair Julia Ma (DHR). The group last met on May 9, 2025, and the next meeting is scheduled for August 4, 2025, where the group will review a draft of the Workforce Development Best Practices Toolkit and prepare for the upcoming Youth Workforce Consortium. Jen thanked members Chad Houston (OEWD), Tiffany Jackson (HH), Sylia Tiongson (HAS), and Bart Pantoja (SFBCTC) for their participation.

Ms. Hand shared that OEWD has led the development of the Best Practices Toolkit, which aims to elevate the quality and consistency of workforce services across departments and CBOs. It draws from:

- Departmental submissions to the Workforce Services Inventory.
- Qualitative supplementals on equity, job quality, and labor partnerships.
- National, state, and local literature on best practices for serving priority populations.

The Toolkit includes four sections aligned with the Citywide Workforce Development Plan:

- Workforce development definitions and service categories used across the system.
- Priority service populations and effective program models.
- Literature review on promising practices.
- Labor principles from state and federal agencies, including High Road Training standards.

Ms. Hand previewed content on how departments are integrating supportive services (e.g., housing, childcare) and highlighted the inclusion of case studies from San Francisco and beyond.

Ms. Hand reported that the Youth Workforce Consortium, planned for October, is being shaped with input from all five working groups. Each group has supported session design, engagement tools, and evaluation planning.

No discussion questions were posed at this time, and members were invited to review the draft toolkit once circulated after the August 4, 2025 meeting.

Working Group #5: Enable Data Sharing for Better Coordination Between Workforce and Other Systems

Co-Chair Christina Robinson shared an update from Working Group #5, which reconvened on July 25,

2025. She thanked members Chad Houston (OEWD), Rose Johns (HSA), Aumijo Gomes (DCYF), and Brittini Chicua (HRC) for their participation. The next meeting is scheduled for September 18, 2025.

The working group reconvened to preview and provide feedback on the draft Power BI dashboard developed by DCYF to visualize the FY 2023–24 Workforce Services Inventory. This effort supports Outcome 5.1: Conduct a comprehensive landscape analysis to assess gaps and existing programs.

Co-Chair Robinson walked members through each tab of the dashboard, which will support the 300-page Inventory report with an interactive tool designed primarily for analysts and planners. The walkthrough included:

- Program Summary & Directory: A filterable index of 295 programs across 24 departments. Users can filter by department, program type, service category, and population served to identify relevant workforce programs aligned to client needs and worker stages.
- Target Populations: Displays how many programs report serving specific priority groups (e.g., immigrants, justice-involved individuals, ELLs). Data is displayed in aggregate and supports identifying potential service gaps.
- Client Summary: Presents demographic characteristics of clients served by department and program, including race/ethnicity, gender identity, sexual orientation, education, and age. Limitations in deduplication and missing data were noted.
- Zip Code Mapping: Shows geographic distribution of clients by ZIP code, supporting place-based analysis and investment planning.
- Program Outcomes: Displays training completions and job placements by department and program using side-by-side bar charts. Users can filter by department and drill down into specific programs.
- Expenses & Funding: Visualizes system-level expenditures by function and funding source through pie charts and compares contracted service investments across departments through bar charts.

The dashboard will be used internally to inform program planning, cross-departmental coordination, and alignment with Five-Year Plan priorities. Looking ahead, members discussed longer-term goals, including digitizing the Inventory collection process, developing a standardized intake form, and reducing manual entry. The group is exploring support from Civic Bridge and Digital Services to advance this work.

An updated version of the dashboard will be presented at the September 18th Data Sharing working group meeting, with the goal of sharing a fully interactive version at the next Alignment Committee meeting in October. DCYF will incorporate feedback shared during the session.

Co-Chair Robinson noted the group is also contributing to the October 2, 2025, Youth Workforce Consortium, including planning feedback tools such as a gallery walk.

Chair Houston expressed appreciation for the dashboard, noting its value in helping visualize programmatic and funding data across departments. He opened the floor for feedback, especially on features members would like to see added. He also acknowledged DCYF for developing the dashboard.

Member Dorsey-Smith shared that a similar dashboard is used to track all of their funded agencies and encouraged others to visit their website for a preview of its functionality.

Member Barajas raised a concern that the only outcomes currently tracked are training completions and job placements, which may not fully capture progress for vulnerable populations. She suggested adding intermediate benchmarks, such as skills gains or other indicators of job readiness, as part of a more job seeker-centered approach.

Member Pantoja echoed appreciation for the tool and suggested adding a retention metric in future iterations to track how long clients remain employed. He also inquired about the availability of data from SFO's workforce programs.

Ms. Hand clarified that the data reflects placements from SFO's workforce development programs,

including those leading to both public and private sector jobs (e.g., TSA, SFO restaurants, etc.). SFO's employee data is not broadly reported in the inventory.

Member Pineda shared enthusiasm for the dashboard and emphasized the value of seeing aggregate trends across departments, while noting the importance of interactive testing and timely member feedback prior to public rollout.

Ms. Hand confirmed that members of the data working group received full access to the working dashboard, with feedback due by August 18, 2025. A revised version will be shared with the full Committee and presented at the October 2nd Youth Workforce Consortium for additional public input.

Member Isen offered the use of DHR's training room to host a hands-on session with the dashboard, allowing members to test the tool with guided support.

Chair Houston closed the discussion by thanking the presenters and members for their input, stating that all feedback will inform the continued development of the dashboard.

Working Group #4: Enhance Apprenticeship & Pre-Apprenticeship Programs That Lead to Careers Working Group

Co-Chair Bart Pantoja reported that the group held its third meeting on July 23, 2025, with participation from members Ken Nim (OEWD), Christopher Reyes (DHR), Ben Poole (PUC), Althea O'Brien (DPW), Anthony Travis (Laborers Local 261), and Maribel Mora (DPH). Additional input has been provided by representatives from the Port, MTA, SF Environment, SFUSD, the U.S. Department of Housing and Urban Development, the U.S. Department of Labor, and other stakeholders. The next meeting is scheduled for October 22, 2025.

Under Outcome 4.1, members discussed aligning programs with labor market trends and industry needs, noting that the FY 23–24 Workforce Services Inventory identified 15 apprenticeship programs—a likely undercount due to inconsistent categorization. Efforts are underway to refine program definitions in future Inventory updates.

Members shared current and upcoming apprenticeship needs including:

- DHR launching new apprenticeships for laborers, arborists, high-voltage electricians, and heavy-duty mechanics; preparing candidates for the stationary engineers' exam.
- OEWD CityBuild starting its next construction pre-apprenticeship cohort in August; selections completed in June.
- DPW hosting apprenticeships in laborers, gardeners, arborists, steamfitters, plumbers, and cement masons.
- DPH highlighting its Behavioral Health Clinician fellowship and launching 15–20 Health Worker traineeships with City College.
- MTA reaffirming apprenticeship commitments in transit power line work, transit operations, and stationary engineering; updating its automotive mechanic pre-apprenticeship for a Spring 2026 relaunch.
- Port identifying major workforce opportunities through its \$13B Seawall Resiliency Project and proposing marine construction/water safety training.
- SF Environment advancing decarbonization plans requiring plumbers, HVAC technicians, and stationary engineers, with emphasis on incorporating workforce planning into compliance strategies.

Under Outcome 4.2, the group contributed substantially to the Best Practices Toolkit, focusing on strategies to increase access for justice-involved individuals, English language learners, and those without high school diplomas.

Key approaches discussed included:

- Removing structural barriers, restrictive qualifications, and unnecessary educational/background

requirements.

- Expanding multilingual support and GED preparation.
- Providing supportive services such as transportation stipends and equipment grants.
- Building education-to-employment pathways with City College and SFUSD, including credit-bearing apprenticeships and cooperative work experience.

Examples highlighted:

- Laborers Local 261 direct entry model for union membership and mentorship for reentry populations.
- OEWD Healthcare Sector Team's model with the Homeless Prenatal Program linking credentialing to apprenticeships for community health workers.
- Emerging opportunities in hospitality and barber training for transitional age youth.

These inputs will help shape an equitable, scalable apprenticeship and pre-apprenticeship framework that aligns with the City's workforce priorities.

Co-Chair Pantoja concluded by thanking members and partners for their contributions and turned the discussion back to Chair Houston for questions.

Member Travis spoke about his lived experience and decades of work with pre-apprenticeship and apprenticeship programs in San Francisco. He emphasized that structural barriers often prevent capable individuals from accessing career opportunities, particularly those from historically marginalized neighborhoods. He underscored the importance of nurturing and mentoring job seekers, sharing that his own career success was made possible by guidance from others. He called on all departments to work together with Local 261 to expand pre-apprenticeship and apprenticeship opportunities, remove barriers, and provide pathways to stable employment for residents Citywide.

Member Barajas echoed the importance of barrier removal for vulnerable populations, adding that outreach should also address older job seekers. She noted that apprenticeships could be a critical tool for older individuals returning from incarceration, providing them with mentoring and career pathways alongside younger participants.

Member Brookter commended Member Travis for sharing his story, noting that it demonstrates the real-world impact of apprenticeship programs beyond what dashboards and data can capture. He emphasized that lived experience at the table makes the workforce conversation tangible and reinforces the value of investing in such programs.

Working Group #3: Invest in Workforce Development Across the Life Course

Co-Chairs Brookter and Barajas reported on the group's progress. The last meeting was held on June 26, 2025. The upcoming Youth Workforce Consortium on October 2, 2025, will take the place of their next scheduled meeting. Special thanks were given to group members Ren Floyd-Rodriguez (OEWD), Kifer Hu (SHE), Aumijo Gomes (DCYF), Divali Ramkalawan (YCD).

The group is focusing on using the Life Course Framework as a practical strategy to guide investment decisions and track services across departments by worker stage, age group, and service type. In FY 2023-24, 295 workforce programs were mapped to six worker stages, from early skill development through retirement and reentry, revealing clearer investment patterns and service gaps. Pre-workforce entry services were not captured in this cycle; members expressed interest in adding them in FY 2024-25. The framework allows analysis of how individuals move between stages and where systems can better support transitions, with an emphasis on partnering with community-based organizations.

The Office of Financial Empowerment (OFE) presented programs that align with workforce goals, including:

- San Francisco Financial Counseling – free one-on-one budgeting, credit, and debt support.
- Kindergarten to College – universal savings program for SFUSD students.
- Bank On San Francisco – connects residents with safe, affordable accounts.

- Financial Justice Project – reduces the burden of City fines and fees on low-income residents.

Members discussed embedding financial counseling into workforce programs, integrating it with housing services, and creating formal referral pathways. CBOs such as Self-Help for the Elderly and YCD offered existing financial education curricula for system-wide use. The group emphasized the importance of systematizing financial capability as a workforce best practice, drawing from past examples like DCYF's youth account-opening requirement.

Working Group #2: Equitably Invest In Workforce Programs for Our Most Vulnerable

Co-Chairs Jackson and Bush reported that the last meeting was held on April 11, 2025, with participation from members Ruth Barajas (BACR), Eduardo Leon (HH), Isabella Blasi (HSA), Anjali Rimi (HSH). The next meeting is scheduled for October 10, 2025.

The group's core focus was on planning the October 2, 2025, Youth Workforce Consortium to ensure it is interactive, youth-centered, and representative of both large and small youth-serving organizations. Invitations will go to over 160 providers in the Workforce Services Inventory, plus additional community-based organizations not typically in City-funded networks, particularly those in historically underfunded communities.

Members agreed to extend session lengths to one hour for deeper engagement and real-time input. The group also discussed clarifying definitions of "youth" and "transitional age youth" through direct input from youth and providers, possibly via interactive feedback displays.

Emphasis was placed on embedding youth voice in the event design and ensuring providers feel ownership and trust in the process. The consortium is seen as a strategic opportunity to test community validation, relationship building, and cross-system integration.

Under outcome 2.2, Co-Locate and Integrate Workforce Services with Wraparound Supports, co-led by the Adult Probation Department and OEWD, this action focuses on integrating workforce services with essential supports and pre-program interventions.

Discussion included development of a Workforce Asset Map for San Francisco. Members noted that more than a static list of City-funded providers, it should include non-City funded organizations, engaged employers, and trusted community assets (e.g., churches, libraries, cultural centers). It must also align with OEWD's Workforce Services Inventory Dashboard to create a dynamic, equity-centered planning tool that reflects job seekers' real experiences and gaps in the system.

Members recommend adding dashboard filters for language access, service delivery location (beyond headquarters), population served, sector focus, and mode of delivery (in-person or virtual).

The group also discussed refining vulnerable and priority population definitions, referencing HSH's equity populations framework: youth and young adults, individuals with criminal legal involvement, transgender and gender diverse individuals, older adults, adults with disabilities, veterans, families with minor dependents, survivors of violence, individuals with acute care needs, and newcomer communities.

This refined framework will help align population definitions with the broader Five-Year Workforce Development Plan.

Youth Workforce Alignment Consortium Updates (Discussion Item)

Chair Houston reintroduced Chair Barajas to provide an update on the Youth Workforce Alignment Consortium scheduled for Thursday, October 2, 2025, from 8:00 AM – 2:00 PM at 49 South Van Ness. Committee members are asked to arrive by 8:00 AM to assist with the setting up, with doors opening to the public at 9:00 AM.

Chair Barajas opened by emphasizing that all five working groups have been directly involved in shaping this first consortium, each taking leadership over different components such as session themes, speakers, engagement tools, and framing materials. She also shared that in a recent meeting, the Mayor expressed

strong interest in the consortium and offered to connect the Committee with a private-sector employers to serve on the opening panel and represent the employer perspective alongside City, CBO, and labor voices.

The consortium directly supports the CCWA action to “Hold quarterly workforce consortiums and joint resource fairs.” It is designed to convene direct service providers and decision-makers, ensuring their voices are centered in policy, planning, and funding decisions.

The theme, **Pathways**, was chosen to reflect the idea that workforce development is a journey, one that looks different for each young person. Whether exploring a first job, re-entering the system, navigating documentation barriers, or preparing for a career in a tech-driven field, the goal is to make the path navigable, supported, and responsive.

Chair Barajas proposed co-creating a mission statement for the event, which could guide this and future convenings.

Chair Barajas outlined four Committee goals advanced through the consortium:

1. Elevating Collective Impact & Building Trust – Using the event to highlight tangible applications of committee-developed tools (Best Practices Toolkit, Workforce Asset Map, Worker Stages Framework) and strengthen relationships with grassroots organizations, especially those without traditional access to City networks.
2. Surfacing System Challenges & Breaking Silos – Creating space to address service redundancies, program gaps, and alignment opportunities across workforce, housing, education, and justice systems.
3. Informing Policy and Procurement with Community Voice – Gathering input to directly influence Citywide strategies, upcoming RFPs, and policy directions.
4. Piloting Engagement Approaches for the Future – Testing real-time engagement tools such as provider surveys, map validation, and World Café-style sessions.

Chair Barajas stressed that committee members will serve as **ambassadors** during the event, representing the Alignment body and engaging directly with attendees.

- Setup and Registration (8:00–9:00 AM) – Members will assist with placing materials, checking signage, prepping breakfast, and final A/V testing.
- Networking –Time is built in for informal networking to seed cross-sector relationships.
- Welcome & Framing Panel – Panelists from City departments, CBOs, labor, and potentially a large private-sector employer will frame the event, share highlights from Committee tools, and reinforce the goal of moving from siloed work to a collaborative, youth-centered system.

Breakout Sessions (two rounds; participants attend one per round)

1. OEWD RFP Feedback: Direct input from youth-serving organizations to shape an upcoming OEWD RFP, lifting successful models, unmet needs, and equity in funding structures.
2. Future of Work: Impact of Technology – Led by DCYF (Member Gomes) and partners, focusing on AI, automation, and preparing youth for emerging workforce sectors.
3. Vulnerable Populations- World Café: Facilitated rotating discussions centering marginalized youth voices (TAY, immigrant youth, justice-involved youth, and youth experiencing housing instability) and addressing intersections between populations.
4. Worker Co-ops for Youth Without Work Authorization: Showcasing cooperative business models for youth and discussing how such outcomes could be formally recognized alongside traditional employment or training metrics.

Following the sessions, lunch will be paired with interactive youth-led activities and resource tables from City departments and CBOs. Activities such as resource “bingo” are planned to encourage participants to engage with multiple tables and build connections.

The event will close with reflections on key insights, gaps, and opportunities identified throughout the

day, tying them back to City funding strategies, policy priorities, and future alignment initiatives.

Chair Houston reiterated the request for all committee members to arrive at 8:00 AM on the day of the Youth Workforce Consortium to assist with the event setup. He noted that this reminder will continue to be shared in upcoming working group meetings, as the consortium remains a standing topic across all groups.

Chair Barajas suggested that OEWD provide members with a visible identifier, such as a pin or badge stating, "Ask Me About the Workforce Alignment Committee," to make it easier for attendees to approach members during the event and support their role as ambassadors for the committee.

**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.

Member Gallardo shared that their office is developing a pathway program for retirees, particularly those on fixed incomes, to become accredited representatives in immigration court. The program would cover training and test fees, and participants would work under the supervision of immigration attorneys. La Raza Centro Legal is a key partner, with only two San Francisco agencies currently approved for this work. The initiative aims to address the shortage of immigration representation, noting that one organization alone has 15,000 people on its waitlist. The program will also be open to non-retirees who can self-fund. Outreach to retirement groups and the faith community is planned, and committee members will receive notice of upcoming informational sessions.

Ms. Hand noted alignment with OEWD priorities and highlighted the recent end of the Senior Community Service Employment Program (SCSEP), the only federally funded workforce program for older adults in San Francisco. Administered locally by Felton Institute and Self-Help for the Elderly, its closure will leave a gap in services. She invited Member Hu of Self-Help for the Elderly to share more.

Member Hu reported that SCSEP officially ended June 30, with all senior participants losing their work assignments and pay. Their organization is now helping participants secure part-time or full-time employment to stabilize income.

Ms. Hand suggested a potential alignment between displaced SCSEP participants and the Board of Supervisors' new pathway program.

The Member Gallardo confirmed the program is still in development, with the Latin American Teachers Association leading design, and expressed openness to further updates and outreach.

Chair Robinson (DHR) reiterated that the City Hall Career Center remains open to all walk-in clients for job navigation support, though the center does not directly hire. Services include guidance on applying for City positions and collaborative presentations for specific groups. Departments or organizations interested in tailored sessions are encouraged to connect directly.

Chair Houston announced OEWD is advancing its procurement planning process, with community meetings anticipated toward the end of the year and solicitations likely to be released early next year. Members will be contacted to ensure alignment in planning.

**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 Pantoja offered a motion to adjourn, which was seconded by Member O'Brien. The vote was unanimous, and the meeting adjourned at 10:56 A.M

DRAFT