

# COMMITTEE ON CITY WORKFORCE ALIGNMENT

Draft Minutes of The

October 29,

2025

War Memorial Veterans Building, Green Room, 2nd Floor

San Francisco, CA 94102

## CCWA Voting Members Present

Anne Taupier, OEWD  
Bernadette Santos, HSA  
Ben Poole, PUC  
Julia Ma, DHR  
Maribel Mora, DPH  
Philip Anih, DPW  
Anthony Bush, DSHS  
Taras Madison, APD  
Supervisor Shamann Walton, BOS

Jessica Campos, HRC  
Sherrice Dorsey-Smith, DCYF  
Kifer Hu, Self-Help for the Elderly  
Edwin Arango, Young Community  
Developers  
Bart Pantoja, San Francisco Building and  
Construction Trades  
Vince Courtney Jr, Northern California  
District Council of Laborers

## CCWA Additional Members Present

Christina Robinson, DHR  
Anjali Rimi, HSH

## CCWA Staff Present

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

## CCWA Members Absent

Ruth Barajas, BACR  
Tiffany Jackson, Hospitality House

## Ohlone Land Acknowledgement, Announcements & Housekeeping (Discussion Item)

Chair Peña, Director of Workforce Development for the City and County of San Francisco, called the meeting to order at 9:10 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 Peña 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 Peña opened the meeting by welcoming attendees. She 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.

## Adoption of the Agenda (Action Item)

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

## Approval of the Minutes from July 30th, 2025

Chair Peña directed CCWA members to review the minutes from July 30th. Next, Chair Peña solicited comments from CCWA Members. Seeing none, Chair Peña requested a motion to approve the minutes. Member Pantoja made the motion which was seconded by Member Poole. The motion passed

(Action Item)

unanimously.

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

Chair Peña introduced Agenda Item #6: Committee on City Workforce Alignment Working Groups Updates. Chair Peña noted that all working groups met at least once during the past quarter and that members would provide updates on the actions they are leading. Chair Peña explained that Co-Chairs would provide brief updates on their group's progress. Following each update, Co-Chairs would pose questions to the full Committee to elevate themes emerging from the working groups and encourage cross-pollination across efforts.

Chair Peña also provided an update on the Proposition E Commission Streamlining Task Force. The OEWD team has been leading coordination with the Task Force. While the Task Force acknowledged the value of the Committee's efforts and did not intend to sunset the Committee, it also recommended exploring opportunities to streamline the group. Final recommendations will be available by the end of January 2026, and proposed adjustments to the Committee's structure will be brought forward at the January 2026 full board meeting.

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

Co-Chair Julia Ma (DHR) provided updates on behalf of Working Group #1 and Working Group #5. Co-Chair Ma began with introductions and noted that the most recent meeting of Working Group #1: Coordination of Partners' Plans and Priorities took place on August 4. Co-Chair Ma acknowledged the participation and contributions of Working Group #1 members: Member Houston (OEWD), Member Jackson (Hospitality House), Member Blasi (HSA), and Member Pantoja (San Francisco/San Mateo Building Trades Council). The next meeting is scheduled for Friday, November 14.

Co-Chair Ma presented each outcome and gave updates around the Workforce Development Best Practices Toolkit and the Youth Workforce Consortium held on October 2. The event focused on Youth Pathways and aimed to: update providers on CCWA goals, engage them in discussions on advancing shared priorities, strengthen coordination, and gather information to inform upcoming department efforts.

More than 80 participants attended, representing youth-serving community-based organizations. Co-Chair Ma recognized the planning team and thanked panel speakers who highlighted the importance of cross-sector collaboration and shared accountability.

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

Co-Chair Ma reported that Working Group #5 last met on September 24 and acknowledged members Houston (OEWD), Smith (HSA), Gomes (DCYF), and Chicuta (HRC). The next meeting will be scheduled for January 2026. Co-Chair Ma presented on each outcome and gave updates around the Workforce Services Inventory Dashboard, Youth Workforce Consortium Gallery Walk, and the Consortium Participant Satisfaction Survey.

The working group reviewed the updated Workforce Services Inventory Dashboard, which visualizes FY 2023–24 data across 295 programs and 24 departments. Co-Chair Ma thanked Veronica Chew (DCYF) for leading dashboard development and incorporating prior feedback. Members proposed enhancements including age-specific demographic filters, youth-program slices, and pay-related data to support equity analysis. The group also discussed internal sharing and increasing dashboard usability for planning and policy work. The dashboard will support systemwide coordination by centralizing funding, service, and outcome data.

This working group also developed the Gallery Walk for the Youth Workforce Consortium to collect provider input on Alignment Committee resources, including the Inventory Dashboard, Workforce Development Definition, Life Course Framework, Social Determinants of Work Framework, Best Practices Toolkit, and Workforce Providers Asset Map. Engagement tools included Post-it feedback, sticker voting, and "Pick Your Top 3" activities. This input will inform refinements to shared resources and support ongoing Toolkit development.

Members also designed the Customer Experience Survey used at the Consortium. The survey (23 responses) reflected strong engagement and positive outcomes, with high ratings for improved system

understanding (4.0), connections with providers (4.0), new professional relationships (4.35), and interest in future convenings (4.74). Qualitative feedback underscored the value of breakout discussions, especially on Transitional Age Youth, and suggested adding more structured networking, expanded discussion time, and ongoing communication channels for future events.

Chair Peña opened the floor for discussion.

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

Chair Peña invited an update from Working Group #3. Co-Chairs Brookter and Barajas were attending the Aspen Institute Youth Economic Summit, and Jen Hand, OEWD Workforce Impact Manager, provided the update. The working group did not meet this quarter; instead, members supported planning and implementation of the Youth Workforce Consortium. Ms. Hand acknowledged working group members Floyd-Rodriguez (OEWD), Hu (Self-Help for the Elderly), and Gomes (DCYF). The next meeting will be scheduled for January 2026.

Ms. Hand gave updates around the Youth Workforce Consortium sessions focused on the life course framework, including DCYF's Future of Work for Young People and OEWD's Youth Workforce Planning. The Future of Work session explored how artificial intelligence is reshaping entry-level work and creating new equity implications for youth. Participants noted increasing use of AI in hiring, automation of traditional first-job roles, and an emerging "AI divide" tied to access. Youth needs identified included emotional and digital literacy skills, mentorship, basic needs support, and clearer pathways. Recommendations for how the City should adapt included expanding wraparound services, investing in hands-on learning, strengthening employer engagement, simplifying hiring navigation, and improving interdepartmental alignment.

Key themes from the Youth Workforce Planning session included:

- Strengthening system coordination, streamlining contracting, and revisiting outcome metrics.
- Expanding opportunities for youth with disabilities and building more earn-and-learn models.
- Developing pathways in green jobs, tech, creative industries, and other emerging sectors.
- Supporting transferable skills, digital media literacy, and financial literacy.
- Increasing family engagement and early exposure to workforce opportunities.
- Enhancing supportive services, especially transportation, mental health, and stability support.
- Building stronger transitions from youth programs into adult workforce systems.

Chair Peña opened the floor for discussion. Member Walton made comment on the necessity of the scope of work and the success of the Youth Workforce Consortium.

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

Co-Chairs Jackson (Hospitality House) and Bush (HSH) provided an update on behalf of the group. The working group last met on October 10. Members acknowledged included Floyd-Rodriguez (OEWD), Beetley (HSA), Madison (APD), Barajas (Bay Area Community Resources), and Brookter (Young Community Developers). The next meeting will be scheduled for January 2026.

Co-Chairs Jackson and Bush provided updates around the Youth Workforce Consortium sessions focused on vulnerable populations, including Worker Co-ops- Serving Youth Without Work Authorization and the Vulnerable Populations World Cafe, as well as an update around a system co-location design project.

The Worker Co-op session explored worker cooperatives as inclusive economic pathways for youth without right-to-work documentation. Facilitators from MEDA and Mission Action highlighted how co-ops enable youth to earn income using ITINs, build ownership, and develop entrepreneurial skills. Examples demonstrated the importance of strong governance, consistent technical assistance, and trauma-informed mentorship. The co-op model was identified as a promising approach for expanding economic opportunity and community resilience for youth facing multiple vulnerabilities.

The World Café examined barriers faced by youth at the intersections of housing instability, immigration

status, justice involvement, and mental health. Key themes included:

- Housing: Significant instability among youth and families; need for integrated one-stop hubs and broader affordable housing strategies.
- Immigration: Youth without work authorization lack access to many programs; recommendations included alternative legal pathways (e.g., stipends, co-ops) and centralized information.
- Justice-Involved Youth: Barriers span education, housing, mental health, and employment; consistent mentorship and long-term support were emphasized.
- Mental Health: Identified as foundational to workforce outcomes; recommendations included embedding wellness supports into workforce programs and securing multi-year funding.

Across all groups, participants underscored the importance of trust, belonging, and stronger cross-departmental coordination to create a more human-centered, trauma-informed workforce system.

The group advanced work on co-location by developing a survey to map existing sites where workforce services intersect with housing, behavioral health, or reentry supports. Updates included HSH's pilot integrating housing navigation with workforce services and APD's CASC model. Members agreed to circulate the survey to identify service locations, resource needs, and opportunities to strengthen coordination. The group emphasized aligning this work with the FY 2026 budget cycle and incorporating fiscal questions to identify funding gaps and shared staffing opportunities.

Chair Peña opened the floor for discussion.

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

Chair Pantoja (San Francisco Building and Construction Trades Council) provided the update and noted that the working group last met on October 22. Chair Pantoja acknowledged the participation of members Nim (OEWD), Sao (DHR), Poole (PUC), Hill (DPW), Travis (Northern California District Council of Laborers), Mora (DPH), and Gomes (DCYF), as well as additional partners from SFUSD and CCSF who joined the meeting. The next meeting will be scheduled for January 2026.

The meeting focused on strengthening education partnerships and featured presentations from SFUSD and CCSF on current and emerging pre-apprenticeship and apprenticeship activities. SFUSD shared updates on its first ICT pre-apprenticeship pilot, developed with OEWD, CCSF, and DHR's ApprenticeshipSF. The pilot engaged 20 students through dual enrollment at CCSF, work-based learning, and financial literacy components, with stipends funded by Jobs for the Future to remove participation barriers. Students earned certifications in Cisco IT Support, and many are now pursuing college computer science programs or exploring tech apprenticeships. SFUSD expressed interest in expanding pre-apprenticeships into additional sectors, including healthcare and education, when resources allow. CCSF presented an overview of active and emerging apprenticeship pathways, including public safety, the trades, Paraeducators, IT Operations, Community Health Workers, and Insurance. CCSF recently received \$1.5 million to expand pre-apprenticeships and is developing additional models in Digital Media, Graphic Design, and Stained-Glass Restoration. CCSF emphasized employer-driven program design, strong partnerships with CBOs and City departments, and the development of "middle-skill" apprenticeships to support internal career advancement.

Members discussed opportunities to better align K–12, CBO training, and City hiring pathways through clearer candidate profiles, strengthened dual enrollment alignment, and expansion of apprenticeship models into high-demand sectors such as healthcare, education, and construction. CCSF invited departments to identify internal skill gaps that could be addressed through new apprenticeship pathways. Members also encouraged exploring joint funding opportunities, including collaboration with Jobs for the Future, and emphasized the importance of continued planning and training even during hiring slowdowns to ensure workforce readiness.

Chair Pantoja closed by inviting Committee reflection on opportunities for joint funding strategies to sustain and expand apprenticeship models and how departments can align existing training programs or entry-level pipelines with formal apprenticeship pathways, particularly in sectors without current registered programs. The meeting was then returned to Chair Peña.

Chair Peña opened the floor for discussion.

**FY 24-25 Citywide  
Workforce Services  
Inventory** *(Discussion  
Item)*

Chair Peña introduced the FY 24–25 Citywide Workforce Services Inventory, noting that since 2015 the Committee has collected annual workforce data to understand outcomes, gaps, and redundancies across City departments. The Inventory captures all workforce programs Citywide and has improved data standardization, though client duplication remains a challenge and reinforces the need for continued deduplication efforts. Chair Peña turned the item over to Ms. Hand and Miriam Palma-Trujillo, Workforce Impact Specialist with OEWD.

Ms. Hand announced that the FY 24–25 Inventory instrument will be released to department heads this week, with submissions due Friday, December 19, 2025. Technical assistance will be offered in early November through two training sessions and open office hours. Ms. Palma-Trujillo then summarized key findings from the FY 23–24 Inventory, including \$201 million invested in workforce services; 24 reporting departments administering 295 workforce programs; and over 49,000 unduplicated clients served. The system recorded 79,352 quality touch points, 23,099 training completions, and more than 20,966 job placements. She also noted 292 City contracts with 138 community-based organizations, highlighting the scale of service delivery partnerships.

Ms. Palma-Trujillo concluded by outlining the FY 24–25 Inventory timeline.

Chair Peña opened the floor for discussion.

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

Chair Peña 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.

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

Chair Peña 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 Peña closed public comment.

**Adjournment**  
*(Action Item)*

Chair Peña thanked all members for their active participation. Seeing no further comments, Chair Peña called for a motion to adjourn. Member Campos offered a motion to adjourn, which was seconded by Member Pantoja. The vote was unanimous, and the meeting adjourned at 11:00 A.M.