# *COUNCIL ON CITY WORKFORCE ALIGNMENT*

## AGENDA FOR
## MEETING OF THE
## COUNCIL ON CITY WORKFORCE ALIGNMENT
## VULNERABLE POPULATIONS & LIFE COURSE WORKING GROUP

**THURSDAY, NOVEMBER 19, 2026**
**10:00 AM – 11:00 AM**

**SAN FRANCISCO OFFICE OF ECONOMICS AND WORKFORCE DEVELOPMENT**
**WORKFORCE DEVELOPMENT DIVISION**
**1 SOUTH VAN NESS AVENUE, 5TH FLOOR**
**SAN FRANCISCO, CA 94103**

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| 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 9, 2026 Meeting *(Action Item)* |
| 6. Citywide Workforce Development Plan Updates *(Discussion Item)* |
| 7. Public Comment on Non-Agenda Items *(Discussion Item)* |
| 8. Adjournment *(Action Item)* |

# *COUNCIL ON CITYWIDE WORKFORCE ALIGNMENT*

## NOTICE OF A PUBLIC MEETING

of the

## COUNCIL ON CITY WORKFORCE ALIGNMENT:

## VULNERABLE POPULATIONS & LIFE COURSE

## WORKING GROUP

**Date** Thursday, November 19, 2026

**Time** 10:00 AM-11:00 AM

**Location** Office of Economics and Workforce Development
1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

Any materials distributed to the members of the Committee on Citywide Workforce Alignment within 72 hours of the meeting or after the agenda packet has been delivered to the members are available for inspection at the Office of Economic and Workforce Development at 1 South Van Ness Ave, 5th Floor San Francisco, CA 94103 during regular office hours and can be reviewed on the website: https://sf.gov/departments/committee-city-workforce-alignment

**To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:**

Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683

Telephone: 415-554-7724
Fax: 415-554-5163
Email: sotf@sfgov.org

**The Sunshine Ordinance online at:**
www.sfbos.org/index.aspx?page=5561

# *COMMITTEE ON CITYWIDE WORKFORCE ALIGNMENT*

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**Issued: Friday, November 6, 2026**

## ACCESSIBLE MEETING POLICY

Materials in alternative formats, ASL interpreters, real-time captioning and other accommodations will be made available upon request. Please make your request for alternative format or other accommodations to Armina Brown at 415-701-4882 or via email at workforce.development@sfgov.org. Providing at least 72 hours' notice prior to the meeting will help to ensure availability.

# *COMMITTEE ON CITY WORKFORCE ALIGNMENT*

## *Equitably Invest in Workforce Programs for Our Most Vulnerable & Invest in Workforce Development Across the Life Course Working Group*

Draft Minutes of The
July 9, 2026
Office of Economics and Workforce Development
1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103

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|---|---|
| **CCWA Voting Members Present** | Ren Floyd-Rodriguez, Office of Economic and Workforce Development (OEWD)<br>Andy Beetley, Human Services Agency (HSA)<br>Anjali Rimi, Homelessness and Supportive Housing |
| **CCWA Staff Present** | Jennifer Hand, Chair<br>Jennifer Salerno, Secretary |
| **CCWA Members Absent** | Tiffany Jackson, Hospitality House<br>Ruth Barajas, Mission Language and Vocational School (MLVS)<br>Jessica Campos, Human Rights Commission (HRC)<br>Aumijo Gomes, Department of Children, Youth & Their Families (DCYF)<br>Kifer Hu, Self-Help for the Elderly |
| **Additional Participants Present** | Demetrius Durham, UCSF |
| **Ohlone Land Acknowledge-ment,Announce-ments & Housekeeping** *(Discussion Item)* | Chair Hand called the meeting to order at 9:30 a.m. Secretary Salerno opened the meeting by reciting the Ohlone Land Acknowledgement and reviewing housekeeping rules. |
| **Roll Call** *(Discussion Item)* | Chair Hand requested that Secretary Salerno conduct roll call. Secretary Salerno conducted roll call. |
| **Chair's Welcome** *(Discussion Item)* | Chair Hand welcomed members to the combined session of Working Groups #2 and #3 and began the meeting by providing a series of updates. |

DRAFT

She focused on providing updates on Commission Streamlining and Charter Reform relevant to the group, discussed the upcoming Citywide Workforce Development Plan and the related definition update due in March, and the continued planning efforts for the Life Course workforce consortium.

**Adoption of the Agenda** *(Action Item)*

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

**Approval of the Minutes from February 26, 2026 Meeting** *(Action Item)*

Chair Hand solicited comments on the minutes from February 26, 2026. Seeing none, Chair Hand requested a motion to approve the minutes. Member Floyd-Rodriguez made the motion which was seconded by Member Beetley. The motion passed unanimously.

**Review of Progress-Goal #2 & #3: Equitably Invest in Workforce Programs for our Most Vulnerable & Invest in Workforce Development Across the Life Course** (Discussion Item)

Chair Hand transitioned the discussion to a review of progress and structure across Goals #2 and #3, which began with a discussion centered on planning the next workforce consortium.

**CONSORTIUM PLANNING DISCUSSION**

Members engaged in a substantive discussion about the timing, structure, and objectives of the next Life Course Workforce Consortium. While there was consensus that holding the consortium in September or October would be beneficial, members recommended first convening the planning committee to refine the event's focus, desired outcomes, and key takeaways.

**ACTION ITEMS:**

- OEWD will circulate a survey amongst the consortium planning group feedback on whether they would like to continue planning the next Workforce Consortium.

**WORKFORCE PROVIDER ASSET MAP AND CO-LOCATION SURVEY**

Members agreed that it would be beneficial to continue refining the survey and asset map.

**ACTION ITEMS:**

- All members to Consider the utility of implementing the co-location survey and the workforce asset map. Come prepared to discuss at the next meeting.
- HSH will review workforce provider list, compare to HSH housing providers, and report back at next meeting.

The discussion concluded with an update from the Human Services Agency (HSA) on its current Request for Proposals (RFP) opportunity. HSA also shared that it will present the results of its new HR1-focused RFP at the next meeting.

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

Member Floyd-Rodriguez mentioned the upcoming Mega Job Fair, which will take place in September or October 2026. Mr. Durham discussed a new "REDTECH" training space at UCSF.

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

Chair Hand opened the meeting for public comments on any agenda or non-agenda items. Seeing none, Chair Hand closed public comment.

**Adjournment** *(Action Item)*

Chair Hand called for a motion to adjourn. Member Floyd-Rodriguez offered a motion to adjourn which was seconded by member Rimi. The vote was unanimous, and the meeting adjourned at 10:48 A.M



# Welcome to the Committee on City Workforce Alignment (CCWA): **Equitably Invest in Workforce Programs for our Most Vulnerable Working Group Meeting**

November 19, 2026

**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 and video will NOT be monitored and recorded.
- Public Comment
  - To submit public comment in-person, please 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 9, 2026 Meeting (Action Item)
6. Citywide Workforce Development Plan Update & Progress (Discussion Item)
7. Public Comment on Non-Agenda Items (Discussion Item)
8. Adjournment (Action Item)



SAN FRANCISCO
OFFICE OF ECONOMIC &
WORKFORCE DEVELOPMENT

# Citywide Workforce Development Plan Update and Progress

# Workforce Alignment Ordinance No. 209-22

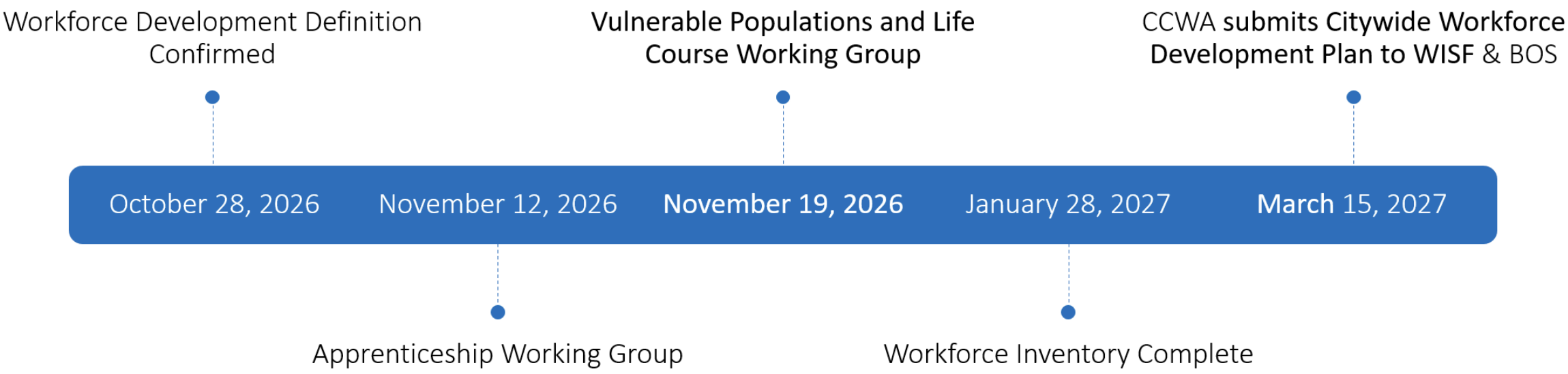


- ✓ Public body with City, labor, and community representation
- ✓ Define "workforce development" and adopt uniformly
- ✓ Develop FY 24-29 Citywide Workforce Development Plan (CWDP)
- **CWDP Updates in 2025, 2027, 2029**
  - Progress Towards Benchmarks
  - Performance Metrics
  - Federal/State Funding
  - Workforce Programs & Expenditures
  - Statement of Priorities for Allocation of Unanticipated Funding



# CWDP Update (2027) Key Dates





# Workforce Development Definition



**"Workforce Development" shall mean publicly-funded services including:**

1. workforce navigation, employment, training, supportive, educational support, and youth development services;
2. in preparation for employment or placement in post-secondary education;
3. which lead to family-sustaining wages, career pathways with an emphasis in high-growth sectors or in-demand occupations, quality jobs, and/or union membership; and
4. prioritize participants who experience economic vulnerability.

WORKFORCE NAVIGATION

EMPLOYMENT SERVICES

TRAINING

SUPPORTIVE SERVICES

EDUCATION SUPPORT

YOUTH DEVELOPMENT

# Workforce Development Definition



**WORKFORCE NAVIGATION:** Outreach, Referral, Orientation, Information Sharing, Referral, Skill & Career Assessment, Provision of Labor Market Information, Individual Career Planning, Career Coaching, Individual Case Management, Intensive Case Management, Career Exposure, Networking & Social Capital Development, Mentorship

**EMPLOYMENT SERVICES:** Job Search, Job Development, Resume Writing, Interview Preparation, Job Club/Job Seeker Support Services, Job Fairs, Job Placement, Subsidized Employment, Retention Services, Layoff Aversion, Employer Engagement/Concierge, Tax Credit Advising, Employment Bonding, Skills-Based Hiring

**TRAINING:** Basic Skills, English, Digital Literacy, Financial Literacy, Job/Workplace Readiness, Sector-Specific Job Readiness, Vocational, Occupational, On-the-Job, Project-Based Learning, Internship, Fellowship, Entrepreneurial, Pre-Apprenticeship, Apprenticeship, Training Scholarships (ITAs), Incumbent Worker

**SUPPORTIVE SERVICES:** Childcare, Transportation, Social Service Navigation, Driver's License Acquisition or Record Remediation, Drug Testing, Legal Aid Services, Assistance with Work-Related Expenses, Clothing and Supplies, Referrals to Mental and Behavioral Health

**EDUCATION SUPPORT:** HS Diploma/GED Attainment, Educational Testing Fees, Assistance with Education-Related Expense, College Degree Barrier Remediation

**YOUTH DEVELOPMENT**: Young Adult Workforce Services, Mentoring, Youth Internship, College Prep, & Placement in Post-Secondary Education

# Caveats & Conditions



- Publicly-funded services must commit to data collection and collect enrollment, completion, and placement data at a minimum.
- Services which do not meet these criteria must be connected to a workforce program to be considered eligible for categorization and funding.
- The Committee will revisit the definition biennially.




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

# Projects for Alignment Committee Working Groups

| PROJECTS | WG #2 Vulnerable Populations | WG #3 Life Course | WG #4 Apprenticeship | WG #5 Data-Sharing |
|---|---|---|---|---|
| Quarterly Workforce Consortiums | X | X | | |
| Labor Market Information | | | X | |
| Workforce Inventory Enhancements | X | X | | X |
| Best Practices Toolkit | X | X | X | X |
| System Communication Plan | X | X | X | |
| Client Matching | X | X | | X |
| Service Co-Location Plan | X | X | | |
| Life Course Framework | | X | | |
| Employer Engagement Plan | | X | X | |
| Social Determinants of Work Framework | | | | |
| Client Use Cases | | | | X |
| Unified Metrics & Definitions | | | | X |
| Unified Data System Integration Plan | | | | X |

# CCWA Working Group #2: Equitably Invest in Workforce Programs for our Most Vulnerable

## (Unemployed, Underemployed, and Historically Excluded from the Labor Market Workers)

The purpose of this working group is to create an equitable workforce system that empowers our most vulnerable populations, including the unemployed, underemployed, and those historically excluded from the labor market. This is achieved through providing targeted, culturally humble programs and wraparound services that meet people's needs throughout their career journey, supporting their success in workforce programs and fostering improved workforce and economic outcomes.

# GOAL #2 PRIORITIZED ACTIONS

**Outcome 2.1**
**Better workforce and economic outcomes for vulnerable populations.**

- Track and report on the number of individuals from vulnerable populations served through workforce initiatives, as well as pre- and post-program outcomes and qualitative reports.
- Adopt trauma-informed care models that allow for flexible service delivery.

**Outcome 2.2**
**More culturally humble outreach and recruitment to connect vulnerable populations to workforce programs.**

- Partner with deeply embedded community organizations to conduct outreach and recruitment, such as funding and deploying outreach workers from the communities being served, providing incentives for respected community members to promote services, and prioritizing hiring staff from the impacted communities.
- Co-locate and integrate workforce services with essential wraparound supports and implement pre-program interventions to help individuals with significant barriers successfully enter and complete career pathway programs.

**Outcome 2.3**
**More culturally humble services that can meet people's needs within their career journey and support them to be successful in workforce programs.**

- Develop vocational training, language learning, and educational programs specifically tailored for unemployed, underemployed, and historically excluded workers, such as formerly incarcerated, limited English populations, immigrants, people with disabilities, women, BIPOC, and older adults.
- Explore the development of special programs to provide income opportunities for individuals without right-to-work authorization, with a focus on entrepreneurship, language access, and self-sufficiency programs.

# Outcome 2.1: Better workforce and economic outcomes for vulnerable populations

| ACTION | PRIORITY | LEAD | DEADLINE | COST | SUCCESS MEASURE |
|---|---|---|---|---|---|
| Track and report on the number of individuals from vulnerable populations served through workforce initiatives, as well as pre- and post-program outcomes and qualitative reports. | HIGH | DCYF & OEWD | MARCH 2025 | LOW | • Expanded Annual Workforce Inventory Report<br>• Pre- and post-program outcomes, such as income levels, job retention rates, or skill improvements.<br>• Qualitative feedback collected through participant interviews and surveys.<br>• Annual reports |
| Adopt trauma-informed care models that allow for flexible service delivery. | HIGH | HH | JANUARY 2027 | MEDIUM | • # of departments that adopt trauma informed model<br>• # of City grantees that adopt prescribed trauma informed model<br>• # trainings<br>• # participants in trainings |

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

| ACTION | PRIORITY | LEAD | DEADLINE | COST | SUCCESS MEASURE |
|---|---|---|---|---|---|
| Partner with deeply embedded community organizations to conduct outreach and recruitment, such as funding and deploying outreach workers from the communities being served, providing incentives for respected community members to promote services, and prioritizing hiring staff from the impacted communities. | MEDIUM | YCD & HH | JANUARY 2027 | HIGH | • # of additional enrollments from target population<br>• # participants reached through outreach activities<br>• # long-term relationships established with community organizations |
| Co-locate and integrate workforce services with essential wraparound supports and implement pre-program interventions to help individuals with significant barriers successfully enter and complete career pathway programs. | MEDIUM | APD & OEWD | JANUARY 2026 | HIGH | • City plan for co-location<br>• # of MOUs<br>• # of co-location sites<br>• # clients served at co-location sites<br>• % of clients who complete services<br>• % job placements<br>• Client Feedback:<br>  ○ Increased satisfaction<br>  ○ Enhanced service engagement |

# Outcome 2.3: More culturally and racially humble and congruent services that can meet people's needs within their career journey and support them to be successful in workforce programs.

| ACTION | PRIORITY | LEAD | DEADLINE | COST | SUCCESS MEASURE |
|---|---|---|---|---|---|
| Develop vocational training, language learning, and educational programs specifically tailored for unemployed, underemployed, and historically excluded workers. | MEDIUM | OEWD | JANUARY 2026 | MEDIUM | • Adoption of prescribed models by departments and grantees<br>• Implementation of new tailored programs<br>• Client completions and placements<br>• Improved language proficiency and employment outcomes Participant satisfaction and feedback<br>• Plans to scale programs for broader reach |
| Explore the development of special programs to provide income opportunities for individuals without right-to-work authorization, with a focus on entrepreneurship, language access, and self-sufficiency programs. | HIGH | HSA, BACR | JULY 2026 | HIGH | • # of new programs created to serve target population<br>• # of individuals served through new programming<br>• # completions combined goal plans or training completions)<br>• # new businesses<br>• Business growth, including businesses that are operational after 6 months or 1 year<br>• Revenue generation of new businesses |

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

The purpose of this work group is ensure individuals can access the skills, opportunities, and support needed for meaningful employment and career advancement across their life course. By fostering collaborative partnerships, prioritizing youth and older adult workforce development, and implementing inclusive, client-centered services, this work aims to create a comprehensive workforce system that meets the evolving needs of San Francisco's diverse community.

# GOAL #3 PRIORITIZED ACTIONS

| | |
|---|---|
| **Outcome 3.1**<br>Ensure workforce system meet the needs of individuals across their life course from pre-employment through full retirement. | ○ Map life course stages for world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner).<br>○ Ensure training and development programs address the evolving needs of individuals from the start of their careers to retirement by designing programs that help individuals transition between different stages of their careers and lives. |
| **Outcome 3.2**<br>Awareness of programs and career options and how to access them. | ○ Expand persistent outreach by providing multilingual materials and support, conducting door-to-door campaigns, utilizing social media, partnering with libraries and schools, and participating in community events to reach a wider audience. |
| **Outcome 3.3**<br>Develop additional workforce programs and services to meet community-identified needs. | ○ Develop coordination process for proposed programs and services.<br>○ Develop a comprehensive approach to resource allocation for proposed programs and services. |
| **Outcome 3.4**<br>Provide young people with access to work experience and career opportunities. | ○ Improve coordination among youth workforce programs to identify and address gaps, while reducing duplication of efforts.<br>○ Incorporate financial literacy education into workforce development initiatives, with a focus on financial empowerment, wealth building, and financial justice. |
| **Outcome 3.5**<br>Improve employer engagement in the workforce development system. | ○ Expand partnerships with companies to create high-road job opportunities and develop a consistent framework for employer engagement, fostering sustainable collaborations between community-based organizations (CBOs) and employers.<br>○ Create specialized training programs and on-call staffing pools for small business owners, while offering education on independent contracting, business ownership, LLC development, and budgeting skills — focusing on vulnerable populations. |

# OUTCOME 3.1: Ensure workforce system meets the needs of individuals across their life course from pre-employment through full retirement

| ACTION | PRIORITY | LEAD | DEADLINE | COST | SUCCESS MEASURE |
|---|---|---|---|---|---|
| Map life course stages for the world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner). | HIGH | OEWD & DCYF | JULY 2025 | LOW | • % of Alignment Committee members featured in life course stages map<br>• Life course map created<br>• Life course map feedback gathered |
| Ensure training and development programs address the evolving needs of individuals from the start of their careers to retirement by designing programs that help individuals transition between different stages of their careers and lives, including retirement planning and part-time or return to the workforce from retirement. | HIGH | SHE & YCD | JULY 2026 | HIGH | • Criteria established<br>• # City departments and NPOs engaged in creation<br>• % of workforce programs meeting established needs criteria |

# OUTCOME 3.2: Awareness of programs and career options and how to access them

| ACTION | PRIORITY | LEAD | DEADLINE | COST | SUCCESS MEASURE |
|---|---|---|---|---|---|
| Expand outreach by providing multilingual materials and support, conducting door-to-door campaigns, utilizing social media, partnering with libraries and schools, and participating in community events to reach a wider audience. | MEDIUM | SHE, YCD, & BACR | JANUARY 2026 | MEDIUM | • # of new enrollments into programming from targeted communities<br>• # outreach touchpoints (e.g., website, social media analytics, and other data) |

# OUTCOME 3.3: Develop additional workforce programs and services to meet community-identified needs

| ACTION | PRIORITY | LEAD | DEADLINE | COST | SUCCESS MEASURE |
|---|---|---|---|---|---|
| Develop coordination process for proposed programs and services. | HIGH | HRC, OEWD & DCYF | JULY 2026 | MEDIUM | • % of Alignment Committee workforce programs incorporated into or meeting established coordination process<br>• Completion of procurement timing alignment<br>• Forum for discussing new program ideas |
| Develop a comprehensive approach to resource allocation for proposed programs and services. This involves aligning departmental procurement processes and exploring collaborative procurement opportunities. | HIGH | OEWD & DCYF | JULY 2026 | MEDIUM | • # of joint procurements<br>• # of aligned workforce grant investments<br>• Completion of procurement timing alignment<br>• City/Community/NPO awareness of procurement timing alignment<br>• Virtual resource for all programs and services |

# OUTCOME 3.4: Provide young people with access to work experience and career opportunities

| ACTION | PRIORITY | LEAD | DEADLINE | COST | SUCCESS MEASURE |
|---|---|---|---|---|---|
| Incorporate financial justice education into workforce development initiatives, with a focus on financial empowerment, wealth building, and financial justice. | MEDIUM | SHE & YCD | JANUARY 2026 | MEDIUM | • Connection with Office of Financial Empowerment<br>• Review of City programs with financial justice curriculum<br>• Financial justice incorporated into best practices toolkit<br>• % of City youth programs that incorporate financial justice into program model<br>• # participants provided with financial empowerment/financial justice services<br>• Virtual resource for programs and services |

# OUTCOME 3.5: Improve employer engagement in the workforce development system

| ACTION | PRIORITY | LEAD | DEADLINE | COST | SUCCESS MEASURE |
|---|---|---|---|---|---|
| Expand partnerships with companies to create high-road job opportunities and develop a consistent framework for employer engagement, fostering sustainable collaborations between community-based organizations (CBOs) and employers. | MEDIUM | OEWD | JANUARY 2026 | MEDIUM | • # of existing companies<br>• # of new companies engaged<br>• # of new trainings created with employer input |
| Create specialized training programs and on-call staffing pools for small business owners, while offering education on independent contracting, business ownership, LLC development, and budgeting skills—focusing on vulnerable populations. | MEDIUM | OEWD & HSA | JANUARY 2026 | MEDIUM | • # of specialized training programs including entrepreneurship focused on vulnerable populations |

Thank you for joining this Council on City Workforce Alignment (CCWA) Working Group Meeting!

**QUESTIONS OR NEEDS? PLEASE CONTACT:**

JENNIFER.HAND@SFGOV.ORG