

COMMITTEE ON CITY WORKFORCE ALIGNMENT

Draft Minutes of The
October 30, 2024
War Memorial Veterans Building, Green Room, 2nd Floor
San Francisco, CA 94102

CCWA Voting Members Present

Ken Nim, OEWD
Brittini Chicuata, HRC
Anna Pineda, HSA
Jasmine Dawson, DCYF
Ben Poole, PUC
Julia Ma, DHR
Richa Dhanju, DPH
Althea O'Brien, DPW
Anthony Bush, DSHS
Taras Madison, APD

Anni Chung, Self-Help for the Elderly
Dion-Jay Brooker, Young Community
Developers
Tiffany Jackson, Hospitality House

CCWA Additional Members Present

Christina Robinson, DHR

CCWA Staff Present

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

CCWA Members Absent

Shamann Walton, BOS
Vince Courtney Jr., Northern California
District Council of Laborers

Ruth Barajas, Bay Area Community
Resources
Bart Pantoja, San Francisco Building and
Construction Trades Council

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

Chair Houston 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 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 welcomed Committee Members and introduced himself as the Director of Workforce Strategy of OEWD's Workforce Division.

Chair Houston outlined the meeting's focus on progress towards implementing the Five-Year Plan and highlighted recent efforts to refine and concentrate on specific goals outlined within this plan. He acknowledged the significant progress made by committee members over the past few months and noted that today's meeting would include a review of the FY 2022-23 Workforce Services Inventory Results.

Chair Houston extended appreciation to all members for their dedication and substantial contributions between meetings, particularly within their respective working groups. The Chair thanked the OEWD team for their work in coordinating both today's meeting and the recent working group sessions.

Adoption of the

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

Agenda
(Action Item)

requested a motion to adopt the meeting agenda. Member Poole made the motion, which was seconded by Member Brookter and passed unanimously.

Approval of the Minutes from July 31, 2024
(Action Item)

Chair Houston directed CCWA members to review the minutes from July 31, 2024. Next, Chair Houston solicited comments from CCWA Members. Seeing none, Chair Houston requested a motion to approve the minutes. Member Madison made the motion which was seconded by Member Nim. The motion passed unanimously.

Committee on City Workforce Alignment— Working Groups Updates
(Discussion Item)

Chair Houston introduced agenda item #6, detailing updates from the five, ad-hoc working groups. He noted that almost every group had convened since the last general meeting and emphasized members' desire for greater cross-group engagement to bridge and align efforts across the workforce Alignment Committee. Chair Houston stressed the importance of dismantling silos and ensuring cohesive coordination, which is central to the Committee's mission.

To support this goal, co-chairs would provide brief updates directly at the table to foster a more conversational exchange, rather than presenting formally at the podium. Chair Houston encouraged open dialogue and exchange of ideas.

Chair Houston then provided a brief update on **Working Group #1: Coordination of Partners' Plans and Priorities**, which had met twice before the previous full Committee meeting. The group's upcoming session, scheduled for the following week, will focus on synthesizing the full board's insights to strengthen coordination across all working groups.

Chair Houston invited Working Group #2 to present.

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

- Co-Chair: Tiffany Jackson, Hospitality House
- Co-Chair: Anthony Bush, Homelessness and Supportive Housing

Member Jackson reported that the group held its second meeting on October 10, 2024. She thanked group members for their engagement, including Ren Floyd-Rodriguez (OEWD), Ruth Barajas (Bay Area Community Resources), Dion-Jay Brookter (Young Community Developers), Roosevelt Pye (Young Community Developers), Taras Madison (Adult Probation Department), and Andy Beetley (Human Services Agency). The next meeting is scheduled for January 2025.

The group has focused on refining Goal 2: Equitable Investment in Workforce Programs, with particular emphasis on high-impact actions within Outcome 2.3, which aims to provide tailored services for vulnerable populations. Priorities included expanding vocational training and educational programs to meet the specific needs of vulnerable groups, developing opportunities for individuals without right-to-work authorization—such as entrepreneurship pathways and improved language access—and addressing housing stability as a critical factor.

In preparation for finalizing updates to the plan by January 2025, the group is assigning leads, establishing deadlines, and estimating costs and success measures for each action. To ensure clarity in addressing the needs of vulnerable groups, the group is working on more precise definitions for the categories of *unemployed*, *underemployed*, and *historically excluded populations*. Discussions on Outcome 2.1 focused on improving service tracking and reporting for economically vulnerable populations, while Outcome 2.3 emphasized tailoring services to meet their unique needs. Member Jackson noted that OEWD provided a presentation on October 10 on available data, resources, and tools to define these populations.

The group also reviewed proposed updates to the Workforce Services Inventory, aiming to accurately represent vulnerable populations, including unemployed, underemployed, and historically excluded groups. Key terminology changes included:

- Employed to Incumbent Worker
- Limited English Proficiency to English Language Learners
- Gender Minorities to Gender Expansive Communities
- Adding "Immigrants" – to capture programs serving immigrant populations not previously addressed

The next steps involve collaborating with the Data Working Group (#5) to enhance data accuracy, ensuring a comprehensive view of populations served by City workforce programs.

Member Jackson then passed the presentation to her co-chair, Member Bush.

Member Bush discussed incorporating the Social Determinants of Work framework to address broader barriers to workforce success. This framework includes considerations such as job flexibility, healthcare, childcare, transportation, education, broadband access, justice, and community health. Discussions explored how these factors could be integrated into City workforce programs by collaborating with employers who provide flexible jobs and essential benefits. A hands-on mapping activity allowed members to identify specific service needs within their departments, highlighting service gaps.

Future plans for the group include continuing to refine and integrate this framework into the City's workforce strategy. The framework will be mapped alongside the Life Course framework to assess service gaps for vulnerable populations. Additionally, the group is leading the development of a Best Practices Toolkit that will be publicly available, populated with evidence-based practices and data from the annual Workforce Services Inventory. This toolkit will showcase best practices across San Francisco's workforce programs, including subsidized employment, occupational skills training, and sector-specific job readiness.

Member Bush opened the floor to discussion on the Social Determinants of Work framework, inviting feedback from Committee members on its relevance and applicability within their departments. He also posed several questions for reflection: What are members' thoughts on the framework? What best practices could be included in the Workforce Development Best Practices Toolkit? And how can partnerships with employers be strengthened to support job flexibility and essential benefits like healthcare?

Member Dhanju praised the framework for its holistic approach, likening it to the social determinants of health used in public health to address community needs comprehensively.

Member Ma commended the framework, emphasizing the value of cross-referral partnerships. She explained that DHR's City Career Center provides employment access and career growth support and noted limitations in addressing broader needs, which could be met through inter-agency collaboration. She suggested that this framework underscores the need for coordinated support across organizations to address specific needs before individuals are ready to enter or advance within City employment.

Member Pineda supported the framework's alignment with job readiness, emphasizing the value of connecting job seekers with social services to stabilize them before employment.

Member Brookter expressed support for the framework and highlighted the importance of collaboration in building a strong workforce development pipeline. He emphasized the need to avoid duplicative efforts by leveraging existing resources, such as the Jobs Now program, to transition job seekers to city employment.

Chair Houston summarized that there was broad support for the Social Determinants of Work framework, which Working Group #2 would continue to develop within the Workforce Development Best Practices Toolkit. An update on the toolkit will be provided at the next meeting.

Member Bush added that the framework should guide partnerships between City departments and community-based organizations to fill service gaps and improve efficiency across agencies.

Chair Houston thanked Members Jackson and Bush for their updates and moved to the next group.

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

- Co-Chair: Dion-Jay Brookter, Young Community Developers

Member Brookter introduced *Working Group #3: Invest in Workforce Development Across the Life Course*, extending his appreciation to Co-Chair Ruth Barajas (BACR) for her commitment, along with thanks to members Ren Floyd-Rodriguez (OEWD), Kifer Hu (Self-Help for the Elderly), Aumijo Gomes (DCYF). The group

convened for its second meeting on September 27, 2024, and plans its next in January 2025 to further refine Goal #3 in preparation for updates to the Board of Supervisors in March. The end date for this group's work is targeted for July 2026.

Member Brookter outlined the group's approach to developing a Life Course Framework for San Francisco's workforce system. Initially broad, the framework covers all life stages, with a focus on supporting individuals across different phases of their career journey. To ensure feasibility, the group has since narrowed its scope to focus specifically on working years, defining age groups and workforce stages most relevant to City services.

Life Course Framework:

The discussion centered on mapping life stages and worker stages within the framework, highlighting critical stages such as:

- Pre-workforce entry (focused on early development and foundational skills)
- Workforce exploration and early skill development
- Workforce entry
- Workforce advancement and skill building
- Life transitions and workforce re-entry (for individuals returning to the workforce after life changes)
- Pre-retirement and workforce transition
- Post-retirement/workforce return

This framework acknowledges that workforce journeys are not always linear and that individuals may shift between stages due to life circumstances. The group emphasized that this mapping would integrate with the Workforce Services Inventory Tool, helping track services across departments and ensuring that resources are available to meet needs at each stage of the workforce journey.

The group also examined how to define age groups within the framework. Categories discussed included early childhood, school-age youth, transitional age youth, adulthood, and older adults. While still in draft, these definitions aim to support the City's broader age policy work and encourage a consistent understanding of age stages across departments.

Member Brookter shared that a major priority is building on existing frameworks from organizations like DCYF and Young Community Developers. By identifying common themes, the group aims to leverage current resources for a stronger, more cohesive workforce system rather than developing a new system from scratch.

Member Brookter invited feedback on how City departments currently define transition-age youth (TAY), adults, and older adults, and whether this committee might play a role in standardizing these definitions to support cross-departmental coordination.

Member Chicuata thanked Director Brookter for his detailed overview and emphasized the importance of establishing a consistent, Citywide definition for TAY. She highlighted that departments vary in how they define TAY, with HRC considering TAY as ages 13 to mid-20s, and some even go up to age 30. A standardized definition would enhance equitable access to services across the City.

Member Brookter concurred, noting that a unified age range for TAY would create consistency in program access and resource allocation across departments.

Member Ma added that, unlike other departments, DHR does not typically define workforce stages by age but rather by minimum qualifications. She noted that at the City Career Center, job seekers range widely in age and experience, often seeking guidance on career transitions, especially those re-entering the workforce from the private sector. While DHR assesses applicants based on qualifications, Member Ma supported the worker stages framework and stressed its potential for improving program alignment with job seekers' varied needs.

Member Bush mentioned that he has seen TAY defined differently across sectors, including HUD's age range of 18 to 24. He suggested adding flexibility to account for local needs, potentially extending TAY up to age 30 where appropriate, particularly in addressing City-specific challenges.

Member Chung raised concerns about implicit bias affecting older job seekers, especially those facing

language barriers or lacking qualifications. She urged the group to consider measures to support San Francisco's older immigrant workforce, who may struggle to secure employment despite the City's staffing needs.

Member Dawson explained that DCYF defines TAY as ages 18 to 24, based on charter guidelines. However, DCYF extends services to age 25 when working with justice partners, demonstrating a need for flexibility in the definition.

Member Brookter acknowledged the value of a standardized age range for TAY and moved on to the topic of Employer Engagement Strategies. He highlighted the importance of avoiding duplication and aligning efforts to maximize impact on City-employer partnerships. Reflecting on YCD's experience, he noted that while accessing employer partnerships can be challenging, greater collaboration between community organizations and City agencies would benefit job seekers and employers alike. He proposed revisiting this topic at the next meeting to explore how departments can work together to create cohesive employer engagement strategies.

Chair Houston thanked Director Brookter for his insights and transitioned to the next group.

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

- Presenter: Dr. Richa Dhanju, Department of Public Health

Chair Houston introduced updates for *Working Group #4: Enhance Apprenticeship and Pre-Apprenticeship Programs*, noting that Chair Pantoja (Building and Construction Trades Council) was unable to attend the full board, but developed updates for the group. Member Richa Dhanju (Department of Public Health) provided the update on behalf of the group.

Member Dhanju shared that the group held its second meeting on August 19, 2024, and acknowledged the contributions of members Ken Nim (OEWD), Chris Reyes (DHR), Ben Poole (PUC), Warren Hill (Public Works), and Chair Bart Pantoja (Building and Construction Trades Council). The next meeting is scheduled for November 18, 2024.

The group's focus remains on Goal #4, particularly Outcome 4.4: Increasing Employer Engagement in Apprenticeships. Member Dhanju noted that the group is prioritizing engagement with the private sector, including a specific focus on small businesses. Members discussed the importance of communicating the financial and operational benefits of apprenticeships—such as tax savings and union benefits—and identified the need for better outreach to private-sector employers about various apprenticeship opportunities and the advantages of connecting with City departments.

Updated Actions:

The group identified two primary actions:

- Assign dedicated staff to work with employers, focusing on building public-private partnerships and increasing awareness of apprenticeship opportunities, particularly in high-demand sectors.
- Create pre-apprenticeship programs specifically designed to support small business owners, helping them address staffing needs while providing apprentices with practical, industry-relevant experience.

Additionally, the group proposed conducting a fund development analysis of current and potential federal and state resources to support apprenticeship expansion.

Member Dhanju highlighted the group's discussions on aligning apprenticeship and pre-apprenticeship programs with labor market demands in both traditional and non-traditional sectors. OEWD's offered to provide access to labor market analysis tools, such as Lightcast, that could be a valuable resource for data-informed decision-making. The group emphasized the importance of policy advocacy, exploring potential incentives for apprenticeship participation and policies addressing workforce housing to support apprentices' needs holistically.

The group discussed enhancing DHR's ApprenticeshipSF as the City's central coordination hub. Recognizing the additional need for staffing to support expanding the scope of the program, the group suggested that larger departments, like DPH, might consider designating their own apprenticeship staff to collaborate with DHR on

program expansion.

The group also proposed partnerships with private employers to create direct pathways from entry-level roles to apprenticeships, thereby reducing reliance on staffing agencies. Due to staffing challenges, the group set a one-year goal to develop the necessary infrastructure for expanding ApprenticeshipSF's capacity within DHR.

Beyond Outcome 4.4, the group expressed interest in:

- Clarifying and refining job classifications within City workforce development departments.
- Developing and implementing a comprehensive communications plan to raise awareness and support for apprenticeship opportunities across both the private and public sectors.
- Learning from other departments' best practices, particularly around traineeships and fellowships for job classifications that don't traditionally fit into apprenticeships.

Next steps included the OEWD team commitment to refining these projects and setting clear parameters. Member Dhanju invited input from the broader working group, beginning with a question on how other groups are leveraging labor market data to enhance their initiatives.

Member Brookter shared that Working Group #3 has not yet integrated labor market data into their work but acknowledged the importance of doing so. He emphasized the benefit of learning from other groups' use of labor market insights to identify common themes and avoid duplication.

Member Jackson noted that Group #2 also has not used labor market data directly but has been looking at co-location of services from providers to enhance their initiatives.

Member Ma recalled that Working Group #1 had discussed the need to ground program planning in labor market data to ensure that new and existing programs align with actual job demand. She highlighted that data-driven planning helps ensure that training aligns with job demand, preventing the creation of programs that train individuals for roles with limited openings, which ultimately does not support positive employment outcomes.

Member Nim highlighted the importance of engaging private-sector partners in apprenticeships. He pointed to the California Employment Development Department's (EDD) and labor studies as valuable resources for understanding which sectors will likely see growth, helping the City to prepare its workforce for future opportunities.

Member Dhanju expressed openness to sharing insights from Lightcast data to support collaboration across groups.

Chair Houston introduced a question on nontraditional apprenticeships, explaining that while "apprenticeship" often conjures images of construction, the concept extends to other fields, such as tech. He invited members to share opportunities for non-traditional apprenticeships across sectors.

Member Pineda expressed interest in nontraditional apprenticeships, noting that, in her experience, apprenticeships are often structured with specific milestones that allow participants to progress toward completion. She shared that her HSA team is exploring subsidized, on-the-job training (OJT) programs that offer job seekers entry-level opportunities they might not otherwise have, particularly those supported by federal Supplemental Nutrition Assistance Program (SNAP) funds. These programs offer valuable skill-building for individuals entering the workforce, which Member Pineda sees as crucial in a market with many job seekers needing to upskill.

Member Nim added that public health offers pathways that could fit a nontraditional apprenticeship model, with entry points into fields like biotech and health services. He also highlighted programs in culinary arts, social services, and nonprofit-to-public-sector transitions as potential models.

Member Ma remarked on the potential of traineeships and fellowships as alternatives to apprenticeships, particularly for high-demand job classifications where traditional apprenticeships may not be feasible. Apprenticeships, she noted, come with strict state and federal standards, requiring significant structure and

labor partnerships, which might not suit every role.

Member Chung voiced support for formalizing nonprofit training in social services as an apprenticeship or similar pathway. She explained that nonprofits often serve as entry for individuals who transition into City roles, and formal recognition could strengthen this pipeline.

Member Brookter emphasized the importance of intentional, structured partnerships between private businesses, community-based organizations, and City departments to support apprenticeships and internships. He cited examples of successful partnerships with engineering firms, which provide youth with 10-week summer internships that build skills and prepare them for public and private sector opportunities.

Member Ma reflected on the value of having the City Career Center as a hub to support these partnerships. The Career Center could help organizations align their training programs with the City's hiring needs, providing job seekers with essential resources like resume guidance and a better understanding of the City's application processes.

Chair Houston thanked the members for their input and noted that these discussions highlight the potential for deeper collaboration. He indicated that they would proceed to the final working group update.

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

- Co-chair: Christina Robinson, Department of Human Resources

Chair Houston introduced Working Group #5, which focuses on enabling data sharing to improve coordination between workforce and other systems. Christina Robinson from the Department of Human Resources, serving as interim co-chair alongside OEWD, provided the group's update.

Member Robinson began by noting that the group held its second meeting on October 16, 2024. Members included Chad Houston (OEWD), Rose Johns and Heidi Chu (HSA), Aumijo Gomes (DCYF), Vallie Brown (HRC), and Julia Ma (DHR). Their next meeting is scheduled for January 2025.

The meeting focused on *Goal #5: Enabling Data Sharing for Improved Coordination*, particularly on four prioritized projects:

1. Conducting a landscape analysis to identify gaps and assess existing programs.
2. Identifying and studying use cases across departments.
3. Developing a unified set of metrics and definitions for workforce programs.
4. Establishing a shared framework and implementing a unified data system integration plan.

For each action, the group will assign leads, set deadlines, and estimate costs to incorporate into the Citywide Development Plan by January.

Member Robinson highlighted the central role of the Workforce Services Inventory ("the Inventory") in achieving Outcome 5.1: Conducting a Landscape Analysis. OEWD provided an overview of the Inventory, which offers a comprehensive view of workforce services across San Francisco. The data collected for FY 2022-23 would be presented later in the full board meeting, with feedback from this group incorporated to improve the tool for FY 2023-24.

In the recent discussion, members noted the need to expand the inventory's service type categories to align more closely with the workforce development definition created by the Alignment Committee. Currently, departments categorize programs by up to three primary service types. For example, DHR's Access to City Employment (ACE) program lists job search and placement as its primary focus, with barrier remediation as secondary. To ensure better alignment and data accuracy, departments will now be able to choose from six core service categories: workforce navigation, employment, training, supportive services, educational support, and youth development. This structure includes dropdown menus, allowing programs to specify primary, secondary, and tertiary focuses.

The group agreed on updating population categories within the inventory. Currently, categories like "youth" and "adults" are often used broadly, obscuring details about other vulnerable populations. To improve

specificity, the inventory will break down populations by age, employment status, and priority groups (e.g., justice-involved individuals, public housing residents). Further, the Vulnerable Populations Working Group recommended updates to the terminology used, which will be incorporated to ensure accuracy and inclusivity.

The working group also considered integrating a “Worker Stages” feature, reflecting stages of a client’s workforce journey as discussed in the Life Course Working Group. This addition would help track service gaps for vulnerable populations by identifying where clients are within their career pathways.

Acknowledging the limitations of the current Excel-based tool, the group explored alternative solutions such as SurveyMonkey, Microsoft Forms, and other digital platforms to streamline data collection for departments. The goal is to develop a more user-friendly platform, with gradual implementation over multiple years to allow departments time to adjust.

Chair Houston emphasized the integration of other working groups’ recommendations into this group’s work. He noted that the terminology and categorization updates introduced by Working Group #2: Equitably Invest in Workforce Programs—such as changing “employed” to “incumbent worker”—will now be reflected in the Workforce Services Inventory. This change ensures consistency across groups and underscores the collaborative nature of the project, making the data more relevant and applicable across all departments.

Member Robinson posed a question to the group: “What key insights or outcomes do you hope to gain from the expanded Workforce Services Inventory report that would most benefit your department’s planning and decision-making?”

Member Bush raised a question on how data would be collected to prioritize different categories—specifically underemployed, unemployed, and historically excluded populations. Emphasizing the importance of racial equity, he noted that understanding disparities across racial groups, particularly the differences in outcomes for adults of color versus their white counterparts, is crucial to identifying gaps and creating effective strategies. He inquired how prioritization data would inform targeted approaches within communities.

Ms. Hand clarified that these categories—unemployed, underemployed, and historically excluded—were aligned with the definitions in the Citywide Workforce Development Plan, which includes data on economic disparities among racial groups. She confirmed that the upcoming update in March would feature detailed data on San Francisco’s unemployed, underemployed, and historically excluded populations, segmented by race where possible to highlight racial equity disparities. The Inventory captures each program’s target population, including unemployed, underemployed, and historically excluded populations like BIPOC communities and veterans. She added that the Inventory allows comprehensive analysis across programs, including enrollments by demographic categories.

Member Bush thanked Ms. Hand, expressing interest in how these data would help refine strategies for each demographic’s unique needs.

Chair Houston expanded on this, noting that the Inventory would guide each working group’s strategic planning. He emphasized that insights from the inventory would enable the Alignment Committee to coordinate better across departments, promoting data-informed planning that allows departments to use the inventory findings in their operational strategies.

Member Pineda expressed appreciation for the inventory project, emphasizing that it would help departments avoid duplicated efforts. She noted that the inventory’s insights on service gaps would enable more intentional and thoughtful program design, ultimately creating a stronger support network for job seekers.

Chair Houston concluded the discussion, thanking the members for their input and underscoring the value of cross-group engagement. He announced that an application for funding was submitted to the California Workforce Development Board to support strategic planning within the Alignment Committee. The application covers several initiatives discussed during the meeting, and updates on the outcome are expected by the next session.

With no questions from the members, Chair Houston moved to the next agenda item.

FY 22-23 Citywide Workforce Services Inventory Results
(Discussion Item)

Chair Houston introduced Agenda Item #7, covering the FY 2022-23 Citywide Workforce Service Inventory, a tool used since 2015 to collect detailed workforce data from City departments. This annual report tracks outcomes, gaps, and redundancies in workforce services across San Francisco. For FY 2022-23, the report describes data from 24 departments, around 300 programs, and over \$180 million invested in workforce services. Future goals for Inventory implementation are to enhance data accuracy, reduce client duplication, and provide insight for strategic planning.

Chair Houston welcomed Workforce Impact Specialist, Miriam Palma-Trujillo, to present on the FY 2022-2023 Citywide Workforce Service Inventory Results.

The Inventory began in 2013-14. Over time, it has been refined, most notably with input from 13 community-based organizations and City departments in 2016 and in response to a BLA audit to emphasize program-level outcomes in 2021. It has undergone improvements each year, supported by input from City analysts to ensure the data remains relevant to departmental needs.

Funding Overview:

- The City invested \$182 million in workforce services, a \$9 million increase from the previous year.
- General Fund contributions rose by \$10.2 million, covering half of the total budget, with an increase of \$3.4 million in overhead expenses. Other local sources, including Prop C funds, enterprise funds, and revenue-generating departments, saw a \$4.85 million decrease. Federal funding increased by \$2.6 million, and state funding by \$4.95 million, with a significant portion allocated to DPH, which doubled its state funding.
- Funding to community-based organizations grew by \$8.5 million. Wages/Stipends had a slight increase of \$1.3M. In-house staff expenses had a \$3.7 M increase. Reported administrative expenses decreased by \$4.5 million.

Unique Client & Participants:

- 35,647 unique clients were served, a slight reduction from the prior year, attributed to reporting adjustments within departments.
- With nearly 62,493 service touchpoints, the report highlighted a decline of 17,354 interactions. This decline reflected the end of COVID-19 recovery initiatives, which had boosted service numbers in previous years.
- There were 28,787 training completions, ranging from basic skills to job readiness and vocational skills. Significant increases were noted in job readiness and “other” training categories.

Funding by Department:

- Large increases were reported by OEWD, DPH, SFHSA, PUC, and OCEIA.
- OEWD reported an increase of \$12.9 million, while DPH funding grew by \$6.4 million. Conversely, departments like DPW, PRT, DHR, and DCYF saw declines in funding.

Program and Service Types:

- 292 programs were documented, with 136 focused on direct service delivery, 88 on apprenticeships, 17 on work orders, and 10 work-orders.
- The programs prioritized various populations, including 20 programs targeting the unemployed, 16 focusing on the underemployed, 27 assisting public benefits recipients, and others tailored for justice-involved individuals (18), English language learners (16), and individuals with disabilities (17).

Demographics:

- The inventory reported an increase of approximately 900 Black or African American participants and steady growth in Middle Eastern/North African participants. The PUC disaggregated Asian demographics, providing a model for detailed demographic reporting.
- There were notable increases across gender identity categories, including a near doubling of trans female participants.
- 26% of clients were youth or TAY, while 33% were adults.
- Most clients held less than a bachelor’s degree, emphasizing a focus on workforce attachment outside traditional educational pathways.

Client Location:

- Service delivery saw a reduction across most zip codes, particularly in the Mission and Excelsior, each dropping by 800 clients.
- The number of completions for individuals experiencing homelessness increased to 3,212, with HSA servicing 2,868 participants in this category.

Training and Job Placement:

- Basic skills training saw a decrease, with MOHCD shifting reporting, but vocational training grew to over 12,000 completions.
- Notable expansions in training completions were observed in departments such as DCYF, HRC, OEWD, PUC, DPW, and SHF
- Departments like DHR and SFPL continued to sustain high levels of training completions. Shifts in training outputs reporting were evident in other departments, including MOHCD, OCEIA, PDR, and SFO.
- Unsubsidized placements rose to 1,236, with HSA, APD, SFMTA, DPH, PUC, SFDA, and SHF departments contributing new data.
- Subsidized Placements: These placements more than doubled to 7,265, led by DCYF and HRC, with HSA and PUC also showing growth.

Departments provided narratives detailing program impacts on racial equity, job quality, labor market alignment, sector partnerships, and customer experience. These narratives help contextualize program success and challenges, offering a more complete view of service impact beyond quantitative data.

The FY 2023-24 inventory collection process begins today, October 30th, engaging 24 departments over the next three months to prepare for the updated March report.

Chair Houston opened the floor for questions, noting the impact of pandemic-era programming on certain areas and client counts. The data highlights ongoing adjustments and improvements as the City seeks to capture more nuanced, comprehensive insights into workforce services. Seeing no questions, Chair Houston moved on to the next agenda item.

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 Nim shared two upcoming events in November related to National Apprenticeship Week:

- TechSF Event: Scheduled for November 18 at the LinkedIn Community Room.
- CityBuild Graduation: Scheduled for November 20, marking CityBuild's 19th year with a graduation for Cycle 41, as well as the professional services program. The event will take place at UCSF, and all are invited to celebrate the program's success in advancing apprenticeship opportunities.

Chair Houston announced OEWD's upcoming engagement process for procurement planning, which will involve outreach to City departments and community organizations within the Alignment Committee for collaborative input. Further details will be provided soon.

Member Ma highlighted that the SFUSD is actively hiring paraeducators (requiring either two years of college experience or a high school diploma with passage of the CBEST test), as well as bilingual teaching staff and special education teachers across all grade levels. Member Ma suggested that this hiring effort represents an opportunity for the City and partners to support SFUSD in spreading the word and filling these critical classroom vacancies.

Member Ma also shared that in the next month or two, new apprenticeship programs for heavy-duty truck mechanics and maintenance machinists will launch. Both apprenticeships will open several vacancies, with about eight or nine slots for each role. Those serving clients with an interest in or experience with mechanical work are encouraged to connect.

Chair Houston congratulated DHR on the recent graduation of 30 apprentices through SF Recreation and Parks

(RPD) and Public Works Departments, with special acknowledgment of the Department of Public Works' first class of general laborer apprentices since 2019, and ongoing success with RRPD's gardener apprenticeship program. Member Ma expressed pride in these achievements and thanked all involved departments.

Member Brookter announced the 22nd EPA Job Readiness Training Program Graduation taking place on Friday at 11 AM at the Southeast Community Center, located at 1550 Evans. The graduation will celebrate the accomplishments of 12-14 community members who will move into building and trade positions. All are welcome to attend the ceremony in support of the graduates.

Seeing no additional comments, Chair Houston moved onto the next agenda item.

**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, highlighting the valuable discussions and strong collaborative efforts that emerged from the meeting. Chair Houston announced that the next meeting is scheduled for Wednesday, January 29, at 9:00 AM at the War Memorial.

With no further comments, Chair Houston called for a motion to adjourn. Member Brookter offered a motion to adjourn which was seconded by Member Nim. The vote was unanimous, and the meeting adjourned at 11:06 A.M.