

GOAL FIVE: Enable Data-Sharing for Better Coordination Between Workforce & Other Systems

Committee & Community Priorities

Data Sharing Infrastructure, User Experience Enhancement, Participant Feedback, Resource Allocation and Support, Data & Metrics Development, Improve System Processes, Improving Metrics and Evaluation

What does success look like?

- Shared language defining workforce development and goals.
- Strategic alignment or summary of how strategic plans, policies, and services work together.
- Shared data system to uncover workforce development services provided across life course and impact to clients and vulnerable communities.
- Interagency referral systems are operational.
- All workforce programs collect and report enrollment, completion, and placement data at a minimum.

Landscape Analysis Using the Workforce Services Inventory

Over the past decade, the Workforce Services Inventory (“the Inventory”) has been a cornerstone of San Francisco’s workforce alignment efforts, providing an annual evaluation of City workforce programs. The Inventory captures key data such as funding expenditures, sources, target populations, program contacts, contracted provider investments, and workforce outcomes at the program level. It serves as a critical tool for identifying service gaps, reducing redundancies, and aligning workforce resources to meet the needs of the City’s most vulnerable populations.

To enhance its utility, the Inventory is undergoing a significant transformation into a user-friendly, digital platform. This upgrade will improve accessibility, streamline data collection, and support strategic decision-making across the City’s workforce system. The digitized platform will allow stakeholders to explore available programs, funding sources, service populations, and outcomes, providing actionable insights to guide policy and resource allocation.

Key Updates for FY 23-24

With guidance from the Committee, the FY 23-24 Inventory introduced critical updates to align with evolving workforce needs and priorities:

- **Worker Stages Framework:** The Inventory now incorporates six key stages of a worker’s career journey: Workforce Exploration & Early Skill Development, Workforce Entry, Workforce Advancement and Skill Building, Life Transitions and Workforce Re-Entry, Pre-Retirement and Workforce Transition, and Post-Retirement and Workforce Return. This framework ensures alignment with the Life Course Framework outlined in Goal #3 of the Five-Year Plan and provides valuable data to support strategic workforce planning.
- **Refined Service Population Categories:** The updated categories improve granularity, grouping populations by age (e.g., Youth, Transitional-Aged Youth, Adults, Older Adults), employment status (e.g., Unemployed, Underemployed, Incumbent Workers), and priority populations (e.g., Justice-Involved Individuals, Veterans, Immigrants, HOPE SF Residents, and Individuals with Disabilities). Programs can now report on multiple populations, offering a clearer picture of who is being served.
- **Expanded Service Type Categories:** The Inventory expanded from three to six service types—Workforce Navigation, Employment, Training, Supportive Services, Education Support, and Youth

Development. This ensures a comprehensive understanding of program offerings and alignment with the City and County of San Francisco's workforce development definition.

Planned Enhancements

Building on these updates, the Inventory will adopt a digitized data collection protocol, reducing the administrative burden and improving data accuracy. Departments will receive targeted training and technical support to ensure a smooth transition. Key anticipated benefits include:

- Increased departmental participation during reporting cycles.
- Reduced reporting of clients under “unknown” or “unavailable” categories.
- Improved data accuracy, enabling more actionable insights.
- Standardized adoption of unified inputs, outputs, and outcomes for workforce data collection.

The iterative implementation of these enhancements will allow departments to adapt gradually, fostering a more robust and comprehensive analysis of workforce services across San Francisco.

Workforce Inventory Dashboard

The transformation of the Inventory will include the development of a public-facing database and a program outcomes visualization dashboard. These tools will:

- Centralize information on workforce programs, funding sources, service populations, and outcomes.
- Highlight service gaps and redundancies to guide resource allocation.
- Provide policymakers, community organizations, and job seekers with accessible insights into available workforce services.

This digital transformation supports better decision-making, enhances transparency, and strengthens public engagement, laying the foundation for a more equitable and responsive workforce system in San Francisco.

Client Deduplication Plan

Efforts under Goal #2: Equitably Invest in Workforce Programs for Our Most Vulnerable and Goal #5: Enable Data-Sharing for Better Coordination Between Workforce and Other Systems are complementary, addressing systemic duplication in San Francisco's workforce development system. Working Group 2 focuses on co-locating programs and services, ensuring that physical and virtual spaces where services are delivered meet the needs of vulnerable populations. By contrast, Working Group 5 is tasked with developing a Client Deduplication Plan, which centers on creating a shared framework and integrated data system to track unduplicated client outcomes. Together, these efforts create a unified, accessible, and equitable workforce system.

The Client Deduplication Plan is a priority project under Goal #5 and will focus on resolving challenges of fragmented data collection and duplicative reporting. Currently, there is no system to match client records across departments, making it difficult to assess unduplicated outcomes, such as training completions, job placements, and retention rates. The Committee will spearhead the development of a plan to:

- Define shared metrics, definitions, and protocols for data collection.
- Establish a framework for integrating and matching client records across workforce programs.
- Provide tools for analyzing longitudinal outcomes, enabling the City to better allocate resources, reduce redundancy, and identify service gaps.

Through structured project management, stakeholder engagement, and consensus-building within the Alignment Committee, the Client Deduplication Plan will set the groundwork for a future centralized data system. This system will enable departments to better coordinate services and track the impact of investments, particularly for historically excluded populations. While its implementation is a longer-term goal,

the development phase will yield critical insights into how San Francisco can achieve workforce data integration.

Identifying and Studying Use Cases

A use case, as it pertains to the work of the Committee, refers to a detailed scenario or example that illustrates how clients interact with workforce programs and services. These scenarios help identify how current systems operate, where overlap or gaps exist, and what barriers clients face. For instance, a use case might examine the journey of a justice-involved individual seeking employment services through multiple departments. The use case would analyze the client’s pathway, including enrollment in workforce programs, access to supportive services, and the outcomes achieved.

The Identifying and Studying Use Cases project will leverage the Workforce Services Inventory as a research tool to map these client journeys. By examining service overlap, duplication, and barriers to access, this initiative will provide actionable insights for improving program design and delivery.

The outcomes of this project include:

- The development of use cases that highlight how shared clients, such as veterans, immigrants, and justice-involved individuals, navigate services. For example, how do co-enrollment practices impact a client’s access to multiple services?
- Identifying gaps and redundancies to uncover areas where services overlap unnecessarily or do not fully meet specific client needs, such as supportive housing or digital literacy training.
- Provide data-driven recommendations to improve service alignment, efficiency, and outcomes.

The work under the identification and studying use cases will complement efforts to establish a Client Deduplication Plan. By understanding how clients interact with the system, the Committee can develop informed strategies for data integration and service coordination. These insights will also guide the development of metrics and definitions that enable consistent and meaningful data collection across departments.

Background and Process

Through two community meetings held in September 2023 and March 2024, community members co-developed the initial actions for each outcome, which were incorporated into the Plan. These meetings were crucial in shaping the direction of our approach.

Alongside these community contributions, CCWA working group members led a series of discussions to refine these actions. This collaborative process allowed us to produce a more focused and streamlined set of revised actions. The ongoing insights and input from the community were essential in guiding and informing the work of the group.

While updated actions underscore the preliminary focus of the Committee, the initial actions developed by community will continue to be incorporated throughout the Five-Year-Plan planning and implementation process.

Outcome 5.1: Identify and reduce duplication and gaps in services.

Action	Priority	Lead	Deadline	Cost	Success Measure
--------	----------	------	----------	------	-----------------

Conduct a comprehensive landscape analysis to identify gaps in services and assess existing programs.					
DCYF	High	OEWD	Fall 2025	Existing personnel	Landscape analysis created, refined, finalized and shared
DHR					
HRC					
HSA	High	OEWD, HSA	Years 1-3	Medium/ High	

Initial Actions

- *Share best practices in workforce development with partners.*
- *Assess existing programs against best practices.*
- *Identify gaps in services.*
- *Create service delivery feedback loops.*

Outcome 5.2: Increased collaboration and efficiency across agencies and organizations.

Action	Priority	Lead	Deadline	Cost	Success Measure
Utilize landscape analysis to identify and study use cases for shared clients and vulnerable populations, facilitating targeted interventions across departments.					
DCYF	High	OEWD, HSA, DCYF	Jan 2026	Existing personnel	Analyses created
DHR					
HRC					
HSA	TBD		Year 4		

Initial Actions

- *Identify use cases for shared clients and vulnerable populations.*
- *Address privacy concerns first and develop memorandums of understanding.*
- *Develop a research plan to study use cases.*
- *Solve operational inefficiencies.*
- *Create a centralized database of workforce services and resources, and provide access to educators, teachers, and community-based organizations to better coordinate programs and connect participants to opportunities.*
- *Create an external-facing database of workforce services and resources for participant self-service.*

Outcome 5.3: Streamlined data, data-informed decisions, and validation of service models.

Action	Priority	Lead	Deadline	Cost	Success Measure
Develop a comprehensive set of unified metrics and definitions for					

workforce programs across departments to ensure consistent program evaluation and accurate data comparison.					
DCYF	High	OEWD	Fall 2025 (to align with next workforce inventory)	Existing personnel	Metrics and definitions created and shared
DHR					
HRC					
HSA	High	OEWD, HSA	Years 1-2	High Suggest CON/CSA	
Establish a shared framework and implement a unified data system integration plan to facilitate consistent reporting, accurate data comparison, and effective tracking of outcomes.					
DCYF	High	OEWD, DCYF, HSA	Develop plan by end of 2025, implement system end of 2026	Existing personnel, contractors	Plan created, system implemented
DHR					
HRC					
HSA		OEWD	Years 1-4	High	

Initial Actions

- *Create a unified data system integration plan.*
- *Establish pre- and post-measures to evaluate income levels and track participant progress.*
- *Collect data on apprentice placement numbers and financial literacy success to assess program impact.*
- *Implement LMI data-driven objectives to inform program development and improve outcomes.*
- *Collaborate with labor market research organizations to gather data and inform program development.*
- *Conduct research on technology trends and anticipate future workforce requirements.*
- *Develop a comprehensive set of metrics to measure the outcomes and impact of workforce development initiatives, with a metric for each desired outcome and a prioritization of the outcomes.*
- *Conduct targeted business analysis to gain a deeper understanding of local employment needs and trends.*
- *Regularly review and update the data used to measure real poverty in San Francisco to inform more effective interventions.*
- *Produce comprehensive analysis reports to support data-informed decision-making and continuous improvement of workforce development programs.*

The table below outlines the key projects addressed under this goal, including leading the development of the Client Deduplication Plan, Client Use Cases, and a Unified Data System Integration Plan that outlines unified metrics & definitions. This group will also support the creation of a Best Practices Toolkit and co-leading efforts on Workforce Inventory Enhancements.

PROJECTS	Goal #1 Coordination	Goal #2 Vulnerable Populations	Goal #3 Life Course	Goal #4 Apprenticeship	Goal #5 Data-Sharing
Quarterly Workforce Consortiums	X				
Labor Market Information	X			X	
Workforce Inventory Enhancements	X	X	X		X
Best Practices Toolkit	X	X	X	X	X
System Communication Plan	X	X	X	X	
Client Matching		X	X		X
Life Course Framework			X		
Service Co-Location Plan		X	X		
Employer Engagement Plan			X	X	
Social Determinants of Work Framework		X			
Client Use Cases					X
Unified Metrics & Definitions					X
Unified Data System Integration Plan					X

Who will lead this work?

DCYF, DHR, HRC, HSA, OEWD

When will CCWA complete this goal?

June 2029