

# COMMITTEE ON CITY WORKFORCE ALIGNMENT:

## ENABLE DATA-SHARING FOR BETTER COORDINATION BETWEEN WORKFORCE & OTHER SYSTEMS WORKING GROUP

Draft Minutes of The  
July 24, 2024  
Office of Economics and Workforce Development  
1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103

**CCWA  
Voting Members  
Present** Chad Houston, OEWD  
Rose Johns, HSA  
Aumijo Gomes, DCYF (remote)  
Julia Ma, DHR

**CCWA  
Additional Members  
Present** Heidi Chu, HSA

**CCWA Staff Present** Ken Nim, Chair  
Tai Seals-Jackson, Secretary  
Jen Hand, OEWD  
Miriam Palma-Trujillo, OEWD

**CCWA  
Members Absent** Human Rights Commission

**Ohlone Land  
Acknowledgement, Announcement, &  
Housekeeping  
(Discussion Item)** Chair Nim called the meeting to order at 09:35 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 Nim 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 Nim welcomed Committee Members and introduced himself as the Interim Director of Workforce Development and Director of CityBuild for OEWD's Workforce Division.

Chair Nim stated that the priority for this meeting was to review Goal #5 of the Citywide Workforce Development Plan, focusing on *Enabling Data-Sharing for Better Coordination Between Workforce & Other Systems*. The aim was to refine the scope to high-priority actions within the Five-Year Plan. Additionally, the meeting would cover the logistics and structure of the working group and involve nominating co-chairs to steer and advance efforts.

**Adoption of the  
Agenda  
(Action Item)** Chair Nim solicited comments on the agenda from CCWA members. Seeing none, Chair Nim requested a motion to adopt the meeting agenda. Member Johns made the motion, which was seconded by Member Houston and passed unanimously.

**Citywide Workforce Development Plan- Goal #5: Enable Data-Sharing for Better Coordination Between Workforce & Other Systems.**

**Sharing for Better Coordination Between Workforce & Other Systems**  
*(Discussion Item)*

Ms. Hand presented an overview of the five working groups which align with the goals of the Citywide Workforce Development Plan for FY 2024-2029. The primary purposes of these working groups are to build leadership within the 17-member Alignment Committee, establish strategic partnerships, and advance detailed work outside of the quarterly convenings. These smaller working group meetings aim to delve into the specifics of the plan, allowing committee members and the public to participate.

The Citywide Workforce Development Plan can be accessed here:  
<https://www.sf.gov/sites/default/files/2024-06/CWDP%202024-29%20-%20Citywide%20Workforce%20Development%20Plan.pdf>

Ms. Hand emphasized that the current meeting's objective is to prioritize the actions identified in the plan, with about 20 actions within this goal alone. The group needs to consolidate and prioritize these actions to drive the work forward effectively. Additionally, the meeting will address leadership, resources, timing, and the cadence of future meetings.

Ms. Hand provided background on the committee's activities over the past year, including quarterly and community meetings as well as the importance of adhering to the ordinance that mandates the work. The Alignment Committee, formed in 2023, developed the 5-Year Plan and adopted it in April.

Ms. Hand presented the purpose of the working group and inquired if members had any additional purposes or goals they wanted to achieve from this working group. Members had no additional feedback.

Ms. Hand presented the timeline for the working group, clarifying that the current timeline set for June 2029.

Ms. Hand presented the three outcomes along with their corresponding actions. Each outcome featured approximately 4 to 10 actions, with each committee member selecting one high-priority action per outcome. This selection will guide the committee's focus over the next five years. Members also categorized actions as medium or low priority during the discussion.

#### **Jamboard Activity Part 1 (Prioritization of Actions):**

Member Ma raised a concern about the repetition of certain items across different goals, noting that "share best practices in workforce development with partners" appears in other groups. Ms. Hand clarified that this item is included in every goal and encouraged prioritizing items using a data-sharing lens. Any redundancies should be noted and discussed in the next meeting.

**Outcome 5.1:** Members expressed interest regarding the prioritization of:

- Identify gaps in services.

Member Houston noted the need to inventory existing programs to identify gaps, emphasizing that understanding current offerings and unmet demands requires a landscape analysis. Member Johns added that the group could introduce a quantitative and research lens into the Committee's work.

Ms. Hand asked for clarification on identifying gaps in services, noting different interpretations among group members. Member Johns explained that identifying gaps involves assessing if there are needed services not currently provided and if existing programs meet the demand or require expansion. Member Johns suggested conducting a landscape analysis, streamlining data, developing metrics, and creating a centralized data system to understand participation rates and unmet demand. Additionally, emphasizing the importance of assessing and incorporating best practices into current programs.

Member Houston highlighted the need to inventory current programs to determine covered trades and

identify missing specialized training areas. Labor market information is crucial for understanding demand and aligning training programs. Data reveals placement gaps and supports aligning training with market needs from both service delivery and internal audit perspectives.

Director Gomes added that gap analysis should also consider which communities are underserved, ensuring targeted efforts to reach these groups.

Member Ma added that the analysis should consider who benefits from services and ensure programs meet actual needs and are connected to opportunities. Member Ma emphasized assessing existing programs against best practices and incorporating feedback loops to gauge effectiveness.

Ms. Hand proposed refining the language to "use landscape analysis to identify gaps in services and assess existing programs." Member Johns noted that actions needed to identify gaps are spread across different outcomes, such as identifying use cases and labor market analysis. Member Johns proposed consolidating actions related to labor market analysis and program needs under Outcome 5.1 to create a clearer focus. This involves moving items such as conducting research on technology trends and understanding local employment needs into 5.1. The goal is to ensure that identifying gaps includes both assessing current programs and understanding future workforce requirements.

Members agreed on moving labor market analysis items from Outcome 5.3 to Outcome 5.1 and refining the language to "use landscape analysis to identify gaps in services and assess existing programs." Members accepted this amendment.

Ms. Hand also acknowledged the need to address oversubscription and underserved communities, emphasizing that starting with a landscape analysis is crucial.

**Outcome 5.2:** Members expressed consensus regarding the prioritization of:

- Identify use cases for shared clients and vulnerable populations.

Member Gomes emphasized that while a centralized database is valuable, it should be part of a larger system including technical assistance, training, and collaborative efforts. Member Gomes prioritized identifying and studying use cases for shared clients and vulnerable populations to facilitate targeted interventions across departments.

Ms. Hand confirmed the need to identify specific client types to improve service delivery and suggested consolidating similar actions for clarity. Member Gomes proposed combining a landscape analysis with identifying use cases, as the former supports the latter with necessary research and context. Member Johns agreed, suggesting merging the actions into one, focusing on identifying and studying use cases.

Ms. Hand acknowledged the consensus, noting that both priorities could be selected for this outcome, with use cases as one and a centralized database potentially as another. Member Ma noted that while a centralized database is crucial for client access to services, it might better fit goals related to client and community accessibility rather than data collaboration, suggesting moving this priority to Goal #2 or #3. Member Gomes agreed to this adjustment.

Members agreed on consolidating actions around identifying and studying use cases for shared clients and vulnerable populations and moving the centralized database priority to other relevant groups.

**Outcome 5.3:** Members expressed consensus regarding the prioritization of:

- 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.

Member Houston highlighted the difficulty of comparing programs across different departments due to varying metrics and definitions of success, emphasizing the need for unified metrics and definitions to allow for accurate data comparison and program evaluation.

Member Johns added that having a shared framework with consistent definitions is foundational. Although specific metrics and targets might differ, a common foundation supports comprehensive analysis and reporting across the workforce development network. Member Johns noted that this priority feels both foundational and aspirational, emphasizing its importance for the group's work.

Member Gomes emphasized the need for a unified data system integration plan to facilitate everything else, pointing out that disparate data systems across departments hinder reporting and tracking outcomes. A unified system would enable better outcome measurement and program refinement, despite requiring significant investment.

Ms. Hand acknowledged that while integrating data systems is a longer-term goal, it remains crucial for improving coordination and effectiveness.

Members identified three discrete projects: landscape analysis to identify gaps and assess existing programs, identifying and studying use cases, and developing comprehensive metrics.

Chair Nim opened the meeting for public comment on this agenda item. Secretary Seals-Jackson provided guidance on the public comment process.

Seeing no additional comments in the chat or in person, Chair Nim closed public comment.

**Working Group  
Meeting Logistics**  
*(Discussion Item)*

Chair Nim solicited feedback regarding meeting cadence and proposed convening biennially or annually.

Member Ma suggested that while other groups scheduled follow-up meetings within the next month to complete their discussions, this group seemed to have made significant progress in addressing items, potentially allowing for less frequent meetings.

Ms. Hand emphasized that this group is working on longer-term projects, making a more regular meeting cadence potentially unnecessary.

Member Johns proposed meeting within the next two to three months to maintain momentum and work through part two of the exercise, agreeing that quarterly or biannual meetings would generally be sufficient.

Ms. Hand suggested that ongoing projects would need to be worked on outside of public meetings, with updates provided during quarterly sessions to ensure efficiency and transparency.

Members agreed to meet quarterly, with the option to adjust the schedule as needed based on project requirements and progress.

**Working Group Co-  
Chair Nominations**  
*(Action Item)*

Chair Nim outlined the vital role of the co-chairs in the success of the working group. Co-chairs are responsible for collaborating with OEWD staff to: set meeting agendas, facilitate discussions, ensure all voices are heard, represent the group in the broader Committee on City Workforce Alignment meetings, and drive progress on action items between meetings. Additionally, co-chairs will be presenting brief updates at the upcoming Committee meeting on Wednesday, July 31st, OEWD will be preparing talking points and slides.

Chair Nim opened the floor for further discussion and nominations for co-chairs.

Member Johns expressed concerns about deciding without discussing it with regular members of the group and suggested postponing the decision to the next meeting. Ms. Hand mentioned the need for a committee member to provide a brief update on behalf of the group at the upcoming meeting, noting that slides and talking points would be prepared to assist the presenter.

Due to scheduling conflicts, it was decided that OEWD staff would present on behalf of the committee at the upcoming meeting on July 31st. The nomination for the co-chair role was postponed to the next meeting.

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

Chair Nim opened the meeting for public comment on any agenda or non-agenda items.

Secretary Seals-Jackson provided guidance on the public comment process. Seeing none in the chat or in person, Chair Nim closed public comment.

**Adjournment**  
*(Action Item)*

Chair Nim thanked Members and the public for attending and reminded members that the next meeting would be held at One South Van Ness, with logistics to be coordinated for the next meeting.

Chair Nim opened the floor for members' closing comments.

Chair Nim called for a motion to adjourn. Member Johns offered a motion to adjourn which was seconded by Member Ma. The vote was unanimous, and the meeting adjourned at 11:04 A.M.

DRAFT

# PART 1

## INSTRUCTIONS:

Use the provided sticky notes labeled LOW PRIORITY, MODERATE PRIORITY, and HIGH PRIORITY to indicate the level of priority for each action. Identify only one high priority sticky for each outcome.

Use pink sticky notes to provide any comments or questions related to each action.



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



**MODERATE PRIORITY**

Share best practices in workforce development with partners.

**MODERATE PRIORITY**

**MODERATE PRIORITY - HSA**

**HIGH PRIORITY**

Assess existing programs against best practices.

**MODERATE PRIORITY - DCYF**

**MODERATE PRIORITY - DHR**

**MODERATE PRIORITY - DHR**

Comment/?: HSA- best practices alone do not uplift the work to identify gaps.

**HIGH PRIORITY- OEWD**

Identify gaps in services.

Comment/?: OEWD- Actions 1 & 2 can be combined to be a multi-step plan. Needs to assess and then identify

Comment/?: DCYF- Gaps in who we are targeting and who we are reaching. What communities are we missing.

Comment/?: HSA- pieces of this work are occurring in multiple groups and a research lens can be implemented

Comment/?: Use landscape analysis to identify gaps in the system

Comment/?: DHR- Looking at group 3 do we have the data available to uplift the work happening in that space and invest in individuals throughout their life course

**HIGH PRIORITY- Human Services Agency**

**MODERATE PRIORITY- DCYF**

Comment/?: DHR- what's being offered, who is using services, are the programs meeting needs, how good are the programs that are already occurring.

Comment/?: Need to understand timelines and work happening in other groups

**HIGH PRIORITY- Department of Children Youth and Their Families**

**HIGH PRIORITY**

Comment/?: OEWD- Look at gaps through service that can be expressed through data.

**MODERATE PRIORITY**

**HIGH PRIORITY- Department of Human Resources**

Comment/?: HSA- of the programs we have that require additional resources. Look at gaps from a programmatic lens through data and qualitative lens. Landscape analysis.

Create service delivery feedback loops.

**MODERATE PRIORITY - HSA**

**MODERATE PRIORITY- DHR**

**MODERATE PRIORITY**

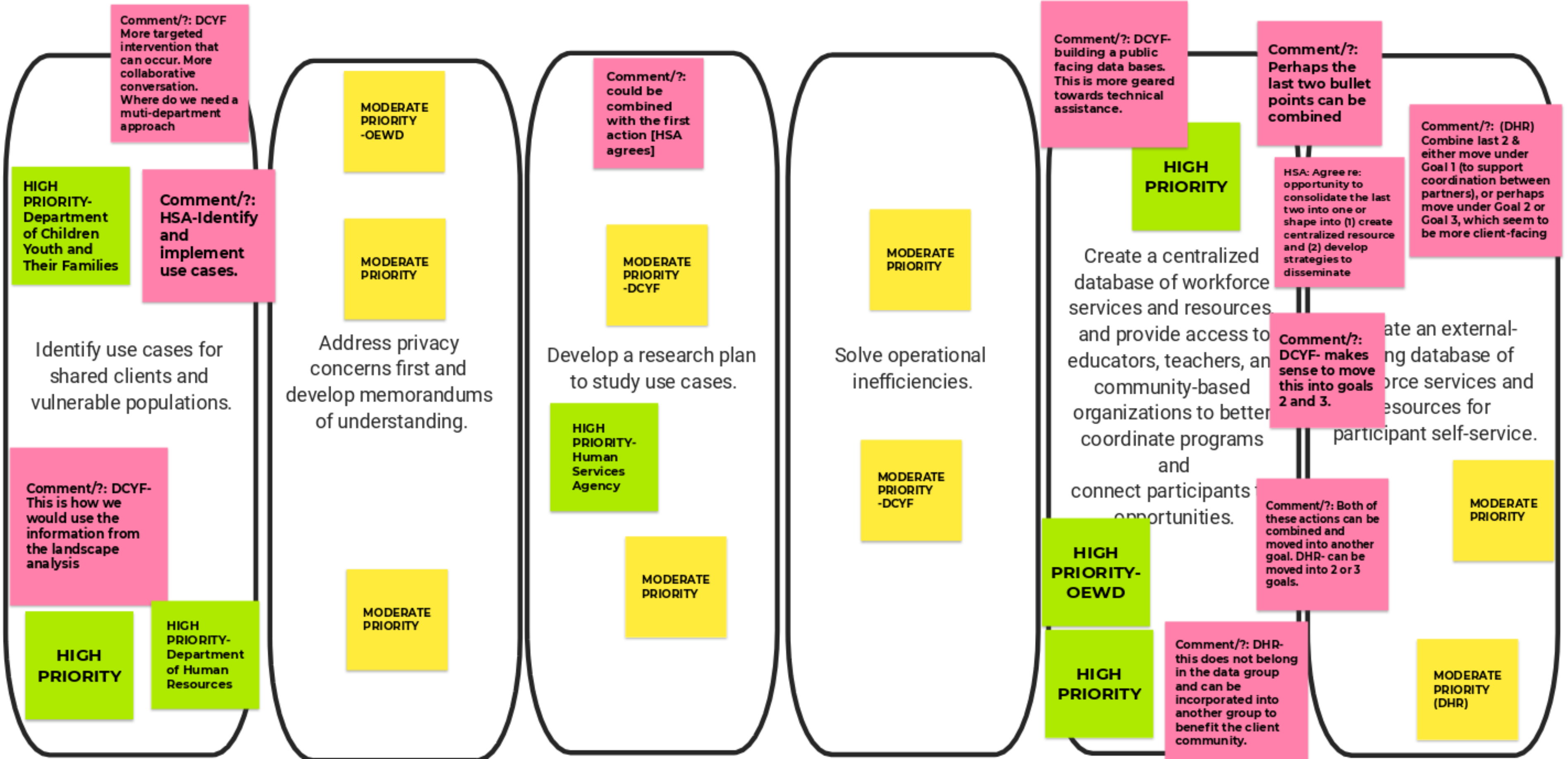
**MODERATE PRIORITY- DCYF**

Comment/?: DHR- Part of knowing if a program is effective is hearing feedback and implementing that feedback

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

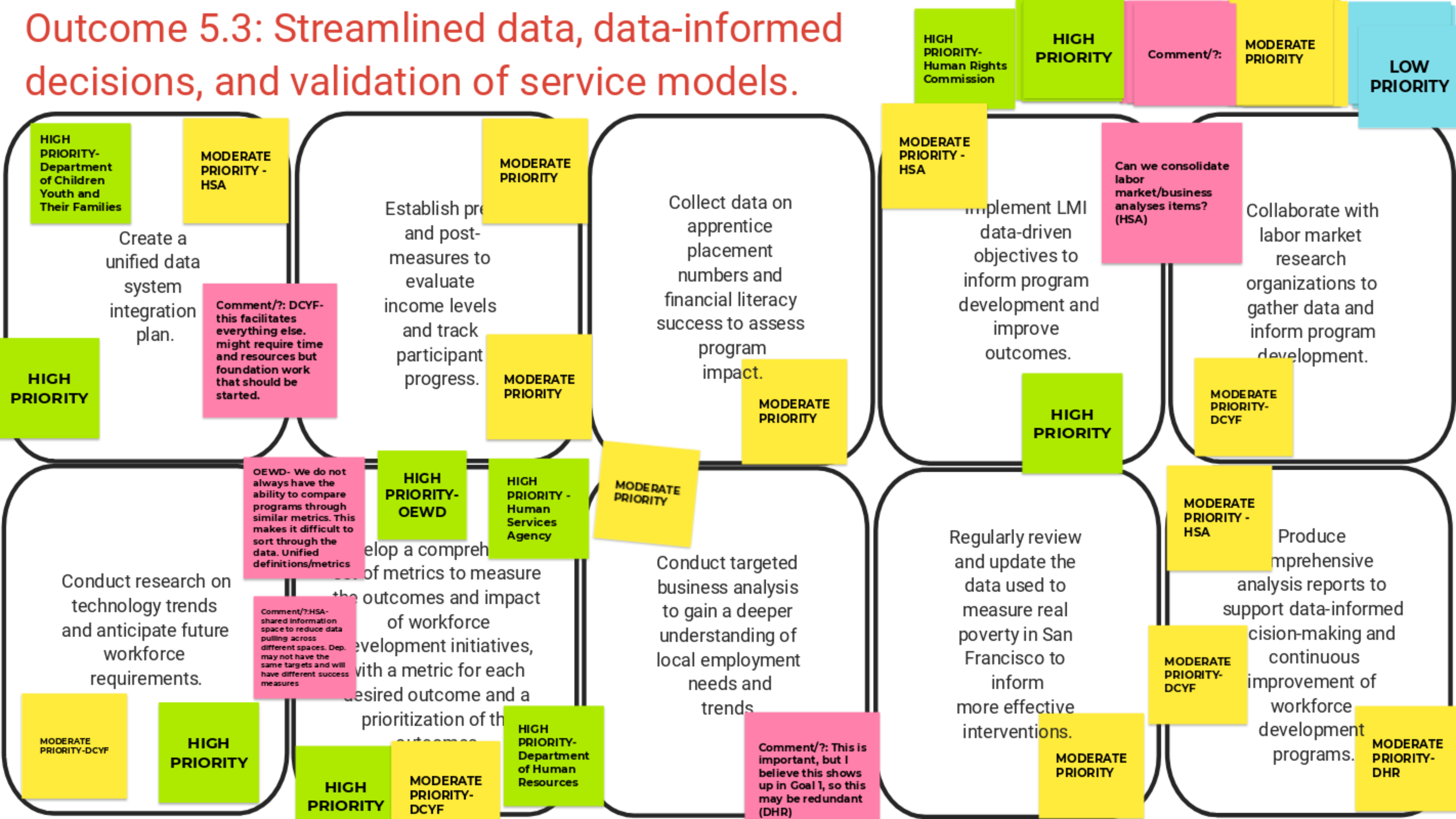
Legend for priority levels:

- HIGH PRIORITY-Human Rights Commission** (Green)
- HIGH PRIORITY** (Light Green)
- Comment/?** (Pink)
- MODERATE PRIORITY** (Yellow)
- LOW PRIORITY** (Light Blue)





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



# PART 2

PRIORITY-  
an  
ces  
ncy

## INSTRUCTIONS:

Please use yellow sticky notes to provide feedback on the following aspects of the listed ACTION:

- Allocated Resources
- Partners & Stakeholders
- Cost
- Deadline

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

**ACTION:**

ALLOCATED  
RESOURCES:

--	--	--	--	--	--	--	--

PARTNERS &  
STAKEHOLDERS:

--	--	--	--	--	--	--	--

COST  
(\$/\$\$/\$\$\$):

--	--	--	--	--

DEADLINE:

--

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

**ACTION:**

ALLOCATED  
RESOURCES:

PARTNERS &  
STAKEHOLDERS:

COST  
(\$/\$\$/\$\$\$):

DEADLINE:


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

**ACTION:**

ALLOCATED  
RESOURCES:

PARTNERS &  
STAKEHOLDERS:

COST  
(\$/\$\$/\$\$\$):

DEADLINE:
