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CITYWIDE WORKFORCE SERVICES ALIGNMENT UPDATE



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CCWA

Committee on City **Workforce Alignment**

Human Services Agency
of San Francisco



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Introduction

In June 2014, the City and County of San Francisco established the Committee on City Workforce Alignment (“Alignment Committee”) through approval of Chapter 30 of the San Francisco Administrative Code. Acknowledging opportunity for system improvement, Chapter 30 required the Alignment Committee—composed of the City’s primary workforce providers—to coordinate workforce development services across City departments in order to increase their effectiveness in moving clients through training programs to long-term self-sufficiency.

Until May 2017, the Alignment Committee was chaired by the Mayor’s Deputy Chief of Staff Kate Howard and comprised of the Board of Supervisors’ President London Breed and the department heads of the City’s five largest workforce-investing departments at the time of its inception in 2014: the Human Services Agency of San Francisco (HSA); the Office of Economic and Workforce Development (OEWD); the Department of Children, Youth and Their Families (DCYF); the San Francisco Public Utilities Commission (PUC); and the Department of Public Works (“Public Works”). OEWD staffs and convenes the Alignment Committee.

Though the Alignment Committee includes the five largest agency providers, 17 agencies in total provide workforce services to residents of San Francisco. Over time, additional agencies may be invited to the Alignment Committee, as occurred with the Department of Human Resources (DHR) and the Human Rights Commission (HRC) in FY 2017-18.

As mandated by Chapter 30, the Alignment Committee must submit a five-year Citywide Workforce Development Plan (“Plan”; see Appendix A: Citywide Workforce Development Plan) and subsequent annual updates to the San Francisco Workforce Investment board (WISF), the organization that oversees San Francisco’s workforce development strategies and receives and manages the City’s Federal workforce funding through the Workforce Innovation and Opportunity Act (WIOA). WISF brings together business, labor, education, government, community-based organizations (CBOs) and other stakeholders to address the supply and demand challenges confronting the San Francisco workforce.

The five-year Plan covers the period from 2017-2022 and provides an assessment of the City's anticipated workforce development capacity, growth opportunities, and the recommended goals and strategies needed to meet identified challenges. In 2017, the Alignment Committee developed the Plan with feedback from City supervisors, City agencies, the Workforce Community Advisory Committee (WCAC), and WISF. After incorporation of ideas from key stakeholders in an iterative revision process, the Alignment Committee approved the final Citywide Workforce Development Plan in the Fall of 2017. The Plan is organized into chapters devoted to its five system recommendations. The recommended goals, strategies, and funding outlined in the Plan are practical steps for the City to implement over the project's five-year timeline.

Most significantly, the Plan recommends the development of tools to assist in analyzing workforce development services. In 2015, OEWD developed the first annual Citywide Workforce Services Inventory ("Inventory") in response to this recommendation and has administered it every year since. The Inventory assists in cataloguing program data and client outcomes, funding allocations. This report details the results of this collection and analysis.

As required by Chapter 30, the Alignment Committee prepares annual updates on the progress made towards these recommendations and their corresponding action items. This annual update for FY 2017-18 describes the beginning of true City alignment towards accomplishing the Plan's long-term goals. It includes descriptions of progress in accomplishing recommendations, special projects in service of this mission, as well as the overall significance of this work in positioning our residents for self-sufficiency and upward mobility through workforce development. In keeping with the five-year timeline, the Alignment Committee has made progress across all recommendations after the first year.

RECOMMENDATION #1

Contribute to breaking the cycle of poverty for San Francisco residents through targeted outreach and service delivery

Many local residents have not prospered from San Francisco's recent period of economic growth. For many, it is the continuation of a long cycle of poverty within their families and communities. Contributors to the City's workforce development pipeline must have all of the tools and partnerships necessary to move these residents out of poverty. Tools and partnerships that address employment barriers and access to services and technology are especially valuable.

Recommended Action(s)	Anticipated Outcome	Status
<p>Formal adoption of the Citywide Workforce Development Plan by all members of the Alignment Committee.</p>	<p>A shared set of goals and action steps for aligning the City’s workforce development system.</p>	<p>Complete</p>
<p>Convene quarterly Alignment Committee meetings to reach a common understanding of how workforce programs can work in tandem to specifically address the needs of the economically vulnerable and those with employment barriers. Invite relevant stakeholders, such as HOPE SF and the Office of Resilience and Capital Planning, as appropriate.</p>	<p>A list of operational steps to strengthen connections between programs to better support vulnerable clients.</p>	<p>Ongoing</p>
<p>Led by HSA, identify the number of working age individuals who fall within vulnerable populations, as well as their location and other relevant demographics.</p>	<p>An understanding of the scope of workforce development needs in the City.</p>	<p>In Planning</p>
<p>Collect pre- and post-program client income data, as part of the FY 2016-17 City Workforce Services Inventory.</p>	<p>An evaluation of the impact programs have on client income.</p>	<p>Ongoing</p>
<p>Create a systemic partnership with City departments and/or initiatives that are serving families and individuals in poverty (such as HSA, HOPE SF, DHS, and APD/CASC) to help connect clients to City-funded workforce development services.</p>	<p>A process for ensuring economically vulnerable residents have access to an array of City services, including workforce development.</p>	<p>Ongoing</p>
<p>Invite the Human Rights Commission to guide the Alignment Committee in applying racial equity considerations to all its activities.</p>	<p>A process for ensuring that racial identity is not a determining factor in one’s success.</p>	<p>Ongoing</p>

Progress Updates

Recommendation #1 reflects the Alignment Committee's commitment to ensuring the workforce development system is a key contributor to breaking the cycle of poverty. As part of this commitment, the Committee recognizes the necessity of aligning the interests of City partners and community stakeholders in efficient service delivery and developing career pathways for our most vulnerable residents.

After presenting to WISF and incorporating feedback from City stakeholders, the Alignment Committee approved the Plan in a crucial first step towards mutual agreement on recommended actions (Appendix A: Citywide Workforce Development Plan). With the governing bodies in full support, progress toward Recommendation #1 continues as follows.

In this first year, the Alignment Committee met regularly, assigning department representation to specialized working groups to build understanding and co-create operational systems. Adding new member departments when appropriate, the Alignment Committee welcomed two department heads: Micki Callahan from DHR and Sheryl Davis from HRC. As the City and County of San Francisco is one of the largest employers in San Francisco, DHR provides insight into hiring practices and building talent pipelines to keep our residents employed. The Alignment Committee included representation from HRC to assess and recommend strategies for prioritizing equity in City workforce programming. As needed, City agencies may be invited to the Committee to consult on workforce-related issues under their domain.

Beginning in 2015, the City Workforce Services Inventory ("Inventory") surveys all 17 agencies with workforce development programs, cataloguing related programming, collecting demographic data on participants, identifying program funding streams, and engaging departments in calculations of cost per participant (Appendix B: FY 2016-17 Workforce Inventory Results). OEWD continues to collect pre- and post-program client income data through the annual administration of the Inventory. The FY 2016-17 Inventory is further detailed within the Recommendation #3 section of this report. Through collaboration with City departments, OEWD refines and recalibrates the Inventory every year, engaging agencies to harmonize data collection and identify consistent terminology. This best practice brings City analysts together to build a mutual understanding of City data needs and address solutions to data duplication.

Through Alignment Committee working groups, key City agencies strengthened their coordination of existing workforce programs to prevent duplication of services, create opportunities for cross-training, and ensure appropriate client referral. As an example, HSA and OEWD front-line staff developed a shared understanding of each department's workforce programs, such as knowing when to refer clients to HSA's public benefits assistance with workforce training components (e.g., Jobs Now!) or to OEWD's standalone workforce development services (e.g., CityBuild Construction Academy). As the Committee fosters connections among City agencies, OEWD continues to create strategic partnerships with key stakeholders in the community and throughout the workforce development ecosystem.

In order to offer job training programs in high impact areas and provide a clear pipeline to career pathways for our most vulnerable residents, OEWD facilitated a partnership with HOPE SF—the nation's first large-scale transformation and collective impact effort aimed at redeveloping San Francisco's most dilapidated and isolated public housing developments (Hunters View, Alice Griffith, Sunnyside, and Potrero Hill) without mass displacement. HOPE SF partners with site-based community organizations and Resident Service Connectors who work with residents throughout and beyond the relocation process. Place-based services provide residents with accessible referrals to sustainable mobility pathways. On-site service providers intervene effectively and are able to follow up with clients more readily. RSC's leverage the expertise of on-site service providers and receive training on key success indicators and referral procedures for workforce development programming, including, CityBuild Construction Academy ("CityBuild"), HSA's Jobs Now!, and OEWD's Sector Academies in hospitality, healthcare, and technology. With intentionality over the past year, OEWD has strengthened relationships with HOPE SF to positively impact high-need populations. As a continuation of this strategy, OEWD and HOPE SF, in partnership with the San Francisco Housing Authority, submitted a grant proposal to the U.S. Department of Housing and Urban Development's Job Plus Initiative program. The proposal requested funding for a new service delivery model to create upwardly mobile economic pathways for HOPE SF, specifically Sunnyside, residents through integrated mobility mentoring and community coaches, targeted employment services, and earned income disregard policy changes to temporarily exclude new income from consideration for public housing rent increases. Results of the grant are pending and, if accepted, the project will be led by the San Francisco Housing Authority, Mayor's Office, and Mercy Housing California.

In January 2018, OEWD secured partnerships with the Mayor's Gleneagles Academy and the Northern California Laborers Training Center to create an eight-week job training program for City residents, with a

focus on those in the Interrupt, Predict and Organize (IPO) violence prevention program, residents of public housing, and recipients of public benefits. This CityBuild partnership creates a pipeline from training to placement in union jobs for our most impacted community members, and the first cohort graduated ten participants in January 2018. This program is a coordinated effort between OEWD, HSA, DHR, PUC, Public Works, the Adult Probation Department (APD), and the Recreation and Parks Department (RPD).

Lastly, true alignment requires cohesion among City agencies and among the CBOs that work with our clients every day. As a best practice, OEWD facilitates these conversations during quarterly grant recipient meetings. Taking engagement a step further, on April 18, 2018, OEWD hosted a provider conference to create an open dialogue with and professional development opportunities for CBOs. Entitled “Creating Connections for Workforce Advancement, over 45 City grantees, funded by OEWD, JSA and/or DCYF, attended. The conference incorporated presentations and workshops designed by HRC, HSA, and OEWD, and provided other valuable community resources. Participants had the opportunity to attend a resource fair with the Committee on Information Technology (COIT), City College of San Francisco (CCSF), HSA, APD, PUC, and DCYF. OEWD received positive feedback from providers about the experience and plans to continue this tradition to build alignment across grantees.

RECOMMENDATION #2

Develop a Workforce Transit Map to show how clients navigate the workforce development system

To effectively move our most economically vulnerable residents into unsubsidized employment with upward mobility pathways, the system must have a clear picture of how clients are currently navigating the system. A visual representation of the client experience would allow the Alignment Committee and other system stakeholders to identify outreach, service, and communication gaps delaying positive outcomes for clients. Eliminating these gaps would result in a seamless pipeline for clients from any entry point to self-sufficiency, economic resiliency, and upward mobility.

Recommended Action(s)	Anticipated Outcome	Status
<p>Convene a working group of the Alignment Committee to develop a “Workforce Transit Map” depicting the sequence of existing services and programs along a continuum of services aimed at moving clients towards unsubsidized employment and upward mobility, and detailing current client experience of the system.</p>	<p>Identification of outreach, service, and communication gaps between programs, departments, and other system stakeholders.</p>	<p>To Be Revised</p>
<p>Formal adoption of the “Workforce Transit Map” by all members of the Alignment Committee.</p>	<p>A unifying vision of the workforce development system.</p>	<p>To Be Revised</p>
<p>Identify gaps in the system for workforce system clients, particularly residents in poverty, and develop solutions and systems changes to improve access to optimally-sequenced, City-funded training programs and other workforce development services, using the Workforce Transit Map as a resource.</p>	<p>Help residents in poverty better navigate City-funded workforce development programs and improve transitions from one City-funded program to another.</p>	<p>Ongoing</p>

Progress Updates

Recommendation #2 recognizes our need for tools that can identify gaps in our workforce system. By mapping the client experience in our current network, the Alignment Committee believes that the system would be able to identify where clients leave services, inadequate communication between partners and programs, and inefficiencies in the delivery of client supportive services.

The Alignment Committee convened a Workforce Transit Map Working Group, with representation from HSA, OEWD, DCYF, PUC, and Public Works. Led by OEWD, this Working Group petitioned the Mayor's Office of Civic Innovation (MOCI) for a team to deliver a Workforce Transit Map ("Map"). The group hoped to create a Map which would identify a typical user journey, including system entry points, transfer stations, and average length of time in programs, in a manner consistent with the Plan's recommended actions. Through MOCI's Civic Bridge Program, the Working Group secured an interdisciplinary team of Google consultants with skills in people operations, data analysis, public policy, and human-centered design.

The Google Civic Bridge Project (GCB) kicked off in September of 2017 and ended in May of 2018. In October, GCB joined OEWD's offices to work alongside department staff and begin collecting research. After observing system services at multiple intervention points and conducting over seventy stakeholder research interviews with agency directors, program managers, CBOs, and workforce clients, GCB determined that the client experience is unique and varies based on stage of life, intervening socioeconomic factors, quality of case management, program availability, among other factors.

GCB determined that the deliverable of a Map, based on the team's snapshot into the workforce system, would not be a practical outcome for their project. Due to the depth and breadth of the system, the team needed a larger sample size to create a resource which would adequately capture the diversity of client experience. Instead, the project team pivoted to deliver system-level interventions aimed at improving client experiences. GCB brainstormed over 75 individual recommendations ranging from specific program ideas to broad systemic change. Developed with guidance from the Working Group and input from Digital Services, GCB's ideas coalesced into one central recommendation: an integrated client management system for all of the City's workforce development alignment efforts.

GCB's top five priorities to achieve this integrated client management system include collecting automated,

high-quality data across stakeholders and programs; standardizing common intake data points across all programs; creating data entry APIs for efficient, intensive case management; providing self-service tools for clients or tasks necessitating low-touch case management; and developing triage tools that help case managers match a client to a persona profile and refer the client to suitable programs (Appendix C: Google Civic Bridge Findings).

If implemented, these system enhancements will yield enough data to identify reliable, valid patterns among client movement within the workforce system and ultimately improve the understanding of client journeys as contemplated in Recommendation 2. At the time of this report, OEWD has engaged the City Performance Unit at the Controller's Office and the City's Digital Services team to determine the feasibility of these recommendations.

RECOMMENDATION #3

Build data sharing infrastructure across City workforce development departments

Once we have a shared understanding of the current and desired client experience, we must build data sharing infrastructure to inform how best to move clients through the pipeline. City departments need to agree on a common set of data elements that will be collected and reported by their respective programs. This data must inform system stakeholders of client milestones to facilitate successful progression through the pipeline. A universal client management system is necessary for this level of data sharing.

Recommended Action(s)	Anticipated Outcome	Status
<p>Convene a joint working group of the Alignment Committee and nonprofit service providers to draft a common set of data elements that would allow system stakeholders to track clients at any point in the pipeline, as well as assess system success.</p>	<p>An agreed-upon set of common data elements that community-based organizations can collect and City departments can use for reporting and evaluation purposes.</p>	<p>Complete</p>
<p>Formal adoption of common data elements by all members of the Alignment Committee; these data elements will be collected and analyzed as part of the FY 2017-18 City Workforce Services Inventory.</p>	<p>A more comprehensive system-wide data set to guide decision making about outreach and service delivery strategies.</p>	<p>Complete</p>
<p>Connect the Human Services Agency’s Salesforce system with the Office of Economic and Workforce Development’s Jobs Portal.</p>	<p>Pilot data sharing between workforce development departments.</p>	<p>Ongoing</p>
<p>Convene a working group of the Alignment Committee to develop data sharing agreements between departments, using resources from the City’s ShareSF Program.</p>	<p>Discovery of challenges and opportunities with a shared client management system.</p>	<p>Ongoing</p>
<p>Based on findings from the working group on client data reporting requirements and needs, submit a budget request to expand the capacity and connectivity of the Jobs Portal.</p>	<p>Ability to track workforce clients from entry to exit; make meaningful referrals; evaluate system success by unsubsidized employment and upward mobility</p>	<p>In Planning</p>

Progress Updates

Though Google Civic Bridge’s project focused on the development of a Workforce Transit Map initially, the team’s research results pivoted the Alignment Committee’s attention to the urgency of fulfilling Recommendation #3, which seeks to create infrastructure to identify system and client needs efficiently. This recommendation necessitates the standardization of program data across all key agencies and requires the infrastructure to share client information across all departments, through an integrated client management platform, as conceptualized by the Google Civic Bridge Project.

In 2017, the Alignment Committee convened the Data Alignment Working Group, including stakeholders from the five main agencies and key CBOs¹. The working group met five times, coming to agreement on key terms and identifying relevant data fields for federal, state, local, and programmatic requirements.

These data elements were incorporated into the FY 2016-17 Inventory. Additionally, OEWD hosted two technical assistance trainings to provide analysts with the opportunity to learn about new data definitions and to improve the quality of data collection. Though OEWD has circulated the Inventory since 2015, City agencies reported that the data collection was more relevant this year than in the past, and this data alignment effort helped advance agency-level reporting protocols.

The FY 2016-17 Inventory surveyed 17 City departments² (Appendix B: FY 2016-17 Workforce Inventory Results). This year’s inventory solicited information on program budgets, program descriptions and goals, service populations and types, community-based service provider partners, client demographic information (e.g., age, race, ethnicity, educational attainment, gender, et al.), client industry and occupation data for training and placements, and client residence by zip code, including workforce system service of persons experiencing homelessness, incarceration, and/or commuting from residences outside of San Francisco.

¹ Ultimately, CBO participants included Episcopal Community Services of San Francisco, Goodwill Industries, Japanese Community Youth Council, Jewish Vocational Service, Self-Help for the Elderly, Success Center SF.

² Departments included APD, DCYF, DHR, DPH, Public Works, Department of the Environment (ENV), HSA, San Francisco Public Library (LIB), Mayor’s Office of Housing and Community Development (MOHCD), San Francisco Municipal Transportation Agency (MTA), Office of Civic Engagement and Immigrant Affairs (OCEIA), OEWD, Port of San Francisco (PORT), PUC, San Francisco International Airport (SFO), and the Sheriff’s Department (SHF).

Efficient data sharing must start with the largest workforce providers to capture the greatest population of workforce clients. In 2017, HSA and OEWD started a dialogue aimed at aligning their client management systems. In the short-term, the departments have explored low-risk solutions to systems integration, such as granting JobsPortal access to HSA employment liaisons for First Source hiring opportunities. Moving toward the long-term goal of data system integration, HSA built its new client management system using Salesforce, mirroring OEWD’s existing JobsPortal—a Salesforce-based system to connect jobseekers with providers and employers. Over time, the two agencies will work on sharing relevant data points and, where applicable, connecting data systems that hold relevant client information in an effort to move towards more integrated client management.

These collaborations among HSA and OEWD are the precursor to developing concrete data sharing agreements with the City’s ShareSF Program, and this agency-level partnership serves as a model for other Alignment Committee members and City workforce providers to integrate data systems.

RECOMMENDATION #4

Actively use demand-side relationships and data to guide workforce development programming

Supply-side data from programs and clients is only one half of the workforce development pipeline. Demand-side relationships with private and public employers are essential for guiding program curricula, forecasting actionable hiring opportunities, and providing monetary support for system offerings. System stakeholders must leverage existing relationships and build new ones to ensure all contributors have the information and connectivity necessary to move clients through the pipeline into real employment opportunities.

Recommended Action(s)	Anticipated Outcome	Status
Led by DHR, convene a public sector working group composed of department heads and human resources specialists from the City departments most impacted by employee retirements, to plan for near and long-term succession and general hiring needs and strategize how low-income and underemployed residents can access these opportunities.	Increased human resources efficiencies; greater entry and mobility options for jobseekers.	In Planning
Refer to City resources, such as the City’s 10-Year Capital Plan, to understand upcoming hiring opportunities and work with the appropriate partners to develop plans for local workforce development needs.	Increased program efficiencies; greater entry and mobility options for jobseekers.	Ongoing
Develop common strategies for educating workforce development clients about City employment opportunities and for providing coaching and/or support to the City’s application process.	Greater entry and mobility options for jobseekers.	Complete
Led by OEWD and HSA, conduct an easy-to-replicate analysis of near and long-term (6+ months) hiring, using labor market information and private sector hiring forecasts, to share with departments and nonprofit service providers.	Increased training and placement program efficiencies; greater entry and mobility options for jobseekers; increased private investment in the public workforce system.	Ongoing
Issue a policy brief based on primary stakeholder conversations and case study research, which will cover best practices and outline options for private sector investment into the workforce development system.	Increased private investment in the public workforce system; improved outcomes.	Ongoing
Convene a working group of the Alignment Committee to discuss how to coordinate business services across the departments that rely on employer relationships to drive hiring from their programs.	Increased program efficiencies; greater entry and mobility options for jobseekers.	In Planning

Progress Updates

Recommendation #4 acknowledges that, in order for the City to keep clients at the center of its workforce program planning and implementation, the City must also assess demand-side data to understand where jobs and training programs may make the greatest impact. Employers are critical system stakeholders and the City must include them in the conversation to move clients into a pipeline for upwardly mobile, self-sufficiency wage employment.

The Alignment Committee knows the City hiring process is complicated yet, while at the same time recognizing public sector employment can provide stable pathways to self-sufficiency for San Francisco residents. DHR continues to align hiring practices across City agencies, incorporating best practices in hiring and retention, and standardizing procedures where appropriate.

During FY 2017-18, OEWD and DHR worked together to produce a civil service hiring practice training module for employment liaisons and workforce providers to create a clear pipeline to City employment opportunities for clients. As the first point of contact for many of our clients, workforce providers need to receive consistent, updated training on entry-level City employment opportunities and hiring practices. The trainings launched in September 2017, engaging workforce providers from major grantees and generating excellent feedback around utility and implementation.

After the success of the program, OEWD has planned an outreach strategy to continue the training module at job fairs and CBOs to maximize exposure. After additional evaluation and focus grouping, OEWD staff will refine the training module to include targeted program referral strategies for workforce providers who engage specific populations, such as youth or persons with disabilities. From here, OEWD aims to create an easy-to-use module and training protocol so workforce providers can train additional CBO personnel.

As a continuation of these strategies, OEWD is currently mapping entry-level, civil service City job opportunities to create a verifiable pipeline to City employment. Staff identified over 75 entry-level classifications, including 35 with specific career pathways. From this foundational work on civil service job pathways, DHR will convene a working group to identify long-term succession and general hiring planning in the public sector for the next decade.

In consideration of the upcoming decade, the Alignment Committee can look to the Capital Planning Committee's 10-Year Capital Plan which projects City projects for FY 2018-27. In consideration of the rapid growth in the construction industry, OEWD and other Alignment Committee agencies collaborated with the Capital Planning Committee to share construction labor market data and develop market projections for upcoming projects in the City's 10-Year Capital Plan. In 2017, the Capital Planning Committee requested that OEWD report back past construction hiring, work hour aggregations, and end-use conditions. As the Capital Planning Committee develops concrete plans and market projections using these data points, OEWD will calibrate CityBuild program offerings and develop talent pipelines to meet the City's long-term needs.

Lastly, private employers are a key stakeholder in the workforce system and create demand for employees that can drive economic outcomes for our clients. Over the last six months, OEWD researched private sector investment in workforce systems and summarized the findings in a report. The report demonstrates that system-level, private sector investment is heavily dependent on meaningful and strategic employer engagement, from employer-based oversight, involvement in program design and delivery, recruitment and hiring, to financial and in-kind resource contributions.

Building on preliminary research, OEWD continues to gather primary data around employer engagement and private sector investment. Current strategies include leveraging existing relationships with WISF sub-committee members in small group settings to understand what employers need from the workforce system. Additionally, OEWD developed a survey to send to all workforce employers, and plans to operationalize this strategy in the next several months.

Continuing this momentum, OEWD plans to create more opportunities for employers to actively share thoughts and insights on how to maximize workforce system responsiveness to market needs. One example was the Harvard Business School (HBS) Hack in May of 2018. This solution focused event brought together HBS faculty and alumni, along with employers, Google.Org, IDEO, and City workforce actors. There, interdisciplinary teams developed innovative, human-centered design solutions to worker displacement. As the Alignment Committee develops tools to better predict workforce outcomes, the City will plan for collaborative solutions rooted in the interdisciplinary expertise necessary to serve the most vulnerable.

RECOMMENDATION #5

Continue to streamline procurement and contracting across City workforce development departments

The tools and partnerships that effectively move clients along the pipeline can be made more efficient through administrative improvements. For City workforce development departments who contract service delivery to community-based organizations, efficiencies may be gained through streamlining procurement and contracting. Realized cost savings may mean more money for programs and clients.

Recommended Action(s)	Anticipated Outcome	Status
Align planning processes through shared procurement schedules and strategies.	Potential cost savings and maximized resources.	Ongoing
Coordinated by OEWD, convene working groups to identify overlap in contracts with CBOs receiving workforce funds from three or more City Departments. Where applicable, standardize activities, outcomes and workforce development terminology.	Potential cost savings and maximized resources.	Ongoing
Explore the implementation of joint workforce program monitoring, using resources from the City Controller's Office.	Potential cost savings and maximized resources; consistent performance expectations.	Ongoing

Progress Updates

The final recommendation acknowledges that all workforce services and infrastructure development requires financial investment. To maximize the City's investment in workforce development, the Alignment Committee seeks to ensure that the administration of contracts to CBOs is as efficient as possible, with maximum impact for our client populations.

With consultation from the Government Performance Lab (GPL) at the Harvard Kennedy School, OEWD, HSA, and DCYF assessed overlap and gaps in existing workforce contracts, paying special attention to goals, outcomes, target populations, service providers, and service types. The suggestions that emerged promote long-term grant-making strategies and alignment of grant procurement processes. GPL recommended improvements to align the system, including conducting joint procurements across the agencies, assessing whether services correspond with the target populations' needs, developing consistent metrics to collect data across agencies, and coordinating outreach to participants to match them with appropriate programs, regardless of entry point.

Though this report speaks to program alignment in greater depth in the section for Recommendation #1, two City programs made substantial gains in this area: the Mayor's Youth Employment and Education Program (MYEEP), which receives General Fund monies and is administered by DCYF, and the San Francisco Student Work Experience Program (SWEP), which receives federal funding and is run by HSA. Both programs provide similar workforce development and resource referral services to work-eligible youth. However, enrollment among the two programs was inconsistent, with one being oversubscribed while the other had openings. Now, with coordinated referral and streamlined enrollment processes, applicants to MYEEP or SWEP may be accepted to either program and will be served by the program that both has availability and fits eligibility requirements. Coordinated entry such as that between MYEEP and SWEP gives providers the opportunity to meet funding requirements and serve more clients efficiently. This program improvement may serve as an example to other programs with similar missions and client populations.

Internally, grant-making alignment progresses across DCYF, HSA, and OEWD. The three largest grant-making agencies have been collaborating on the development of requests for proposals (RFPs) and the review of applications. Starting in Fall of 2016, these three core workforce agencies have reviewed each other's RFP's prior to release to ensure that funding strategies are aligned with cross-departmental goals. Subsequently,

the agencies have held interagency grant review panels to combine expertise and collaborate on decision-making.

During 2017, the City rolled out a new financial management system (FMS) which centralizes the City's administration of grants to CBOs. Over time, FMS will improve access to high-quality, easily accessible data on grantee funding sources across the City. As OEWD becomes more familiar with the system, the department is developing best processes for understanding system-level overlap in grant-making and the accompanying redundancies in contracting.

Additional resources may become available to ensure more consistent outcome reporting. Starting in 2018, the Controller's Office (CON) began an audit of contract monitoring across seven City departments (MOHCD, OEWD, DPH, HSA, APD, DCYF, HSH). In contrast with existing joint fiscal monitoring, this new process focuses on programmatic outcomes. The audit will assess whether departments have sufficient and appropriate measurable objectives in their contracts with nonprofit service providers, adequate monitoring practices to ensure compliance with the measurable objectives in the contracts, including departmental activities to validate nonprofit contractor performance, and effective response mechanisms when nonprofit contractors do not meet contractual objectives. CON plans to complete fieldwork in July of 2018 and issue a report in December of 2018. In 2019, CON plans to staff an interagency working group to identify opportunities for joint program monitoring. As these processes develop, OEWD will collaborate with the Controller's Office to leverage outcomes for more efficient workforce programming.



Photo: Unsplash User - Saksham Gangwar

CONCLUSION

After a year of strategic engagement, the Alignment Committee has sparked changes in City workforce programming. With the central priority of convening key system stakeholders, the Alignment Committee has created cohesive goals, built successful partnerships, prioritized resources towards impacted communities, improved evaluation and data collection processes for the annual workforce inventory , engaged stakeholders in system improvement conversations, initiated developing the infrastructure necessary to align all moving parts, and disseminated information wider and and transparently.

Moving forward, the Alignment Committee plans to continue this work, further integrating necessary infrastructure to promote a seamless workforce system and will support departments in following the roadmap identified in the Plan. The Alignment Committee has made significant system-level improvements in the past year, and plans to use the momentum to create lasting change in the San Francisco workforce system in service to our clients.



APPENDIX A

Citywide Workforce Development Plan

APPENDIX B

FY 2016-17 Workforce Inventory Findings

APPENDIX C

Google Civic Bridge Findings