



San Francisco Workforce Strategic Plan

Environmental Scan Overview

May 13, 2009



Overview of Conditions

1. Economy Structure:

- **Four Key Segments:** Knowledge, Experience, Human Infrastructure, Physical Infrastructure
- **Seven Priority Industries:** Biotechnology, Construction, Health Care, Hospitality, Information Technology/Digital Media Retail, Transportation

2. Disparate growth at high and low end of labor market

3. Concentrated pockets of need in many areas of San Francisco



Scope of Workforce Services

- **\$71.8 million in public monies being invested into SF's WFD system (only \$12m in WIA)**
- **294 workforce service providers**
 - 198 CBOs**
 - 40 union apprenticeship programs**
 - 27 gov't agencies,**
 - 29 post-secondary educational institutions**



Findings

- 1. The workforce system lacks the appropriate oversight, strategic priorities, policy and administration**
- 2. Workforce system cannot quickly adapt to the dynamic economic trends that influence the city's labor market**
- 3. Workforce and education programs are not closely linked with real career opportunities, career ladders or advancement**
- 4. Workforce services not effectively serve youth, particularly transition age youth**
- 5. A disconnect exists between what customers expect and what the workforce system provides**
- 6. Few employers and residents know about the workforce systems and/or have an unfavorable perception of the quality of services**



Finding 1

“The workforce system lacks the appropriate oversight, strategic priorities, policy and administration”

- **\$78.1 million spent by 22 government agencies and foundations each with**
- **Disparate performance outcomes and measurement, need stronger alignment across agencies**
- **Disconnect between WF & education**
- **Need centralization of employment services, administration of and local hiring ordinances**



Finding 2

“Workforce system cannot quickly adapt to the dynamic economic trends that influence the city’s labor market”

- **Jobs are disproportionately growing at high end of the labor market**
- **Residents feel that high paid jobs are out of their reach**
- **Many workforce providers express interest in targeting key sectors, but indicate they lack an understanding to effectively serve them**
- **Tax credits and other workforce services are not maximized to attract, retain and grow businesses**



Finding 3

“Workforce and education programs are not closely linked with real career opportunities, career ladders or advancement”

- **Employers, job seekers and training providers each have different expectations for job training and skills needed for success**
- **Employers already invest heavily in training in house or through external training providers**
- **Workforce services are too heavily focused on helping job seekers find their first job. Very few focus on career advancement or incumbent worker training**
- **Job seekers and employers said that a clearly articulated career path with advancement opportunities is the most effective tool to retain workers**



Finding 4

“Workforce services not effectively serve youth, particularly transition aged youth”

- Youth workforce services are difficult to find and navigate
- Difficult to maintain service continuity as youth transition to adulthood because of funding requirements
- Workforce providers indicated that programs that have real world and hands on experience such as apprenticeship programs and Bridges to Bio Tech are most effective
- Severe gaps exist within the workforce infrastructure. One stops are not “youth-friendly”
- Many young job seekers have severe basic skills deficiencies, workforce programs must focus more closely on basic skills
- Many youth face other barriers such as housing, mental health issues and substance abuse, but do not know where to get help



Finding 5

“Workforce and education programs are not closely linked with real career opportunities, career ladders or advancement”

- **Employers, job seekers and training providers each have different expectations for job training and skills needed for success**
- **Employers already invest heavily in training in house or through external training providers**
- **Workforce services are too heavily focused on helping job seekers find their first job. Very few focus on career advancement or incumbent worker training**
- **Job seekers and employers said that a clearly articulated career path with advancement opportunities is the most effective tool to retain workers**



Finding 6

“Few employers and residents know about the workforce systems and/or have an unfavorable perception of the quality of services”

- **Few employers and residents choose to use workforce services provided by the City**
- **Employers and residents perceive that the workforce system cannot meet their needs and is difficult to use**
- **Youth perceive workforce services as inaccessible or not “youth friendly”**
- **Residents noted a lack of information and outreach about workforce resources available**
- **Service providers see the need to convene and share best practices and information about trends in workforce development**

