



SAN FRANCISCO

Office of Economic and Workforce Development

Workforce Strategic Plan

Environmental Scan

May 8, 2009



San Francisco Workforce Development System Strategic Plan Environmental Scan Executive Summary

I. Overview of Workforce Development in San Francisco

The Office of Economic and Workforce Development (OEWD) is charged with providing the oversight for San Francisco's workforce system. To provide a direction and agenda, OEWD is conducting a strategic plan to prioritize activities for the next five years. This Environmental Scan is designed to provide the necessary contextual information to develop this strategic plan.

To chart a course forward, we begin by looking carefully at the condition of San Francisco's economy and workforce development system. By understanding this context, we can determine our system's strengths and weaknesses, and our environment's opportunities and threats.

This report includes an overview of the San Francisco workforce system, a discussion of the economic context and findings gathered from stakeholder surveys and focus groups. The report includes information gathered from San Francisco residents, businesses, and workforce providers. We were careful to include voices from across the city's neighborhoods, residents from all income and economic status levels, and business from a variety of industries and sizes. Further this report highlights progress we have made to date and lessons we've learned from our partners who deliver workforce services.

Purpose of San Francisco's Workforce System

In 2004, Mayor Gavin Newsom sought to align workforce development investments with economic development by merging these functions into the Office of Economic Development. Further in 2007, the Board of Supervisors passed legislation authorizing the Workforce Development division to oversee San Francisco's workforce policy and coordinate the manner in which the City and County operates workforce services.

To articulate its role and communicate its principles, OEWD adopted the following Vision, Mission and Core values to guide its decision making. These include:

Vision

San Francisco will have a talented workforce that attracts, retains and expands competitive industries and enhances the standard of living for all of the City's residents.

Mission

The mission of the Workforce Development Division of the Office of Economic and Workforce Development's is to build public-private partnerships that create and guide a continuum of workforce services in that improves the economic vitality for people and business.

At the heart of OEWD's vision and mission is a dual-customer approach—that workforce services seek to strengthen and increase the competitiveness of San Francisco business and residents.

Shared Core Values

Diversity- All viewpoints and perspectives respected and considered; universal services that are accessible and usable by all;

Excellence- High performance and continuous improvement in workforce system leadership; data driven investments and program design;

Customer Focus- Understand and meet the requirements of SF businesses and job seekers;

Accountability- Demonstrate cost effectiveness, high return on investment and programmatic integrity through sound performance and results.

Scope of San Francisco's Workforce System

There is considerable density of resources and workforce related activity in San Francisco. Currently there is an estimated \$71.8 million in public resources that are spent on workforce services each year, funded through 22 city/county agencies. Further, there are more than 294 community based and city-run workforce providers in San Francisco. OEWD recognizes the wealth of workforce experience and activity that exists in San Francisco, and aims to work more closely with these entities as partners as collectively we shape a strategy to move forward.

OEWD envisions a workforce system that provides quality, accessible, and targeted services to both San Francisco residents and the businesses that employ them. The San Francisco workforce system is the bridge between employers and job seekers, offering services tailored to the needs of job-seekers, particularly those with barriers to employment, as well as providing a skilled and ready workforce for local businesses. Our goal is to align workforce investments with economic development strategies to ensure that jobseekers are prepared for and can access living wage employment in growth industries in San Francisco.

Building a strategic, responsive and effective workforce system requires that we capitalize on San Francisco's existing workforce partners. This entails an integration of policies, funding and delivery systems of a number of current providers into a community-wide effort to support businesses and workers to full employment. Currently workforce activity is conducted by:

- Over 294 community based and City-operated workforce providers.
- Six One-Stop Career Link Centers providing universal access services, vocational assessment, job training and intensive support for job seekers, as well as business, job development and placement services.
- The Community College District, K-12 career/technical programs and a multitude of private vocational schools.
- City programs/initiatives that target San Francisco residents to secure gainful employment including formerly incarcerated individuals, low/disadvantaged individuals, youth, among others.

A myriad of local, state, and federally funded initiatives have been launched in San Francisco to prepare residents for employment. This current delivery system also includes training opportunities offered within various city departments and by our educational partners.

Current Framework

The success of any workforce system centers on its ability to adapt quickly to the changing dynamics of the labor market. OEWD has laid the following foundation to ensure that the City's policymaking and programs are strategic, efficient, and nimble to meet these demands.

Centralizing Workforce Policy and Administration

The City has laid the foundation to integrate workforce and economic planning, policymaking and program oversight with the Office of Economic and Workforce Development.

To align economic development and workforce development, Mayor Gavin Newsom integrated workforce development policy planning and into the Office of Economic Development, re-naming it the Office of Economic and Workforce Development (OEWD). In 2007, the Board of Supervisors further consolidated strategic oversight over workforce planning and policy with OEWD by passing legislation designating OEWD to

“oversee comprehensive City-wide workforce development strategic and funding allocation plans that coordinate all City department resources devoted to workforce development in order to more effectively meet the needs of job seekers in obtaining economic self-sufficiency, and of employers in locating and retaining a skilled workforce.”

These changes prompted by both the Mayor and Board of Supervisors call for a strong Workforce Board to integrate policy, authority and services under a single policy entity--the Workforce Investment San Francisco Board, also known as the “WISF.”

These structural/administrative changes are designed to:

- Incorporate a strategic approach to workforce development that effectively responds to the dynamic nature of San Francisco's labor market
- Lower administrative costs
- Increase the effectiveness of resident and business services
- Improve worker outcomes
- Streamline government systems
- Improve the capacity of administrators to respond to market demands
- Simplify and improve accountability reporting

Implementing a Sector-based Approach to Workforce Development

In 2007, OEWD published San Francisco's Economic Strategy identifying seven industries that have the capacity to grow its workforce, provide self-sufficiency wages and are accessible to San Francisco Residents. These industries include:

- Biotechnology
- Construction

- Health Care
- Hospitality
- Information Technology/Digital Media
- Retail
- Transportation/Logistics

To effectively meet the needs of both employers and job seekers in these industries, OEWD has adopted a sector approach to workforce development. Sector strategies utilize a “dual-customer” approach that sees both business and job seekers as the customers of the workforce systems. Sector strategies, work with multiple employers within an industry, and create customized and targeted solutions to assist these employers to find qualified, skilled workers. Sector strategies further provide job-seekers enhanced employment opportunities by integrating industry-specific skill development that is tied to career advancement within an industry.

According to the National Network of Sector Partners, sector strategies “result in companies that are more competitive, while employees obtain improved income, benefits, and employment security.”¹

Investing in Skill Development

OEWD recognizes that a skilled workforce is critical to San Francisco’s competitiveness in a globalizing environment. It is the workforce development system’s role to cultivate a talented workforce that has the ability to adapt to changing demands of the labor market. Skill development includes interpersonal and life management skills (i.e. soft skills) as well as vocational/occupational skills (i.e. hard skills).

A skill development strategy better prepares workers to succeed in the economy while meeting the workforce needs of employers. Successful skill development strategies involve a life-long process and result in advancement along the career ladder.

OEWD’s skill development strategy includes:

- Formal education systems that deliver knowledge and skills relevant to market demands;
- A diversity of opportunities for lifelong learning outside the formal education system (e.g. workplace learning, adult literacy, apprenticeship, vocational training, youth development, technology-enabled learning, community service and other “alternative” programs);
- Strategies and incentives that support sustained public and private sector investment in skill development;
- Certifying knowledge and skills gained outside formal education systems that are recognized by employers;
- Developing pathways for continuous learning through informal and formal learning systems.²

¹ National Network of Sector Partners (NNSP)

² Ibid

II. ENVIRONMENTAL REALITIES: THE LABOR MARKET CONTEXT

In building a workforce system, we must understand the structure and dynamics of the San Francisco economy in the long term. This section discusses the organization of the San Francisco economy, short and long term conditions that impact business and residents.

Structure of the Local Economy and the Seven Priority Sectors

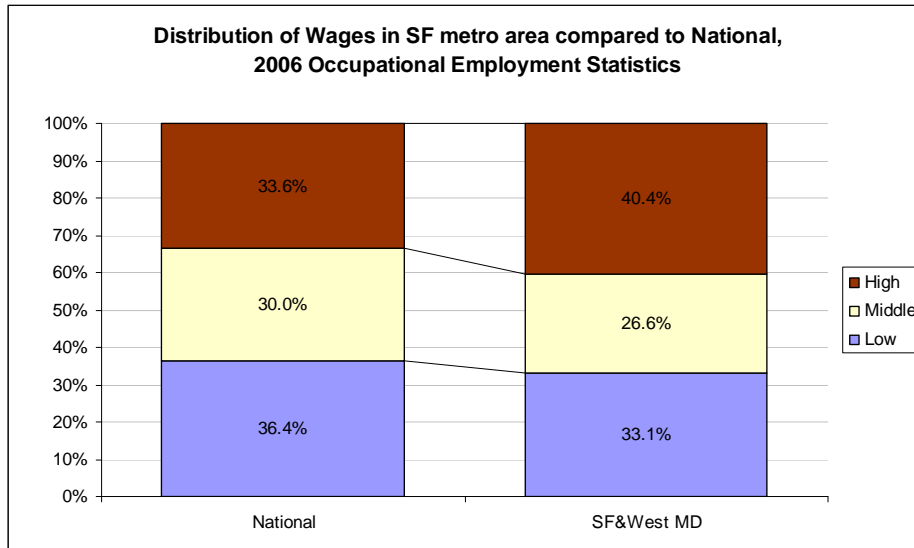
In the mid-to long term, the San Francisco labor market is projected to grow as a whole. However, the nature of this growth--what types of jobs, what industries, skill requirements, and who gets them presents both challenges and opportunities for the City's workforce system.

In 2008, OEWD released the San Francisco Economic Plan that described the structure of San Francisco's labor market identifying four major "segments" economy. These four segments include

- Knowledge Generation (e.g., information technology, publishing, professional services)
- Experience Generation (e.g., tourism, retail, hospitality, design)
- Human Infrastructure (e.g., education, health, business services)
- Physical Infrastructure (e.g., construction, transportation etc.)

Of these four segments of the economy, the Experience Generation segment has added relatively more jobs in the last 15-20 years than the others. These jobs were largely comprised of lower skilled lower wage jobs. The job composition of San Francisco's labor market is disproportionately comprised of jobs at the high end and low end of the wage/pay spectrum.

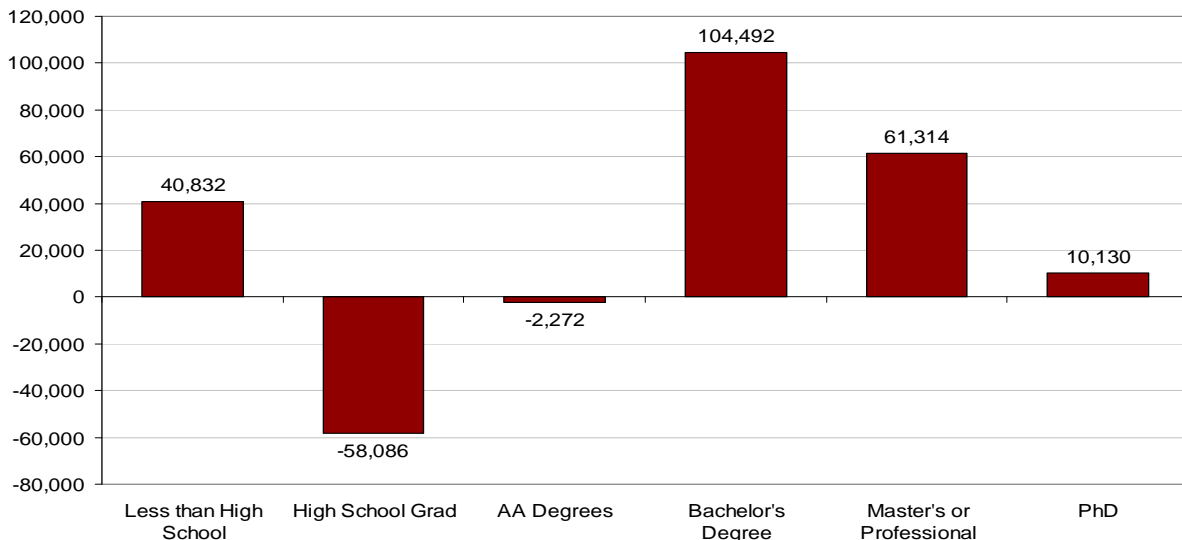
When compared to the rest of the nation, San Francisco has fewer middle-wage/middle skill jobs. This presents a number of challenges particularly for disadvantaged residents. When looking at the economy as a whole, the job prospects are either inaccessible (the skill/education requirements are too high), or the pay is too low to sustain a family. The figure below demonstrates that there is a "squeeze" in the middle, and fewer middle-wage jobs are available.



Source: BLS OES May 2006

Middle-skilled residents are moving away from the San Francisco Bay Area Region. The following figure indicates that high school graduates and those with associates degrees are more likely to leave the Bay Area. While those with less than a high school diploma and those who have a bachelor's degree and more or higher are moving into San Francisco. This further demonstrates that the middle section of the labor force is shrinking compared to the high and low ends of the workforce.

Domestic In / Out Migration for the Bay Area of Adults over 18 According to Educational Attainment: 2000



Source: SF Economic Plan Analysis of PUMS Data 2000

Middle skill/middle wage jobs are traditionally viewed as providing opportunity for disadvantaged individuals to achieve a reasonable standard of living. These jobs are generally accessible with a moderate amount of training and/or education.

While the economy as a whole may be “squeezing” the middle skill/wage jobs, the same is not true in every industry. OEWD has identified seven industries that have the greatest opportunity to provide accessible, good paying jobs. These industries include Biotechnology, Construction, Health Care, Hospitality, Information Technology/Digital Media, Retail and Transportation/Logistics. These seven industries were selected based on the four following criteria.

- Are vital to the economic health of the local economy and have a capacity to generate a significant number of jobs
- Are accessible to low and middle skilled individuals
- Have career ladder opportunities where workers can move up with additional training and skill development
- Provide access to living wage and family-sustaining jobs

By focusing on priority industries, San Francisco’s workforce system can make a targeted impact on critical industries—improving the competitiveness of business while maximizing employment potential for residents.

Impact of the Economic Downturn

The recent downturn in the economy has constricted the labor market in the short term, and has created a number of new challenges for low-skilled disadvantaged residents. Despite the recent bleak news, there is still opportunity in the short and long term to prepare residents to meaningfully engage in the labor market. This section discusses the nature of the recent recession and its impact on the local labor market.

Unemployment During the Recession. In March 2009, San Francisco’s unemployment rate reached 9%, the highest in 25 years. Despite this short-term compression in the labor market, San Francisco’s unemployment rate is quite low compared to rest of the state—ranking 7th lowest compared to all other counties. The statewide unemployment rate is 11.5% as of March 2009. Neighboring Alameda County recorded an unemployment rate of 10.5% while Santa Clara country registered at 10.8%.

There are two compounding factors that are driving the increase in the unemployment rate. The first factor is job loss, defined as San Francisco residents who were working, but who have lost their jobs. From March 2008-March 2009, 10,700 people have lost their jobs.

The second factor is an increase in the number of people who are entering into the labor force, but who have not yet found work. From March 2008-March 2009, an additional 10,000 residents have entered into the labor force, but have not yet found work. OEWD can speculate that that increase in the labor force is in part caused by an in-migration of unemployed individuals into San Francisco to look for work and an increase in the number of college and high school graduates.

The upside of this picture is that San Francisco's labor market is shedding relatively fewer jobs than the rest of the state during the current economic climate. However, those who are out-of-work will face steeper competition because more unemployed individuals are coming to San Francisco while many residents are losing their jobs.

Impact of the Recession on the Seven Priority Sectors. In the short term, San Francisco has seen a constriction in several of the priority industries. Of the priority sectors, the hardest hit are construction, retail, and hospitality. Despite the downturn a few indicators suggest some signs of stabilization and recovery.

In 2008, The Department of Building Inspections reported only a 10.5% decrease in permits, suggesting that there is only a slight decrease in the projects are in the pipeline for new construction. Further, Federal Economic Stimulus funding will provide some stabilization for construction employment. Several of the stimulus funded projects are the largest valued construction projects in SF: Doyle Drive, Hunter's View Shipyard rebuild, the Mission Bay campus and the Transbay Terminal.

In the hospitality industry, there is a decrease in daily room rates and hotel room occupancy. Further, in February 2009, San Francisco experienced its first drop in domestic air travel. However, the San Francisco Convention and Visitors Bureau remains optimistic that the hospitality industry will be buttressed by the strength of the convention sector, which represents a third of all travel and hotel bookings in San Francisco and continues to stay the course during the recession.³

In the retail industry, the greatest job loss was realized in automotive sales, comprising almost a half of the 7,000 jobs lost since March 2008. There is some evidence that job loss is leveling off in clothing retail and food and beverage retail, with no additional job losses between February 2009 and March 2009.

Despite the recession, two of the priority industries continue to add jobs; Health Care added 500 jobs (a 1.4% increase) and Computer Design and Related Services added 1,300 jobs (a 4.2% increase).

Implications for Long Term Workforce Planning. While the recession has slowed employment growth in the short term, it has not fundamentally shifted the structure of the economy or the local labor market. Relative to the rest of the labor market, the seven priority industries remain the most viable options to target for workforce development activity. During this period of recession, the workforce system has the opportunity to focus on building a career pipeline for key industries in preparation for an up-turn in the economy.

³ <http://www.bizjournals.com/sanfrancisco/stories/2008/11/24/story5.html>

Barriers that Prevent San Franciscans from Getting Good Jobs

While, compared to the rest of the country, San Franciscans are highly educated and have higher paying jobs, many San Francisco residents face barriers to employment. These include low educational attainment, limited English proficiency, low-literacy, disability status, and prior criminal history. Further many residents lack child care and transportation that are necessary to succeed in finding and securing employment. Below is a snapshot of the barriers that San Franciscans face in finding employment.

- Nearly 30% of San Francisco residents have a high school diploma or less.⁴
- Nearly 24% of San Francisco residents indicate that have limited English proficiency⁵.
- About 17% of San Franciscans have some form of developmental or physical disability.⁶
- On average up to 8,000 San Francisco adults are on probation at any given time and in 2006, about 2071 youth were referred to probation.⁷
- Licensed child care is available for only 42% of children with parents in the labor force, and costs nearly \$1,000 per month.⁸

Concentrated Pockets of Need

Geographically, the need for workforce services is highly concentrated in certain neighborhoods through out San Francisco. OEWD conducted a geographic analysis on the profile of need across San Francisco. This analysis included the incidence rate of each of the following characteristics.

- High School Diploma/GED attainment
- Number of hours worked per week
- Household income
- Residents receiving food stamps
- Residents receiving CalWORKS
- Residents having Internet access at home

The following graphic maps the “pockets” of need distributed throughout San Francisco. The shading in gray identifies need at the zip code level, darker shades indicating incidence rates of the above characteristics. The pink shading indicates incidence rates at the block level.

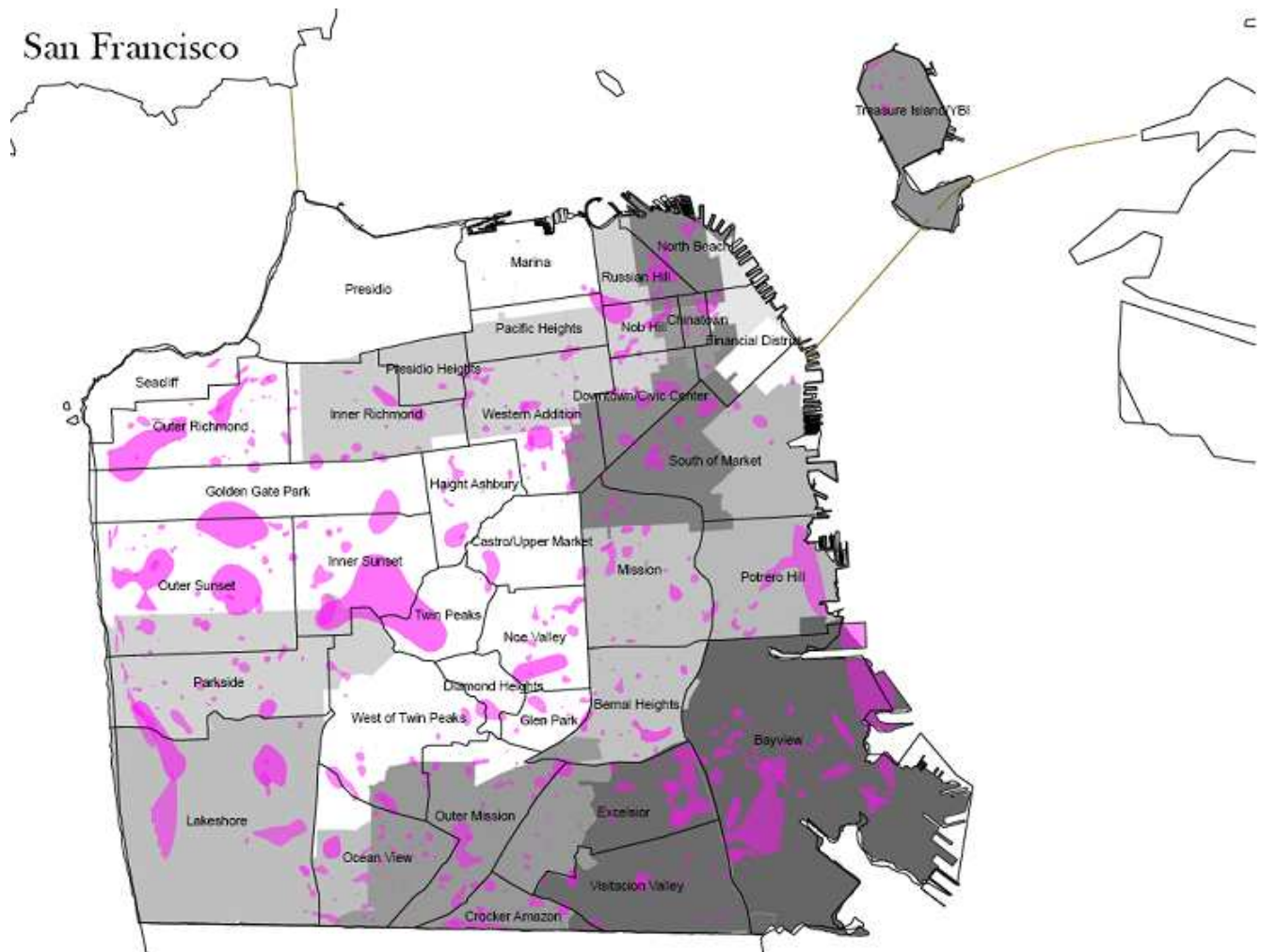
⁴ 2006 American Community Survey

⁵ *ibid*

⁶ San Francisco Economic Plan, 2007

⁷ San Francisco Violence Prevention Plan

⁸ 2007 Childen Services Allocation Plan, Department of Children Youth and their Families



This analysis indicates that “pockets of need” are interspersed throughout the city. In some areas, such as in the Southeast, entire neighborhoods or zip codes have a high incidence rate of need. However, there are some concentrated clusters, such as in the Richmond District, where pockets of need are surrounded by more affluent neighborhoods.

The analysis indicates that the Bayview, Excelsior, Visitacion Valley, South of Market, Chinatown and Tenderloin Zip Codes have the incidence rates of the above indicators.

III. Examining the Workforce System and Customers

The previous two sections of this report discussed the economic and contextual conditions in which the workforce system operate in San Francisco. This section discusses the perceptions, user experience and assessment of the workforce center from the point of view of various key stakeholders in San Francisco.

OEWD undertook a rigorous process to hear from San Francisco residents, businesses and workforce development professionals to understand the capacity and gaps of the existing workforce system. We identified six major findings that must be addressed as the city builds a workforce system that effectively responds to the demands of the labor market. These include:

1. The workforce system lacks the appropriate oversight, strategic priorities, policy and administration to effectively implement an effective and comprehensive workforce development system
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 system and/or have an unfavorable perception of the quality of services

1. The workforce system lacks the appropriate oversight, strategic priorities, policy and administration to effectively implement an effective and comprehensive workforce development system. Although considerable resources are dedicated to workforce services in San Francisco, there is no strategic direction that aligns the workforce activity for maximum impact. A large variety of agencies help administer and provide workforce services, but the oversight and implementation is disjointed.

Findings:

- Approximately \$71.8 million of public funding is spent on workforce services in San Francisco. These resources, from a variety of funding sources, are administered by 22 government departments and agencies. Each of these funding sources has disparate performance requirements that drive how the dollars are spent and how the activities that they fund are conducted. Performance requirements sometime require services that are not related to what the customers need. It is difficult for workforce providers that manage public grants/contracts from multiple sources to adequately report and perform to the disparate performance requirements.
- There is very little joint planning required or conducted between city agencies that fund workforce services. Further, performance outcomes and performance measurement are not agreed upon collectively.

- There is a disconnect between public education and workforce development, especially K-12 and Community College. Partnerships between the workforce system and education are have not been fully realized.
- Better coordination is needed among existing services, including a centralization of employment and employment-related services, the upholding of hiring ordinances, and linking the development projects to neighborhood hiring.

Progress to Date:

- In 2004, Mayor Newsom constituted the Office of Economic and Workforce Development to oversee and implement San Francisco’s workforce development strategy. OEWD staff’s the Workforce Investment San Francisco Board and designs and implements workforce policy in San Francisco.
- In 2007, the Board of Supervisors passed legislation authorizing OEWD (and the WISF as the policy board) to oversee all workforce funding, maintain accountability and conduct all workforce planning in San Francisco.
- In 2008, OEWD convened the Workforce Accountability Working group to align the performance measures and reporting of all workforce activity in San Francisco.
- In 2009, OEWD launched the WISF that includes employers, city agencies, education partners and experts on the economy. The board is tasked with providing the appropriate oversight of the workforce system and keeping a pulse on labor market trends

2. The workforce system cannot quickly adapt to the dynamic economic trends that influence the city’s labor market. Workforce services are not perceived to be effectively mobilized to encourage business attraction, retention or expansion. Further, the workforce services are not effectively aligned with the economic growth in San Francisco to expand the opportunity of San Francisco residents to attain self sufficiency.

Findings:

- There is disparate growth at the high and low end of the labor market. San Francisco residents feel that the higher wage/higher skill jobs are out of their reach.
- San Francisco employers express that their top recruitment concern is finding a “large pool of qualified candidates.”
- A majority of workforce providers express that they target specific industries to train and place workers. However, these providers indicate they lack the understanding, capacity or knowledge to effectively engage the growth industries in order to employ the residents they serve in the higher level jobs that provide self-sufficient wages.
- Workforce tax credits, and workforce services are not maximized to to attract, retain and grow San Francisco business .

Work to Date:

- OEWD assists San Francisco Businesses to obtain workforce tax credits and payroll tax exemptions to encourage business growth and attraction.
- OEWD Business Services group provides technical assistance and strategic planning support to businesses that are in danger of downsizing.
- In 2008, the Board of Supervisors passed legislation to create the GoSolarSF program that includes an incentive to business to hire participants in San Francisco workforce

programs. OEWD designed and is currently overseeing the implementation of the workforce component of the program.

3. Workforce and education programs are not closely linked with real career opportunities, career ladders or career advancement. Workforce programs do not adequately prepare residents for specific job opportunities that exist in the labor market and are not geared toward career advancement/retraining. Further there is a severe gap in incumbent worker training.

Findings:

- A dissonance exists between employers, providers and resident job seekers on the type of skills training needed for workplace success. Employers expressed that the workforce system should focus on soft skill preparation and job readiness, since they provide most job-specific training. Existing workforce programs more often place emphasis on soft- training and job readiness training rather than hard-skills/occupational training. Residents feel they don't get the "good jobs" that are created. They identified a need for additional training programs that provide hard skills to meet specific job requirements.
- Employers invest heavily in training, nearly all providing job-specific training after candidates are hired. This training is often provided in house by training departments, or through industry recognized education and training providers.
- Workforce programs are often focused on helping their clients finding their first job, or their next job—rather than focusing on career development. Very few workforce programs place emphasis on incumbent worker training, or emphasize moving their clients up the career ladder in an industry. For youth services, the continuum of services is disjointed; it is difficult for youth to access workforce services as they are transitioning to adulthood.
- Both residents and employers strongly believe that having a clearly articulated career path, with advancement opportunities is one of the strongest tools to retain workers/employment. Having career paths, where workers understand how they can attain training and advance, was noted as a big incentive for workers to improve their skills.

Work to Date:

- In an RFP that will be released in late Spring/early Summer 2009, OEWD will solicit proposals for sector-specific academies that will implement an industry-based approach toward organizing workforce and business services. Currently OEWD operates the CityBuild Program that is a sector-specific academy in the construction industry.

4. Workforce services do not effectively serve youth, particularly transition aged youth. Large numbers of paid work experience opportunities exist for youth under age 18. What is lacking is a range of other work-based learning opportunities designed to help youth and young adults explore the workplace through a continuum of career awareness, exploration and preparation activities. Too many young people, particularly those with challenging life experiences (involvement with the justice system, living in foster care, residing in public housing, etc) have great difficulty in navigating and connecting with the workforce and workforce development opportunities.

Findings:

- Youth and workforce providers indicate that youth services are difficult to find and navigate. Further respondents indicated that youth services were programmatically disjointed for older youth. It is particularly difficult for youth to access workforce services as they are transitioning from youth to adult.
- Youth indicated that there is a lack of, but strong desire for, vocational education in secondary school. Opportunities for youth to learn about the workplace or make the connection between education and employment through SFUSD are weak and inconsistent. Further, both workforce providers and youth reported great difficulty in working with the K-12 system. An example cited was the difficulty in working with Pupil Services to obtain work permits for youth.
- Providers encouraged the expansion of on the job training programs, transitional jobs, internships, externships (e.g. in health careers), on-ramp programs like the Bridge to BioTech, apprenticeship programs, vocational schools, and any other real world experience that provides for contextualized and hands on learning.
- While a number of workforce programs target youth in San Francisco, youth providers indicated there are severe gaps within the workforce infrastructure in working with youth and transition aged youth. Many workforce providers, particularly the public One-stop and workforce centers, lack capacity to work with transition aged youth
- Youth providers indicate that many young people seeking workforce services are also significantly deficient in basic educational skills which general youth programs are not able to address. Many have housing, childcare, mental health and substance abuse needs that provide additional barriers to employment but are not aware of what resources do exist or how to access them.

Work to Date:

- In 2009, OEWD launched the RAMP program a job readiness training program targeting youth 18-24 that have not been successfully connected to education or employment. The RAMP provides work readiness training, intensive case management, and preparation for further workforce training or education. Youth are also provided with a stipend.

5. Existing workforce services in San Francisco are out of step with the demands of the labor market—for both employers and residents. While a tremendous amount of resources are dedicated to job training, job matching and workforce programs, both employers and residents feel that the workforce system is too decentralized, difficult to navigate and is lacking in its ability to provide workers with quality candidates and connect residents to quality jobs in San Francisco.

Findings

- Residents and employers express that accessing workforce services is confusing, burdensome, and difficult. Residents feel that information about existing jobs, training opportunities and other services is spread across too many access points and is often inadequate. Employers expressed that the workforce system was too difficult to navigate and overly bureaucratic.
- Employers and residents cannot get the services they need from existing workforce programs. Employers indicate that existing workforce programs do not refer or provide

adequately prepared candidates for the job openings they have. Candidates that are referred often do not meet the skills/experience requirements that employers seek. Residents also feel that job training and job preparation are often disjointed and disconnected with actual job opportunities. Residents indicate they would like any job training that they receive to be connected with actual job opportunities and that job placement is integrated with training programs.

- The mode of job search and recruitment is rapidly moving toward internet tools. Many companies are utilizing HR websites, and third party websites such as Craigslist and Monster to recruit candidates. For employers, these tools generate a large volume of candidates, but it is difficult to find those that are adequately prepared for existing jobs. Residents express that they receive very little response from using such tools. Further the drive to use web-based applications to apply has a disproportionate impact on Limited English Proficient job seekers, as well as the multitude of job seekers that do not have adequate access the internet.
- Recruitment and hiring challenges were more prevalent in industries that are experiencing skill and labor shortages, such as construction, health care, retail and hospitality. However, few workforce providers indicate they have in depth knowledge of how these industries hire and how to move individuals into self sufficiency employment in these industries.
- Residents indicate that workforce services need to be more easily accessible geographically. A number of gaps in access to workforce services exist in the neighborhoods of Visitacion Valley, Bayview Hunters Point, Western Addition, Exelsior/Ingleside and the Sunset. Further, based on demographics, the need for workforce services varies widely by neighborhood. Among neighborhoods, there is often a mismatch between the need and the services that are provided.
- Private training institutions were more focused on job placement than publicly funded education institutions. The publicly funded institutions were more likely to see placement services as something that fell outside the scope of their institution.

Work to Date:

- In 2008, OEWD established three additional One Stop Career Link Centers in Chinatown, Western Addition and the South of Market neighborhoods. These centers are designed to provide universal access to workforce services with community-tailored infrastructure.

6. Few employers and residents know about the workforce system and/or have an unfavorable perception of the quality of services. In most case, we have no identity or brand, and our current brand “One Stop” has a negative connotation with those who do know us. We can’t be found easily by our customers; we are inaccessible and unusable by many that we are trying to reach. We do not have a clear and consistent message; our customers (and some of our partners) do not have a clear understanding of what we do, how we do it, or where we do it. Most do not understand what the benefits of using us may be.

Findings

- Relatively few employers and residents choose to use workforce services that are provided by the City and County of San Francisco or its grantees. For employers, only 27% of employers surveyed utilized the One stop system to meet their workforce needs, compared to 55% mentioned that they utilized other 3rd party workforce service provider. For residents 51% indicated that they would like to utilize services provided by workforce agencies, but only 25% indicate that they have actually used them.
- Employers and residents perceive the quality of services provided by workforce providers are either lacking or cannot effectively meet their workforce needs. For example, employers expressed concern of the quality of the candidates that were referred to them by workforce providers in San Francisco. Residents looking for work indicated that the workforce system was difficult to use—job information training and information about other services were too decentralized and expressed difficulty in navigating the system.
- Youth indicated that the services provided through the public workforce system were not accessible or “youth-friendly.”
- Residents noted the lack of outreach and information to access employment resources effectively. Residents cited the need for assistance in “navigating” elements of the workforce system. Outreach methods to use services were also not effectively marketed, accordingly to Youth residents.
- Adult service providers see the need to develop a more coordinated and strategic workforce system. They requested that OEWD continue to take on a role as convener and to share information and keep all providers informed of updates on the development of the system. They also expressed an interest in having the City take a role in bringing employers and providers together.

IV. Conclusions

San Francisco has a thriving, vibrant economy that hinges on the talent and adaptability of its workers. This environmental scan uncovered many of the challenges that businesses and residents face in remaining economically viable. However, we have also realized the breadth of resources and assets that exist within San Francisco. Moving forward, OEWD will create a strategic plan that will articulate how policy, programs and partnerships can be aligned and created to make a targeted impact on the challenges that San Francisco will face.