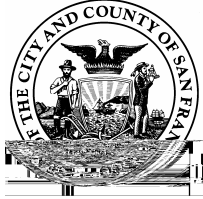


CITY AND COUNTY OF SAN FRANCISCO
GAVIN NEWSOM, MAYOR



MAYOR'S OFFICE OF ECONOMIC AND
WORKFORCE DEVELOPMENT
RHONDA SIMMONS, WORKFORCE DIRECTOR

Workforce Development Strategic Planning Process

Purpose

The Mayor's Office of Economic & Workforce Development aims to provide high-quality, responsive, and inclusive services to San Francisco employers and workers. Particularly we are committed to enhancing employment opportunity for disadvantaged adults and youth, and those who face multiple barriers to employment.

Since its inception in 2005, MOEWD developed and implemented an operational plan to respond to the most pressing workforce issues in San Francisco and to meet its federal, state, and local performance obligations. This strategic planning process will engage a broad set of constituents, partners and stakeholders to develop a comprehensive plan to set a strategic vision for San Francisco's workforce system. The strategic planning process will answer in principle these questions:

- 1) What is San Francisco's workforce development "system" or infrastructure?
- 2) What are the workforce realities of San Francisco's economy? What are the assets and gaps in the existing workforce system that help/prevent us from responding to these realities?
- 3) How can the workforce system most effectively connect low-income and disadvantaged residents to high-quality employment?
- 4) How can the workforce system most effectively provide employers with the skilled workers they need.

Process

A strategic planning process enables us to create a vision for the future and give us an opportunity to think in a goals-based manner about how we can get there. We will engage a comprehensive set of experts on the labor market, a diverse cross section of community members, stakeholders of the workforce system, and key agency and community based partners to examine the current state of the workforce system and to develop measurable goals and strategies. The strategic planning process will include a number of the following components:

- A taskforce of community representatives, experts, key stakeholders, and partners that will assist in developing measurable goals and strategies.
- Quantitative analysis of the existing workforce system, mapping of resources and demographic analysis.
- Focus groups with residents, businesses, workforce providers and other stakeholders.
- A survey of our workforce system's customers—workers and employers.
- Community forums to present our analysis and solicit input from the broad community.

The Benefits of Strategic Planning

By engaging the community, experts, partners and stakeholders of the workforce system in the strategic planning process we will realize the following benefits of undergoing a rigorous strategic planning process:

- Solid sense of direction by developing goals-oriented roadmap for the next 5 years that serves as a frame for budgets and operating plans.
- Improved efficiency by as a result of better coordination among key partners.
- A more responsive workforce system by understanding the changing nature of the labor market and prompting needed changes in direction.
- Improved performance by capitalizing on the workforce system's strength and by gaining control of operational problems.
- Improved quantifiable impact by establishing performance benchmarks and realistic objectives that are demanding, yet attainable.