

**2009 SAN ANTONIO JOB SUMMIT**

**SUMMARY REPORTS**

**ROUNDTABLE DISCUSSIONS**

**DECEMBER 16, 2009**

**Table 1**  
**James Andrews**

**QUESTIONS FOR ROUNDTABLES:**

**1. What parts of your local economy are not working or thriving?**

- not for profit contributions decreased
- Retail sales down – not enough money in the system
- Small business declining
- Ⓟ - 2/3 new jobs will come from small business
  - How get them cash flow?
- Ⓢ - \*Encourage local banks to work together looking at a line of credit and good rates.
- Tax incentives for construction industry.

**● What businesses and sectors have been hit the hardest?**

- Construction & Land Development
- Real Estate
- Energy
- Aerospace

**● What are people struggling with the most?**

- Uncertainty
- Worry – It affects productivity & relationships
- Keeping their hours

Ⓟ

- How do we keep them in their homes?
- “How do I restart” – what skills do I have – what is transferable – Where do I train?

**2. What are the opportunities for growth in your community?**

- IT & Security industry
  - We are educating people in this sector
- Healthcare
- Hospitality
- Military BRAC – How does the city identify opportunity & office of Military affairs collaborate With Local Community Businesses.
- Ⓢ - Business working directly with educators to ensure they employ San Antonio graduates with the appropriate skills.

**● What do you see as the “jobs of the future”?**

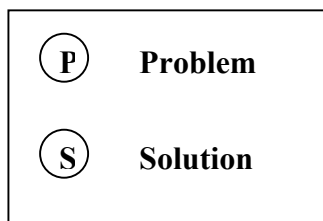
- Healthcare
- IT
- Ⓢ - Green technologies – Banks/CPS/Contractors/Manufacturers working together
  - Solar panels on our roofs – easily financed, easily installed, focus benefits on.
  - Increased disposable income (This will generate the demand)

**3. What are the obstacles to job creation in our community?**

- Financing
- Confidence
- Educated/Skilled Workforce
- Perception “we are a big small town”
- Ⓢ - We need to Market ourselves better?
- Transportation problem

**● What could make local businesses more likely to start hiring?**

- Ⓢ - Tax incentive to small businesses so they can reinvest in their business to create a need for hiring.
- Ⓢ - Collaborative thinking outside of “Silo’s”
- Ⓢ - Think Local
  - Maximizing use of our existing resources
- Ⓢ - Look for synergies
  - Flow of information and access to & information will be critical



**Table 2**  
**John Bozada**

**QUESTIONS**

**1. What parts of your local economy are not working or thriving?**

- Professional and Business Services (Creative Industries and Single Source Experts such as lawyers and accountants. Single Source Experts are hard to place in new industries.)
- Residential & Commercial Construction (Commercial construction helped by BRAC; residential construction workers lack the skills necessary to work in commercial construction.)
- Manufacturing (Durable goods hit the hardest.)

**What businesses and sectors have been hit the hardest?**

- Same as above.

**What are people struggling with the most?**

- Retraining required to obtain employment in other industries.
- Soft skills such as working with others, being detail oriented and finishing on time.

**2. What are the opportunities for growth in your community?**

- Local Government
- Hospitality
- Health Care (How will Health Care Reform affect growth in this area?)
- Financial Services

**What businesses and sectors seem poised to rebounds?**

- Financial Services (Back Office)
- Insurance Services (Back Office)
- Cyber Security/Information Technology
- Clean Technology/Green Technology
- Transportation Equipment (Automotive, Industrial such as Caterpillar)

**What do you see as the “jobs of the future”?**

- Clean Technology/Green Technology
- Transportation Equipment

**3. What are the obstacles to job creation in your community?**

- Education & Training (Toyota is an example.)
- Transportation to Work Site
- Geographic Mismatch between Jobs and Workers. (Jobs often found in the North Side of San Antonio; need affordable housing in suburban areas.)
- Barriers to Entry for Unskilled Workers (Education, Child Care & Illiteracy)

**What could make local businesses more likely to start hiring?**

- Short Term: Direct Incentives for Employees and Employers for training programs (Very little money available for this).
- Mid Term: Academies that allow High School students to graduate with Associate Degrees and/or vocational training.
- Long Term: Comprehensive education and training.
- Access to Capital.

**Table 3**  
**Ramon Contreras**

**Questions and Responses:**

**1. What parts of your local economy are not working or thriving?**

- Lines of credit and access to capital is still a problem
- There is a lack of talent in the workforce locally
- SA's image is good for recruiting families, but the perception that it is not a sophisticated City makes it difficult to recruit talent to and retain talent in the City
- Companies without access to capital can't invest and grow

**a. What business sectors have been hit the hardest?**

- Small businesses focused on the housing and construction sector, The Chambers have a seen a drop off in small business membership because companies are folding or cutting back on expenses
- Professional services firm are having a difficult time especially those focused on supporting the commercial industry
- Also, professional services firms that are focused on the public sector have been negatively impacted by the federal Government's efforts to in-source requirements currently provided by commercial firms
- Healthcare is being effected in a negative way by the uncertainty around the legislative and regulatory debates in Washington, increased competition, and revenue sources are not growing
- Education was hit by reductions in force caused by TEA policies, and Stimulus money is being used for renovations, technology and infrastructure but not for hiring personnel (teachers, staff, etc)

**b. What are people struggling with the most?**

- Access to capital, our small business owner shared with us that it took her 6 months to get a loan even though she could document revenue streams
- Small businesses are having to seek riskier financing such as factoring and high interest loans
- Recruiting talent, workforce in the City does not have the capacity to meet demands for growing sectors in Healthcare and Technology

- School Districts also struggling with access to capital and the public bond process. When voters do not support bond issues it hurts their ability to grow.

**2. What are the opportunities for growth in your community?**

- Defense and Federal contracting, providing professional services to the Federal Government, small business programs are starting to be more active
  - Housing and construction
  - Healthcare and Biotechnology
  - Emerging technologies
  - Manufacturing
- a. What businesses and sectors seem poised to rebound?
- Manufacturing
  - Green Jobs
  - Emerging Technologies such as “Cloud” computing
  - International Business partnerships in Mexico and throughout Latin America in both the Financial and Import/Export sectors
- b. **What do you see as the jobs future?**
- Manufacturing
  - Healthcare
  - Emerging Technology (IT Security, Cloud, Bio, Energy)

**3. What are the obstacles to job creation in your community?**

- Access to capital
  - Sophisticated and talented workforce to support emerging technologies
  - Training and education programs, not just Higher Education
  - Community planning and networking
  - Rise of Healthcare costs is making it difficult to make investments for small businesses to grow
  - In doing work with the Federal Government increased requirements for Security (IT and personnel) costs a great deal and can be a barrier to getting new work
  - Availability of transportation infrastructure
- a. **What could make local businesses more likely to start hiring?**
- Investments in infrastructure (Transportation, water and power)
  - Access to Capital
  - Investments in training and education, to include transition and transformative training, and education Pre-K through University

- Federal government programs supporting small business contracting and mentor protégée relationships
- Funding to support business expenses related to healthcare and benefits
- Tax credits and Grants
- Community and City Collaboration, leadership to thoughtfully plan out the City's future and how to use public funding to prioritize and invest in those outcomes, And there has to be transparency of process and sharing of planning information.
- New revitalization projects
- Need to invest in making City a vibrant city that will attract talent and business investment (parks, the Arts, mass transit, etc)
- Make sure City contracts as well as State and Federal contracts opportunities are looking at local firms first for support

**Table 4**  
**John Cruz**

**1. What parts of your local economy are not working or thriving?**

- Low Median income Level
- Capital restraints/ tightened lending, lack of capital available
- Information gap – No one knows about Micro Lenders i.e. Accion
- Lack of qualified student for professional jobs
- Need work force development programs

**What businesses and sectors have been hit the hardest?**

- Housing
- Trade labor is hurting
- Were it not for government programs, current San Antonio Economy would fail (i.e. BRAC)
- Tourism is down, occupancy rate is down
- Marketing and advertising trades are down

**What are people struggling with the most?**

- Largest foreclosure rate for NEISD is in the Stone Oak area
- There is a large fear that their jobs will be next
- Reliance on the national dollar
- Average income is too low

**2. What are the opportunities for growth in your community?**

- IT Sector
- BRAC
- Touch trades – skilled labor
- Higher Education
- Cyber Security
- Sustainable Energy
- Bio Med, UTSA

**What business and sectors seem poised to rebound?**

- Residential Homebuilding and the multiplier effect
- CPS Energy Rebate Programs and Independent Renewable Energy businesses
- Tourism

**What do you see as the “jobs of the future”?**

- Technology
- Touch Trades
- Medical
- Education and Research

- Information Security
- Geothermal Sustainable home installation

**3. What are the obstacles to job creation in your community?**

- Funding
- Policy to promote the growth of small business
- Closing the information gap
- Not being able to retain brain trust
- Affordable and creative benefits
- There is a “funding cliff” – reducing property tax values and declining federal funding for education are growing further apart.
- Expand skill base

**What could make local business more likely to start hiring?**

- Funding
- Make better connections between Intermediary education (Community college or Junior college & high school education. Further, bridge the gap between community college and the employer.

**Table 5**  
**Kim Gresham**

**1. What parts of your local economy are not working or thriving?**

- Margins for small businesses are smaller. These smaller margins have led to reduction in workforce and other cutbacks.
- One of the first things consumers do when budgets are tight is to cut extraneous services. Many service-oriented small businesses such as lawn care, advertising, etc. have been impacted by these cutbacks.
- Financial institutions lending to small businesses has been reduced. Therefore small businesses are sometimes forced to go to “predatory lenders”. Because of circumstances, these small businesses and consumers in general are making unwise financial decisions. We believe that one of the bigger challenges is how to educate the community on making sound financial decisions.
- There appears to be a reluctance to finance “solar” or green initiatives. The solar industry in particular has experienced a lack of stability in terms of rebates. We feel that there needs to be ongoing incentives offered to encourage solar usage and acceptance of the technology.

- **What businesses and sectors have been hit the hardest?**

- As mentioned previously, small services businesses have suffered
- Automotive dealers (Although automotive sales are down, San Antonio is fortunate not to have been hit with the massive layoffs other cities have faced in terms of automotive manufacturing.)
- Housing/Construction market. Although the new house market is down, there appears to be an upswing in renovation and purchasing of foreclosures.

- **What are people struggling with the most?**

- Because extension of “credit” has been impacted, San Antonio is faced with a “cash only” marketplace. Unfortunately, consumers have not saved. This tightening of the wallet by families results in a trickle-down effect. Money is being spent on meeting basic needs...therefore less support is being given in terms of contributions/donations to our school programs, non-profits, etc.

*Interesting comment: People who are fleeing other states are coming to San Antonio without jobs. Therefore, it is possible that these transplants are actually skewing the actual jobless rate in San Antonio. Many at the table thought it would be beneficial to*

*track these transplants via vouchers to get a better handle on our current economic growth.*

**2. What are the opportunities for growth in your community?**

- The expansion of Ft. Sam is going to make a monumental impact on San Antonio
- Bio-chemical and the Medical Industry will continue to be primary opportunities for growth.
- IT will also be a niche that will be growing. It is widely believed that San Antonio now surpasses Austin in the number of IT jobs.
- Construction industry and specifically the remodeling industry will grow as more people take advantage of the foreclosure market.
- San Antonio has been ahead of the curve in terms of developing strategies to enhance economic growth. However, many feel that although the groundwork has been laid, it is now important that we “fill in the gaps”.

**• What businesses and sectors seem poised to rebound?**

- Solar/green industry. In the past, there has been little funding available for these type of initiatives. San Antonio will be experiencing a huge bump in available funding in 2010 for “green” initiatives. However, the challenge will be the availability of skilled labor.
- Geothermal and renewable resource industry is poised for explosive growth in South Texas. Bio-fuels will be a big push.

*Idea: Work with HOAs to allow and encourage solar technology. Suggest offering some type of incentives to these HOAs*

**• What do you see as the “jobs of the future”?**

- The need for skilled labor will be increasing. Schools are already recognizing the need to develop a skilled workforce and have implemented unique programs focused on this vocational training initiative.
- IT
- Solar Energy technicians
- Medical

3. **What are the obstacles to job creation in your community?**
- Infrastructure/transportation needs to be addressed in order to attract more businesses to San Antonio. There needs to be some type of mass transit that can help get employees to their jobs in a convenient and less time consuming manner than our current system.
  - Workforce training. We need to change the mindset you must go to a 4-year university after high school in order to make a good living. Needs to be a new push for acceptance of kids going directly into the workforce. Obviously, schools will need to do a better job of providing training.
  - Organizations tend to work within their own silos. Often these silos prevent any type of collaboration between the organizations to stimulate job creation. There needs to be more spirit of cooperation and coordination between educational institutions and businesses. There are a lot of good intentions...but there needs to be more action taken. It is also important to recognize that this collaboration can not be a top down approach. Departmental managers must also be brought to the table in order to be effective.
- **What could make local businesses more likely to start hiring?**
- As mentioned earlier, schools need to do a better job of providing a more diversified and skilled workforce.
  - Incentives should be offered to local businesses for green training, IT training, etc. Consider some type of tax incentive.
  - Perhaps an incentive can be offered to businesses to hire local instead of bringing executive from out of town.

**Table 6**  
**Terry Kyle**

**1. parts not working or thriving**

manufacturing—as people stop buying it impacts that production. It is having an impact on all levels from entry level to mid and upper management.

real estate—group believes this will be the last part to rebound specifically dealing with commercial, industrial, and office.

**a. Hit hardest?**

- i. Manufacturing
- ii. Real estate and construction.—one reason for this is that there is no capital to lend

**b. what are people struggling with the most?**

- i. No capital in small business
- ii. Lack of living wages
- iii. Job training
- iv. Drop out rates
- v. Skilled workforce
- vi. Brain drain to other parts of the county
- vii. Not leveraging the good resources we have—good employers like Toyota
- viii. Resource fragmentation—people not working together

**2. opportunities for growth**

IT,

Good training programs in place (these will be used to train employees)

Opportunities to leverage already existing resources—Health care

Diversify Education—providing opportunities to gain skills that will help employee them.

**a. business sectors ready to rebound**

- i. healthcare—doing well and can be a catalyst for other areas
- ii. Banking
- iii. Agriculture
- iv. RE/Construction—Going green will stimulate renovation opportunities
- v. Manufacturing—depending on future regulations and federally mandated requirements.

**b. jobs of the future**

- i. Biomedical research
- ii. IT-Cyber Security and Solutions
- iii. Medical Services
- iv. Hospitality
- v. Green Tech

**3. obstacles**

- i. Education
- ii. Job training

- iii. Living wages
- iv. Lending/capital
- v. Regulatory requirements

**a.what could make businesses more likely to start hiring?**

i. a community-wide holistic approach to addresses the shortcoming discussed earlier like the job training. Build a collaboration to train and employee the workforce.

**Table 7**  
**Morgan Matson**

Table 7 determined that those most severely impacted included low skilled workers, the real estate industry, small contractors, banking and finance and the corporate events/travel industry. We felt that local government was also impacted by way of projected revenue shortfalls.

Cash flow and the inability to get financing are two areas identified where people are struggling the most with the murky outlook making these two problems harder to tackle.

Manufacturing, green jobs and distressed debt and real estate are growth plays in the near future. BUT, we felt the question should be: "where does SA NEED growth?".

Answering this should point us in the direction where we can devote resources to drive growth in these areas.

Obstacles include the disconnect between DC directives to free up capital and banks being told "no" by regulators. Also, slow time frame in terms of stimulus project implementation and general bureaucracy were similarly listed.

Businesses will start hiring when they are made confident that the outlook has improved and when cash flow is eased through better lending.

**Table 8**  
**Patrick Shearer**

**1. What parts of your local economy are not working or thriving?**

- a. One respondent said that in his industry, local retail was doing well, but his sales to corporate users (typically for convention events) is down
- b. On construction, public sector and municipal government is doing well, home building and commercial construction is down. The downside is that many of these are “mega projects” that are not hiring local
- c. Not adequate funding for transportation, and the need for a cohesive transportation plan including public transportation. Much of the infrastructure is from the 1930’s. A comment was about how Los Angeles leveraged their light rail plan to get the manufacturer to have a factory in Los Angeles to build the rail cars, providing jobs as well.

**What businesses and sectors have been hit the hardest?**

- d. Manufacturing has been hit hard, and the lack of durable goods manufacturing puts the US at the mercy of other countries’ economies.
- e. One person commented on the need for a “buy san Antonio” campaign to support local manufacturers.

**What are people struggling with the most?**

- f. Keeping the lights on in small businesses.
- g. Trying to keep employees that are already trained for their jobs, even though demand right now doesn’t justify their jobs. (e.g. trying to maintain staff to be ready for the recovery)
- h. The uncertainty of not knowing what will happen. Costs for construction are cheap right now, but people are unwilling to take risks due to uncertainty. This contractor cited the need for public/private partnerships to get the rest of the economy going.

**2. What are the opportunities for growth in your community? What businesses and sectors seem poised to rebound?**

- a. Medical infrastructure
- b. Cyber security (24<sup>th</sup> air force)
- c. UTSA transformation to a Tier-1 university status
- d. Providing housing and support services related to BRAC expansion

**What do you see as the “jobs of the future”?**

- e. Support jobs for BRAC projects
- f. Alternative energy & surrounding industries, smart grid technology, but the comment was made that we need to build it here rather than France or Japan.

g. Renewable construction

**3. What are the obstacles to job creation in your community?**

- a. Need more technical training, high school educational training, building trades in addition to being able to read & write. (providing other options besides college prep)
- b. Public sector not hiring local businesses for projects. The comment was made that of the 2007 bond issue, only about half of the jobs went to local firms, and county and SAWS spending are worse.
- c. A lot of public spending planned for Nuclear technology, but benefit going to Japan.
- d. Government restrictions, permitting, etc.

**What could make local businesses more likely to start hiring?**

- e. Government should hire local businesses to do work.
- f. Engineering firm wants to expand, but the uncertainty about the future is making him conserve his cash. Wants to work on public/private partnerships to have some secure work. (e.g. a private developer does the project, but leases it to the government, or something similar)
- g. One person commented that the government is insourcing, that is taking work that used to be contracted out to private firms and doing it themselves, taking the private firm's own technology
- h. Try to streamline regulations.
- i. Buy more flags (comment from a flag manufacturer)

**Table 9**  
**Zuani Villarreal**

**Questions for Roundtables:**

**1. What parts of your local economy are not working or thriving?**

- a. What businesses and sectors have been hit the hardest?
- b. What are people struggling with the most?

Government and healthcare are thriving. Real estate is hurting.

All aspects of construction – from the quarries to the realtors – are hurting.

We need to figure out a way to create “stickiness” in our city so that we can retain an educated workforce.

Need to take opportunities to better prepare our workforce for the jobs of today and tomorrow instead of bringing them in from out of town.

**2. What are the opportunities for growth in your community?**

- a. What businesses and sectors seem poised to rebound?
- b. What do you see as the “jobs of the future”?

The “Green” industry is poised for growth, but if we focused on a national grid instead of pet projects, that would give entrepreneurs like Hewlett-Packard an opportunity to flourish.

We need to look at manufacturing, “Made in the USA”, as opposed to outsourcing a lot of manufacturing to other countries such as China.

The new normal is “more with less” and San Antonio needs to figure out how to best adopt that philosophy.

Manufacturing, Small businesses, entrepreneurs are poised to rebound because 70% of the Gross Domestic Product is consumption.

The Texas economy was built on cattle, cotton, oil and services. 3 of the 4 are not sustainable. We need to build on sustainable industries.

“Green” is the future. But government has to spend stimulus funds not on “photo-op” type projects, but rather sustainable projects such as schools, roads, etc.

**3. What are the obstacles to job creation in your community?**

- a. What could make local businesses more likely to start hiring?

To bring in other companies, we need to improve amenities of the city (Quality of Life) and get those companies to invest in the city as well. Together, San Antonio will be the city we dream it could be.

The key to moving our city forward is at the nexus of three issues – economy, environment, and society. Each of these aspects needs to be addressed because without a strong economic base, great infrastructure, or a great workforce, the city will not reach its fullest potential.

Some obstacles listed include:

- the down economy → people aren’t buying and everything is slowed down
- weak job force → need to look at retooling education from pre-K to post graduate and offer different career choices from trades to professional

- health issues → diabetes, heart disease, obesity are rampant in San Antonio. We need to focus on preventative care.
- Federal guidelines on lending need to be loosened → “open the spigot” of lending, credit so that small business can access the capital to thrive and rebuild

We need to think long-term. This is not going to be a quick fix. This is an opportunity to look at our city, its strengths and weaknesses, and create a vision for 20, 30, or 50 years down the road.

**Table 10**  
**Manuel Zuniga**

**1. What parts of our local economy are not working or thriving?**

- Financing was the biggest issue
- It is very difficult to deal with the larger national banks
- Lines of Credit are being reduced. Terms of loans are being renegotiated
- Development and construction are suffering mainly because of lending and uncertainty of what the future holds
- The retail sector is suffering in our table's opinion
- VIA is partially funded by sales tax and their funding is down significantly

**What business sectors are being hit the hardest?**

- Construction, mainly commercial and new home construction
- Professional Services Industry
- The Retail & Automotive Industries

**What are people struggling with the most?**

- Uncertainty of what 2010 holds
- Lending has restricted many of the businesses ability to move forward, hire and invest

**2. What are the opportunities for growth in your community?**

- Technology
- Biomed/Healthcare
- Government Contracting
- Improved Rail System can lead to expanded growth to different parts of the city

**What businesses and sectors seem poised to rebound?**

- Healthcare
- Government
- Construction of single family homes

**What do you see as the "jobs of the future"?**

- Healthcare
- Technology
- Construction

**3. What are the obstacles to job creation in your community?**

- Lack of higher level of educated workforce
- Not being a HUB for a major airline company
- Funding from the major banks for businesses

**What could make local businesses more likely to start hiring?**

- Funding by banks and spending by the public
- Optimism by the city on the economic outlook for 2010

**Table 11**  
**Jeanne Russell**

**Questions**

1. **What parts not working or thriving, hit hardest?**

- Industries affected by discretionary spending and capitol investment, such as restaurant and food industry (Frito Lay), retail, homebuilding, construction, real estate small businesses.
- Note: Though businesses are not making capital investments – even those with access to cash – they are making strategic investments such as in energy conservation or renewables.

**What are people struggling with most?**

- credit, access to financing or loans
- education and training matching up with jobs
- Note: Anything government does that raises costs for businesses, especially small businesses (such as new regulations), is problematic.

2. **What are the opportunities for growth in your community?**

- Work harder to leverage government investment in BRAC but also to recognize how that military training facility ties into the larger health/medical industry.
- Alternative energy, sustainability, Green Jobs
- Healthy food industry

**What business sectors are poised to rebound?**

- Construction
- Exports

**What do you see as the “jobs of the future”?**

- Leveraging possible foreign investment. Build a stronger bridge to South America (strength), and work to overcome our weak links to Asia & especially China.
- Potential as a distribution/transportation hub.
- Leverage our strengths: bilingualism, investments such as Port San Antonio, sister cities, geographic position, strong city policy direction in Mission Verde
- City as an early adopter of new technologies such as electric cars, compressed natural gas

3. **What are the obstacles to job creation in your community?**

- Much better alignment between education/training and potential jobs – especially when trying to recruit small and medium sized companies (example of Toyota seldom done when a smaller employer).
- High tech companies can’t find employees.

- Need for much stronger technical and vocational training, especially in the area of high tech where we are overly reliant on former military people.

**What could make local biz start hiring?**

- Early adopters of new technologies, such as government or other big local companies. Example of sustainable technologies need a market.
- Money needs to flow through banks.
- Government needs to hire local companies.
- City needs to leverage federal dollars.
- City needs to invest in infrastructure.

**Table 12**  
**Manoj Mate**

**1. What parts of your local economy are not working or thriving?**

Overall, the table highlighted the impact of a decline discretionary spending, and a decline in lending to businesses, as having negative ripple effects on the broader economy. In particular, participants noted that the following sectors have been hit the hardest:

- Restaurants and the hospitality sector
- The retail sector
- Transportation (including engineering and design)
- Creative Arts
- Communications and Media/Newspapers
- Tourism and Leisure

Participants also observed that businesses in San Antonio were struggling to find loans and that credit was tight, and that businesses were holding back on making investments in because of a decline in consumer and corporate spending. In addition, the table agreed that cash flow is extremely tight in all business sectors.

**2. What are the opportunities for growth in your community?**

The table observed that several business sectors seem poised to rebound. These included:

- Medical/Health Care
  - Medical Records and Other Medical Technology
  - Construction boom in the Medical Center—new construction in the medical sector could help stimulate the local economy
- Information Technology/Data Centers
- Cyber security/Military
- Aerospace

**When asked to highlight the “jobs of the future,” the table highlighted several areas:**

- Green jobs
  - Alamo Community College District is already ramping up green jobs curricula programs.
  - I-35 Corridor Regional Project to promote green jobs and sustainability from Austin-San Antonio
- Information Technology and Medical Technology (including Medical Records)
- Transportation Sector
  - Investment in Light Rail and Street Cars could stimulate new job growth
  - Investment and new policies regarding bike lanes and bike sharing programs could also generate job creation

**3. What are the obstacles to job creation in your community?**

The table identified several key obstacles to job creation:

- Lack of Educated and Skilled Workforce: The table discussed the need for a better educated and trained workforce to help attract new companies to San Antonio
  - The group discussed the need to start much earlier—need to improve education at the elementary and secondary school level to create a competitive workforce
- Lack of Access to Capital and Investment: Participants noted that the lack of access to capital and investment is a significant obstacle for entrepreneurs trying to start new businesses and expand existing ones
- Decline in lending: Participants noted that businesses are having difficulty securing loans from banks.
- Instability and Uncertainty in the federal regulatory environment: Participants observed that many businesses are holding back because of uncertainty about new health care and tax policies at the federal level.

### **What could make local businesses start hiring?**

- Expanding education and workforce training programs
- Policies to expand private lending and expand credit to small businesses
- Better preparation and long-range strategy for companies considering moving to San Antonio
- Play to our strengths: Focus on sectors such as medical technology and health care, military/cyber security
- Creating Public-private partnerships to promote greater investment in key sectors
- Policies aimed at improving quality of life, to attract corporate executives and an educated and highly-skilled workforce. This includes investments in the arts and culture, parks, and schools.
- Federal Stimulus Investment: Securing larger blocs of federal stimulus money for large-scale transportation and infrastructure projects. In the past, smaller blocs of stimulus dollars have only led to marginal job creation