Q&A WITH OUR CEO AND CHAIRS

Q: WHY IS WORKFORCE DEVELOPMENT IMPORTANT?

Our workforce development system is a lifeline to tens of thousands in our region—people who are ready to work or get back to work and need support in their journey to self-sufficiency. The system, led by the San Diego Workforce Partnership (SDWP), dozens of community-based organizations and educational entities, serves people at every stage of their career. We are expanding our work to reach young adults before their career journeys have begun through partnerships with school districts. Thanks to many programs funded and delivered by SDWP, thousands of San Diegans acquire new skills and get good jobs. Workforce development is crucial for job seekers and employers. We work to ensure that employers find the talent they need—workers with the critical skills to add value to their team. The workforce development system serves our entire region. The return on investment is invaluable in dollars and most importantly, in the economic viability of the job seekers and employers we serve.

Q: HOW DOES SDWP HELP SPUR GROWTH IN THE SAN DIEGO ECONOMY?

We conduct ongoing and in-depth labor market research in order to thoroughly understand our region and its unique economic landscape. We share our findings through reports, conferences, newsletters and our Priority Sector poster boards—thousands of which in schools and partner organizations. Our research helps us direct our efforts toward sectors that are growing and support living wage jobs. We continuously review what is in-demand as the future of work is changing. As we are the connector between job seekers and job creators, understanding needs and engaging with employers is critical. With this knowledge, we are an accelerator to ensure job seekers have clear pathways to achieve their vocational goals and employers have the talent pool necessary to hire locally.

Q: WHAT DOES THE FUTURE OF WORKFORCE DEVELOPMENT LOOK LIKE?

As technology drives massive changes in the labor needs of our economy, we are transforming SDWP to think expansively: How can we best support our region’s workforce in the most efficient and customer-centered ways? Expanding our impact includes starting earlier, with career education in schools and identifying ways to help job seekers who are parents access quality childcare. In a tight labor market, we are finding ways to increase labor force participation for those who struggle to find and keep jobs, such as seniors, young adults, people with disabilities, justice-involved individuals, those living with mental illnesses, immigrants and veterans. We foresee workforce development evolving with new
partnerships, co-location of services and new technologies. For example, we are launching an “SDWP North” location with the Vista Unified School District to serve young job seekers in that community. Smart public-private investment with regional partners equals success for workers and employers alike. Job training programs provide not only hope but real results that empower millions of workers to achieve a brighter future.

Q: WHO IS THE SAN DIEGO WORKFORCE PARTNERSHIP?
We are the region’s Workforce Development Board, designated by the City and County of San Diego and funded by federal, state, county and city contracts, corporate support and philanthropy. Our governance is represented by a cross-section of leaders from the public, private and educational sectors. Our mission is to empower job seekers to meet the current and future workforce needs of employers in San Diego County. We accomplish this by investing funds, incubating and implementing innovative ideas and aligning resources across sectors to provide programs for job seekers and employers. Every individual has unique skills, interests, abilities, aspirations and life situations. Our efforts tailor services to meet individual needs. We focus on designing specialized and forward-thinking employment programs that bring the right support systems and resources. Understanding of options and informed choice opens the door to success in their careers.
**FY17 BUDGET**

$34.6M

**ADULT PROGRAMS:** 61% | $21.1M

**YOUTH PROGRAMS:** 27% | $9.2M

**BUSINESS SERVICES:** 5% | $1.8M

**CONNECT2CAREERS** 3% | $1.1M

**RESEARCH:** 4% | $1.4M

**CONNECT2CAREERS** is our in-house youth adult employment program offering job and internship placements and in-person training opportunities, while funding for our youth programs goes to community-based organizations that deliver direct service. C2C includes our STEAM programming such as the Life Sciences Summer Institute.

**THANK YOU TO OUR LOCAL AND NATIONAL PARTNERS WHO MAKE OUR WORK POSSIBLE**

Abt Associates, Inc.
Amgen Foundation
The Aspen Institute
Bank of America
Chicago Cook Workforce Partnership
City of San Diego
County of San Diego
Employment Development Department
Grossmont-Cuyamaca Community College District
The James Irvine Foundation
Manpower Staffing/San Diego
The McCarthy Foundation
The Nordson Corporation Foundation
Price Philanthropies Foundation
San Diego Community College District
San Diego County of Education Momentum Learning Schools
The San Diego Foundation
San Diego Housing Commission
San Diego Miramar College
U.S. Department of Labor
United Way of San Diego County
University of California, San Diego
Urban Corps of San Diego County
Walmart Foundation
WorkForce Central

**CONFEREE SPONSORS:**

2-1-1 San Diego
Bank of America
Biocom
BioLabs San Diego
Bumble Bee Seafoods
BW Research Partnership
CEV Multimedia
The Clay Company
Cox Communications
Education Development Center, Inc.
Emsi
The Grande Foundation
Hess Advantage Inc
Jacobs Center for Neighborhood Innovation
The James Irvine Foundation
Jerome’s Furniture
JP Morgan Chase & Co.
Kaiser Permanente
KRA Corporation
Manpower Staffing/San Diego
MAXIMUS
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LOCAL AND NATIONAL PARTNERS continued
Quality Controlled Manufacturing Inc.
ResCare Workforce Services
San Diego & Imperial Counties Regional Consortium
San Diego Continuing Education
San Diego County of Education Momentum Learning Schools
The San Diego Foundation
San Diego Gas & Electric
San Diego Housing Commission
SeaWorld
Sharp HealthCare
Third Sector Capital Partners
Vista Unified School District

Funded Partners
Able Disabled Advocacy
Access
Biocom
Comprehensive Training Systems
Corporation for Supportive Housing
Escondido Education COMPACT
Grossmont Union High School District
International Rescue Committee
KRA Corporation
MDRC
North County Interfaith Community Service
ResCare Workforce Services
San Diego Continuing Education, San Diego Community College District
San Diego County Office of Education, Momentum Learning
San Diego County Superintendent of Schools
San Diego Futures Foundation
San Diego Second Chance
South Bay Community Services
The Workplace
Turning the Hearts Center
Urban League of San Diego County
YMCA of San Diego County

We research and identify needs
WE ENGAGE WITH LOCAL EMPLOYERS TO IDENTIFY UNIQUE WORKFORCE CHALLENGES.

We combine first-hand feedback with labor market data to offer data-driven recommendations for how we can best support our region’s employers to meet their specific needs.

Information is power, and when used well, it can change lives. Our findings must be shared widely, creatively and continuously. We use this knowledge to drive the creation of new programs and approaches that solve our most pressing needs and skills gaps. We share our knowledge with our entire community in order to guide students and job seekers throughout their journey.

We released three new Priority Sector posters to the community and reached thousands of people through the Workforce Conference and presentations to students, teachers, community organizations, elected officials and other stakeholders.

WE RELEASED SEVEN RESEARCH REPORTS LAST YEAR:

- BLUE ECONOMY
- GIG ECONOMY
- SPECIALTY FOODS & BREWS
- IN-DEMAND JOBS
- OPPORTUNITY YOUTH
- RETAIL
- APPRENTICESHIPS

The retail sector employs approximately 266,100 workers, making up 19.2 percent of all jobs in San Diego County.

Apprenticeships are great career pathways. For every dollar spent, employers receive $1.47 in value.
In addition to our annual Workforce Conference in the fall, where we convene employers and workforce professionals to discuss our latest labor market and industry research, in the spring of 2017, we brought together more than 500 young adults, parents, employers, workforce professionals, service providers, educators, funders, community members and elected leaders at the inaugural Flip the Script summit at the Jacobs Center in Southeastern San Diego. There we addressed the issue of the 43,000 opportunity youth—young adults disconnected from work or school—in San Diego County. The result is the San Diego Opportunity Collaborative, stakeholders who join in referral, networking, and best practice and information sharing opportunities through the group’s action-oriented work meetings. Explore opportunitysd.org to learn how you can get involved.
HUMAN-CENTERED DESIGN

In 2016, we had the opportunity to participate in human-centered design courses along with 79 teams from around the nation in an initiative by the Department of Labor that aims to simplify processes to make sure the agency focuses on doing things that will benefit the end user.

We focused on building empathy with the customers at the center of our design, brainstorming, building prototypes, sharing results and eventually putting our innovative solutions to work.

Our out-of-school youth outreach project was one of 15 teams selected as a winning proposal presented at the White House Learning Exchange and Discussion in September of 2016, our second White House visit that year for our efforts in human- or customer-centered design.

At the core of customer-centered design thinking is inviting the end user to participate in every stage of the planning or design of experiences. To that end, the team incorporated young adults’ perspectives in designing youth programs.

Since our White House presentations, we have incorporated this approach in program design and everything we do. We found new ways and venues to connect employers and job seekers while tapping into one of our region’s growing sectors—craft beer. Each brewery-hosted Hiring at Happy Hour event has a Priority Sector focus and enables job seekers and employers to connect in an informal environment where employers can observe essential skills at work and job seekers could feel more at ease. The success of this series has prompted another called Jobs and Java, held at coffee shops.
WE DRIVE THE DEVELOPMENT OF SECTOR-SPECIFIC TRAINING PROGRAMS THAT ARE CREATED BY BUSINESS AND BACKED BY RESEARCH. Since retail forms such a large percentage of our regional workforce (pg. 9), we launched Reimagine Retail San Diego using Customized Training (CT) programs with retailers to promote career advancement for employees. Additionally, SDWP, REDF and Mission Edge created the Social Enterprise Accelerator, a public-private initiative investing $270,000 in funds and technical assistance to local businesses committed to training and hiring.

Mission Edge and REDF provided technical assistance in:
• Board development and governance
• Operational policies and procedures development
• Budgeting and forecasting
• Training on review and analysis of financial statements

Further, the Aspen Institute will fund SDWP for Customized Training into early 2019 to continue offering critical support to businesses. They are also conducting research about our region to identify successes and best practices from retail businesses receiving training funds to determine sustainability when the grant ends.

WORKING TOWARD A WORK-READY COMMUNITY

LAYOFF AVERSION
We avert layoffs by providing at-risk companies with business process improvement support (e.g., management consulting, financial planning).

22 employers served
220 jobs saved

RAPID RESPONSE
After layoffs occur, we provide information about resources that will help workers deal with the effects and get back to work as quickly as possible.

25 employers served
732 workers served

CUSTOMIZED TRAINING
Provided nearly $900,000 to 28 employers to train nearly 600 workers providing increased wages, promotion and more highly skilled employees

HR HOTLINE
Free service for employers to get advice on HR questions from conflict resolution to legal requirements.

HR WORKSHOPS
Provided free workshops on relevant HR topics to 460 HR officers and business owners
“From employee retention to overall wellness and happiness to excitement for the business. We’ve definitely seen a great return on all of these.”

Alex Pierson, owner of Amplified Ale Works, participant in Customized Training

How Our Business Services works with employers:

AMPLIFIED ALE WORKS CASE STUDY

1. WE RESEARCH AND IDENTIFY NEEDS
   Skill gaps at newly opened brewery

2. WE DRIVE INNOVATION
   Customized Training reimburses up to 50% of training costs to brewery

3. WE DESIGN, DELIVER & MEASURE
   Upskill with holistic training: Four training tracks taught staff kitchen, safety and craft beer knowledge and skills to six brewers and marketers, who then held one-on-one and small group trainings with servers and bartenders.

4. WE BRING FUNDING TO THE REGION
   Because of programs like this, business owners retain or grow their workforce, helping bring new money to the region.
“Second Chance has been with me since the beginning. They helped give me a new direction in life.”
Jon-David Hernandez, Reentry Works participant

Reentry Works San Diego provides those incarcerated at the East Mesa and Las Colinas detention and reentry facilities a second chance through comprehensive career center services pre- and post-release. The goal is to link participants to employment activities, reduce recidivism and increase public safety. The program brings together San Diego Second Chance, County of San Diego Sheriff and Probation departments and our workforce services to ensure participants successfully reintegrate into the community.

**ENROLLED**
496

**JOB PLACEMENTS**
60%

**STATE RECIDIVISM RATE***
66%

**RECIDIVISM RATE OF THOSE WHO PARTICIPATED IN REENTRY WORKS**
8%

“Reentry is so critical because it works on integrating these people who have been incarcerated back into our communities, giving them the tools they need to be successful. It’s a recognition that 95 percent of the people that go away to jail or prison are going to come back to our communities. Morally and fiscally, it’s the right thing to do.”
—San Diego County Sheriff Bill Gore

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*The U.S. Department of Labor (USDOL) defines the recidivism rate as the percentage of participants who were re-arrested for a new crime or re-incarcerated for revocation of the parole or probation order within one year of their release from jail. If a participant is re-arrested and subsequently released without being convicted of a new crime, he/she may be taken out of the recidivism rate.
CREATING OPPORTUNITY FOR JOB SEEKERS & FAMILIES

The “American Dream” is eroding, here in San Diego and across the country. A child’s prospects of earning more than their parents have fallen by 40 percent over the last half-century. Income mobility—the likelihood a child born into poverty will make it to the middle or upper class—is more alive in Canada than the U.S.

A child’s ZIP code determines how that child will fare in the 21st Century economy. While unemployment remains at historic lows, entrenched generational poverty and disparities between the “haves” and “have-nots” are reaching all-time highs. At the same time, businesses are struggling to find the talent they need to drive economic growth in the region.

In the face of these broad trends, we must continue to expand the frame and context of our work with residents and businesses. We are reorienting our strategic focus towards practices that promote income mobility and equality of opportunity.

Last year we launched the Center for Local Income Mobility (CLIMB), an initiative to focus on two-generation efforts that have proven to promote income mobility. These efforts include increasing food security in partnership with the County of San Diego and CalFresh, improving employer support for working families such as childcare and paid family leave, conducting a study in partnership with the San Diego Regional Chamber of Commerce and improving early childhood experiences and outcomes in partnership with Vista Unified School District and United Way of San Diego County.

We are also introducing services to English Language Learners (ELL) in East County. The San Diego ELL Workforce Navigator Project is an initiative that strategically deepens partnerships to better support adults who need additional skills, training and assistance to secure and retain living wage jobs in growing industries.

In the year ahead, we will be moving these strategic frameworks into everything we do. Reviving the “American Dream” cannot be a side project. It is a full-time commitment, and it will take all of us to make San Diego America’s Finest City and County for ALL residents.
WORK WELL INITIATIVE

This initiative increases employment for those living with mental illnesses. The plan is the result of the Supported Employment Initiative for the Adult and Older Adult System of Care initiated by the County of San Diego Health and Human Services Agency’s Behavioral Health Services Division in 2013.

The Work Well Committee brings together all behavioral health and community partners, including Corporation for Supportive Housing and the California Department of Rehabilitation, to focus on expanding employment and vocational outcomes for clients in the behavioral health system, initiating realistic conversations about mental health in the workplace and focusing on replacing fear of mental illness with facts.

WORK WELL EFFORTS ARE INCREASING EMPLOYMENT OPPORTUNITIES FOR PEOPLE IN THE BEHAVIORAL HEALTH SYSTEM.

MORE CLIENTS WORKING AS AN INDIRECT RESULT OF THE WORK WELL INITIATIVE

510

MORE CLIENTS NOW DEFINING THEMSELVES AS JOB SEEKERS THAN TWO YEARS AGO

1,153
Ana Lomeli, a former disconnected young adult, speaks about the importance of meaningful work experiences at an event announcing One San Diego Skills for Success (onesdskills.org), a regional initiative made possible by a $13.2M grant from the California Department of Education awarded to the San Diego County College and Career Readiness Consortium. CONNECT2Careers partners with the San Diego County Office of Education, United Way of San Diego County and consortium members to provide work-based learning experiences to young adults throughout the county.

YOUNG ADULT PROGRAMS

Our programs CONNECT2Careers (C2C) and the Life Sciences Summer Institute (LSSI), as well as our WIOA-funded youth providers, connect young adults to career pathways and educational opportunities by matching each person's strengths, interests and values with the talent needs of our region's varied sectors. We prepare young adults through work-readiness training, paid work experiences, educational training programs and ongoing support. We partnered with the City of San Diego and the County of San Diego to expand public sector internship efforts. Thanks to a $1M grant from The James Irvine Foundation, C2C can accelerate efforts to serve 12,000 young adults in 2017 and 2018. The San Diego Foundation has also made significant investments to help us expand LSSI. On the heels of our Flip the Script work to reduce youth disconnection, we are working with other cities and elected leaders to launch or expand internship programs for all young adults.

ENROLLED

9,631

TRAINED

6,005

JOB & INTERNSHIP PLACEMENT

2,111
“Don’t be afraid to get out of your comfort zone; joining ILSE was something I wasn’t sure about but once I gave it a try, it opened a lot of doors for me, and it made me see that I’m capable of doing anything as long as I don’t give up.”

Iliana Pulido

Iliana decided to go back to school after some time away. The Introductory Life Sciences Experience (ILSE), through the Biocom Institute, a WIOA-funded youth provider, helped her begin her career in STEM as an instructional assistant at Miramar College.

**JOB CENTERS**

There were over 111,000 visits to our America’s Job Center of California (AJCC) locations across San Diego County. Job seekers attended workshops and received myriad training, job search assistance, job placement and other resources at no cost to them.

**ACROSS ALL PROGRAMS FOR ADULT JOB SEEKERS:**

- **SERVICES RECEIVED**: 202,494
- **ENROLLED**: 19,388
- **COMPLETED TRAINING**: 1,337
- **AVERAGE WAGES**: $17.75/hr
- **JOB PLACEMENTS**: 2,506
**SUCCESSES**

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SDWP provides equal opportunity in its programs, services and employment. Auxiliary aids and services for individuals with disabilities are available upon request.