

SAN DIEGO
WORKFORCE
PARTNERSHIP[®]

ANNUAL REPORT 2014—2015



A MESSAGE FROM THE CEO & THE CHAIR

On behalf of the San Diego Workforce Partnership, we are pleased to share our Annual Report. Two words define our year — innovation and opportunity. These two words are integral to the [Workforce Innovation and Opportunity Act \(WIOA\)](#), the new federal legislation governing the national workforce development system. WIOA calls upon workforce development regions like us to find new ways to serve businesses, the unemployed and underemployed. We are ready for the challenge.

Of particular note this past year was our combined efforts with the [San Diego and Imperial Counties Community Colleges Association](#) to identify and study regional Priority Sectors that represent fast-growing sectors that drive our local economy. The resulting research reports have helped leaders from industry, education, economic development, labor and government set the direction of local workforce development initiatives across San Diego County.

Another highlight was partnering with [San Diego Unified School District](#), Mayor Kevin Faulconer, and others to host 60+ work-readiness workshops to prepare young adults for employment. The result was more than 2,500 young adults receiving workforce readiness and placement services through [CONNECT2Careers](#), our young adult summer employment program.

In the coming year we are excited to partner with San Diego County Sheriff's and Probation departments, as well as Second Chance as the service provider, to open our first career center in a corrections facility — the [East Mesa Reentry Facility](#) — in order to increase successful employment among offenders who will be reentering our communities.

These are only a few examples of our recent partnerships and innovations to support our region's job seekers and employers. We hope that our Annual Report inspires you to partner with us to build our workforce and provide opportunities for all.



Peter Callstrom

PETER CALLSTROM
PRESIDENT AND CEO
SAN DIEGO WORKFORCE PARTNERSHIP



Myrtle Cole

MYRTLE COLE
COUNCILMEMBER, CITY OF SAN DIEGO DISTRICT 4
CHAIR, SDWP POLICY BOARD

THANK YOU TO OUR LOCAL AND NATIONAL PARTNERS WHO HELPED MAKE OUR WORK POSSIBLE IN 2014–2015:

Abt Associates
Amgen Foundation
The Aspen Institute
Bank of America Merrill Lynch
Buster Biofuels
City of San Diego
County of San Diego
Cox Communications
Employment Development Department
Grossmont-Cuyamaca Community College District
JPMorgan Chase and Co.
Manpower
New Horizons
Price Philanthropies
San Diego Community College District
The San Diego Foundation
San Diego Gas & Electric
San Diego Regional Economic Development Corporation
Time Warner Cable
U.S. Department of Health and Human Services
U.S. Department of Labor
University of California, San Diego

WHO WE ARE

SDWP is the local Workforce Development Board, designated by the City and County of San Diego and governed by a community-led, business-majority board.

It is our mission to empower job seekers to meet the current and future workforce needs of employers in San Diego County. We accomplish this by aligning businesses, educators, labor organizations, public agencies and community-based organizations to invest funding and braid resources in programs that provide comprehensive job seeker and employer services.

At the nexus where industry, education and economic development systems meet, we facilitate discussion on how the three can work together to create a strong regional workforce. We identify local skills gaps and steward funding towards program design and innovative workforce development strategies that will close the gap and help thousands of San Diego youth, adults and businesses.

FROM WIA TO WIOA

The Workforce Innovation and Opportunity Act (WIOA) is the first reauthorization of the public workforce system in 15 years, superseding the Workforce Investment Act (WIA). Effective July 1, 2015, WIOA presents an extraordinary opportunity for us to better address the employment and skills needs of job seekers and employers.

Changes include:

- **New Workforce Development Board:** A new workforce development board will be appointed to help advance our regional strategy.
- **Prioritizing out-of-school youth:** Funding and program design will focus on high school dropout recovery and achievement of recognized post-secondary credentials.
- **Building a better service delivery system:** Through policy, planning and performance measures, WIOA prioritizes an integrated services system that helps individuals easily access multiple resources.



PROGRAMS AND PARTNERS ACROSS SAN DIEGO COUNTY

Critical to our success is collaborating with community partners to provide comprehensive workforce services throughout San Diego County. We are honored to work with many partners.



2014–2015 FUNDED PARTNERS

- Access
- California Manufacturing Technology Consulting
- Comprehensive Training Systems
- Corporation for Supportive Housing
- Escondido Education COMPACT
- Grossmont Union High School District
- Grossmont–Cuyamaca Community College District
- International Rescue Committee
- KRA Corporation
- MAAC Project
- MDRC
- North County Interfaith Community Service
- North County Lifeline
- Occupational Training Services
- Quality Controlled Manufacturing, Inc.
- ResCare Workforce Services
- San Diego County Office of Education, Juvenile Court and Community Schools
- San Diego Futures Foundation
- San Diego Regional Economic Development Corporation
- South Bay Community Services
- Turning the Hearts Center
- Urban League of San Diego County
- YMCA of San Diego County
- Youth & Family Services

HOW SDWP WORKS



We bring money to the region

from federal, state and local governments; private business and philanthropy.



We bring together the community

through boards & committees that determine policy, strategy and priorities.



We identify local skills gaps

to pinpoint the skills employers are looking for.



EMPLOYERS



JOB SEEKERS
(especially underserved)



We convene

community partners to create impactful workforce development programs based on research.

We design, fund, deliver and measure the programs

to increase opportunities for job seekers and solutions for businesses.

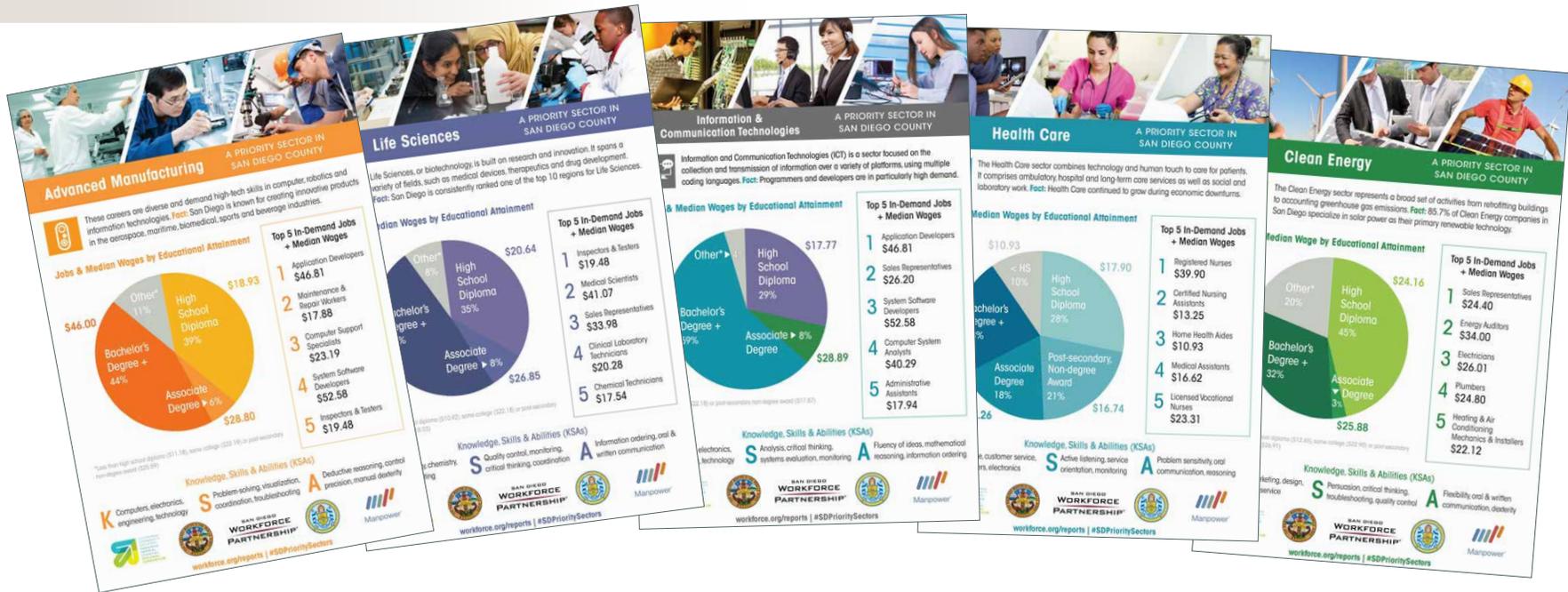


2,689 youth and **17,765** adults served in FY2014–2015

Wages added to the economy per year = approx. **\$66.2M**



CLOSING THE SKILLS GAP



We hear a lot about the skills gap, but what is it? In short, it is the difference between the skills employers want and what workers currently have. To close the gap, we must continually identify the skills that employers need and train job seekers to meet that demand.

In October 2014, SDWP and the [San Diego and Imperial Counties Community Colleges Association](#) held a one-day conference to release reports analyzing five industry sectors vital to the regional economy, experiencing rapid growth and projecting skills shortages. Over 300 educators, career counselors, economic and workforce development professionals, business leaders and policymakers attended to learn about the Priority Sectors:

- ➔ **Advanced Manufacturing**
- ➔ **Life Sciences**
- ➔ **Information and Communication Technologies**
- ➔ **Health Care**
- ➔ **Clean Energy**

Since the release of the reports, our region has received **\$18.4 million** in grants to support career pathway training programs using the Priority Sector research as the basis for the program design.

To further share the Priority Sector data, we created posters on each sector, which are now posted in schools throughout the county and throughout our AJCC network. The posters highlight career pathways within each sector, helping people understand what the jobs are, what they pay and the career path to get there. **People cannot aspire to careers they do not know exist.** By sharing this information, we seek to close that awareness gap.

STUDYING REGIONAL DATA

To enable informed expansion of workforce development programs, we conduct proprietary, in-depth research for industry reports, as well as research on behalf of regional partners, and publish additional products that focus on key labor market topics and trends.

During FY2014-2015:

- **We produced Labor Market Analysis reports for San Diego's five Priority Sectors and Aerospace.**
- **We provided 40+ community presentations discussing labor market data, reaching thousands of civic leaders, job seekers, employers and workforce development professionals throughout our region.**
- **We performed contracted research services on behalf of our regional partners, including the following projects:**
 - San Diego's Middle-Skill Jobs: Gaps and Opportunities
 - Aircraft Maintenance and Piloting Occupations
 - Automotive Technicians and Managers
 - Motorcycle Technicians



"..our research informs job seekers, career counselors, trainers and educators about what employers are looking for in the current and future labor force."

We collaborate with a variety of organizations, such as the [San Diego and Imperial Counties Community Colleges Association](#), the [San Diego Regional Economic Development Corporation](#), [University of California San Diego Extension](#), the [San Diego Association of Governments](#), and the [San Diego East County Economic Development Council](#), and continue to seek partnerships with additional regional partners.



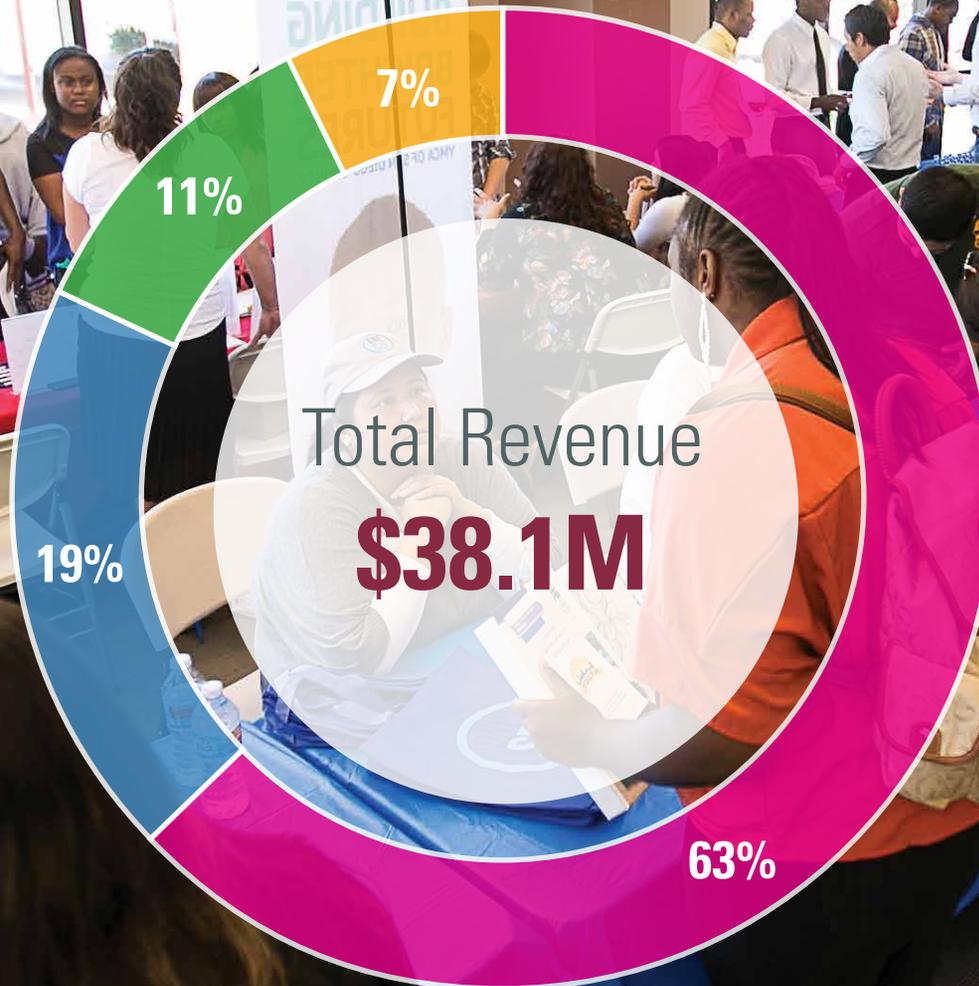
BUDGET 2014—2015

● ADULT PROGRAMS: **\$23.8M**

● DIRECT PROGRAM SUPPORT: **\$4.2M**

● YOUTH PROGRAMS: **\$7.2M**

● CENTRAL OPERATIONS: **\$2.9M**



TURNING FATE AROUND

Chante Yuban Brookins was working as a preschool teacher when she lost her job. For the next two months, she took on the odd cleaning or babysitting job.

For the rest of the following year Chante did not have luck with her job search; she worked for about two months out of the year and was feeling incredibly discouraged. Her family eventually lost their home, and she, her husband Michael and their 5- and 7-year-old daughters stayed with relatives for several months.

She expressed her desire to get back to work to her CalFresh case manager, who told her about the [San Diego Metro Region Career Center](#) in City Heights, one of 12 [America's Job Center of California \(AJCC\)](#) sites funded by SDWP.

In January of 2014 she met a Business Services Representative (BSR), who helped Chante revamp her résumé and do mock interviews. Once the BSR helped Chante see that her experience of tracking the progress of three-year-old children's early reading and math skills can be translated to highly marketable soft skills, Chante gained a new sense of hope and confidence to pursue a long-term career rather than just a job.

"I think my family would have continued experiencing the same fate as we had last year if it wasn't for my representative and the career center. She really helped us turn things around for our family," says Chante. "I experienced real kindness. It has been such a humbling experience."



Over the course of a month, Chante completed online training in customer service and marketing. Chante's BSR witnessed her strong enthusiasm and work ethic and referred her to Farmer's Insurance for a part-time administrative assistant position through [Expanded Subsidized Employment \(ESE\)](#), a program offered by SDWP that reimburses companies a portion of the wages for the employee's first six months. After two interviews and an assessment, Chante was offered the position. She plans to become an insurance agent and is now studying for the insurance license exam.

"ESE is a brilliant idea," says Chante. "It helps the employer and helps people prove what we are capable of. I used to be so stressed about school clothes and food banks. I can now pay the bills and do regular grocery shopping again."

Shortly after Chante started her job, her husband Michael also found a job through ESE — a full-time landscaping position with Rainscape Environmental Management. He loves working outdoors, and though the work is physically demanding, Chante says it is gratifying to see him come home with a smile on his face.

ADULT PROGRAMS: BUILDING A STRONG WORKFORCE

Together with community partners, we provide employment services and fund training programs that empower job seekers.

America's Job Center of California

We fund a network of 12 [America's Job Center of California \(AJCC\)](#) sites throughout San Diego County, which served over 16,000 adults and offered over 81,000 services during FY2014-2015. The AJCCs provide career assessment, job-readiness workshops, soft skills development, financial aid for education and training and job placement to San Diego County residents whether unemployed or employed. Visitors also have access to state programs and services including the [Employment Development Department](#), [CalFresh](#), [Covered California](#) and the [Department of Rehabilitation](#).

While there are **88,000** unemployed individuals in San Diego County, the **#1** challenge businesses report is finding qualified workers. We are working to close the skills gap and connect employers with job seekers.

Training enrollments: **3,161** Total number of job placements: **2,913** Average wage for placed participants: **\$15.27***

*excluding ESE participants



Building better services in our region

We provide specialized programs to underserved populations including dislocated workers, veterans, recipients of [Temporary Assistance for Needy Families \(TANF\)](#), formerly incarcerated and people with lived experience of mental illness. The goal of these programs is to lead to self-sufficiency, including providing funded training opportunities, subsidized employment and long-term career pathways. These special projects bring better integration of services across systems related to public assistance, mental health and job placement.

Bridge to Employment (BTE)

BTE is the [Health Profession Opportunity Grants](#) program serving recipients of TANF and other low-income individuals by funding training and education opportunities in health care occupations. Participants receive tuition assistance, personalized support and help with job search activities. This five-year, \$25 million grant program is now in its final year. So far, 1,300 individuals have been placed in jobs (close to project goal with three months left in the program).

“Knowing the program provided me with a tremendous amount of support during school gave me peace of mind. The assistance allowed me to have no worries so I could focus on my education.” April Greenwood, BTE participant

Expanded Subsidized Employment (ESE)

We directly connect employers who are in need of skilled and work-ready employees to job seekers who are most in need of assistance. ESE is part of [CalWORKs' Welfare to Work](#) program and moves participants from subsidized to unsubsidized employment in occupations which improve household earnings and provide independence from public assistance.

Behavioral Health Supported Employment

Led by the [County of San Diego Behavioral Health Services](#), we developed a county-wide strategic plan to increase employment for those with lived experience of mental illness. This process included convening employers and stakeholders representing behavioral health and was informed by consumer research data. This initiative aligns with [Live Well San Diego](#), San Diego

County's 10-year initiative to build a healthy, safe and thriving community.



YOUTH PROGRAMS: TRAINING OUR FUTURE WORKFORCE

Participants (age 14–21) from low-income households and youth who have dropped out or are at risk of dropping out of school are our focus. Through WIA, and now WIOA, we fund programs that prepare them to reach their educational, employment and personal development goals. These programs — operated by community-based organizations, schools, and other service providers — offer career exploration, work-based learning, career technical skills training and a career pathway leading to high school graduation, GED attainment and links to an array of advanced and post-secondary options.

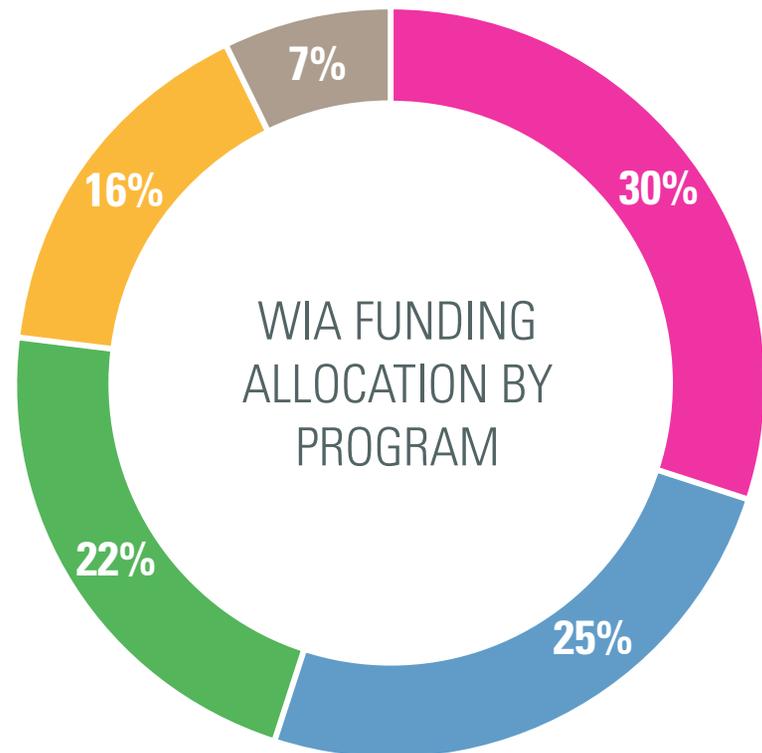
In addition to in-school youth, out-of-school youth and recovery and reengagement programs — which include a focus on justice-involved youth — we collaborate with regional partners on these special projects:

Foster Youth Programs

- **San Pasqual Academy** is the first residential education campus in the nation designed specifically for foster teens, a result of our partnership with [New Alternatives, Inc.](#), [San Diego County Office of Education](#) and [San Diego County Child Welfare Services](#).
- **Independent Living Skills (ILS) / Workforce Investment Act (WIA) Program**, funded by the [County of San Diego Health and Human Services Agency](#) and SDWP, provides in-school and out-of-school foster youth services in the areas of housing, employment and education.

Youth Reengagement Center is a collaboration among [San Diego Youth Development Office's Pathways Initiative](#), [San Diego Unified School District](#) and SDWP to improve opportunities for in-school and out-of-school youth.

- **OUT-OF-SCHOOL YOUTH 30%**
- **IN-SCHOOL YOUTH 25%**
- **RECOVERY AND REENGAGEMENT 22%**
- **SPECIAL PROJECTS - FOSTER YOUTH 16%**
(San Pasqual Academy & ILS/WIA)
- **SPECIAL PROJECTS 7%**
(Youth Reengagement Center)



Approximately **17%** of young adults 16—24 in San Diego County are unemployed.

We also administer two youth employment programs: [CONNECT2Careers \(C2C\)](#) and the [Life Sciences Summer Institute \(LSSI\)](#).

C2C places youth in meaningful paid work experiences, exposing them to career pathways that lead to future employment in high-demand and high-wage jobs. During the summer of 2015, **2,579** youth registered for work readiness training, and job search and placement assistance. C2C is made possible with the support of Mayor Kevin Faulconer, the City of San Diego and County of San Diego.

The LSSI program connects high school students and science teachers to the region's Life Sciences industry sector. Since 2005, LSSI has

"CONNECT2Careers helped place me in an interesting internship that is helping me learn and grow... everything I am doing at this internship will help me in some way when I am looking for a job after completing my education at UC Davis."

Ana Rodriguez, C2C participant

placed over **426** students in summer research internships in our region's most prestigious research institutions. The LSSI Teacher Program has trained **198** teachers across **22** school districts and **90** schools, impacting **43,437** students in the region, bringing hands-on biotechnology laboratory experiences and resources directly into the classroom.

By aligning the career aspirations and education backgrounds of young adults with businesses committed to developing our future workforce, C2C and LSSI create a positive experience for both employers and young job seekers.

"I don't think I will ever encounter a program as kind, thrilling, engaging and agreeable as this one. I cannot express how grateful I am to have bonded with the students and mentors." Michelle Wong, LSSI participant



FROM REFUGEE TO REFUGE

When the Burmese Army began making life difficult for his and nearby villages, Lian Thang knew he had to flee for his safety.

In 2008, when Lian was 14, he left his home in Chin State in western Burma and embarked on a perilous, clandestine journey in a group of 70, crossing over Thailand by car and boat over the course of 10 days, finally arriving in Kuala Lumpur where his sister was waiting. After three stressful years of working to pay back his debt for the journey, both siblings obtained refugee status from the United Nations High Commissioner for Refugees and left for the U.S.

“I had dreamt of studying in the U.S.,” Lian recalls. “But I never thought it was possible.”

On February 16, 2011, a day he remembers well, Lian arrived in San Diego. He had to overcome the language barrier as well as get housing and documentation. Fortunately, he received the support of local agencies. While attending Crawford High School, he heard about the [International Rescue Committee \(IRC\)](#) from a friend, and joined its [Connect2Work](#) program. IRC helps refugees, immigrants and other low-income youth become self-reliant and find meaningful employment. Connect2Work is a work-readiness program funded by SDWP that offers résumé and interview skills, conflict management, customer service training, placement in a paid summer internship, career exploration and field trips to a variety of work sites.

Since joining Connect2Work, Lian has taken advantage of the IRC [Homework Tutoring Lab](#) at Crawford and [CAHSEE Prep](#), another IRC program that helps students prepare for the California High School Exit Examination.



“IRC helped me so much,” he says. “Life here is better in every way. If I was still in Burma, I would be working the farm instead of going to school. And without the IRC I wouldn’t be going to college.”

Lian has now completed his first two semesters at San Diego City College and an internship at the Gary and Mary West Senior Wellness Center, where he worked at the Cyber Café as a technical support assistant. He plans to major in accounting.

Thanks to support he has received and friends he has made, he now truly feels San Diego is his home.

“I feel as though I was born here,” he laughs.

SERVING THE BUSINESS COMMUNITY

We address employers' need for skilled workers by reducing the cost of training and hiring candidates, leading to more profitable and productive businesses in San Diego County.

Employee Retention Program

Before layoffs happen, we work to avert them by identifying at-risk companies and providing them with business process improvement projects (e.g., management consulting, financial planning).

- We saved 176 jobs and created 69 new jobs
- 16 businesses received \$150,000 in business process improvement projects
- These businesses generated \$17,908,000 in revenue and reduced costs by \$2,219,700

Rapid Response (Layoff Transition)

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

- 33 companies and 1,143 laid-off workers were served through 39 presentations

America's Job Center of California Hiring and Training Incentives

We help offset the cost of hiring and training new employees through the On-the-Job Training and Expanded Subsidized Employment programs.

- 147 employers were reimbursed \$1,331,413 in wages for 350 employees
- 1,846 employees hired from job fairs and customized recruitments organized by job centers

Customized Recruitment Success

GENERAL DYNAMICS NASSCO (June 12, 2015)



147

attendees



64

jobs offered

(43.5% candidates offered employment)

"...the most successful recruitment the company has ever held."

NASSCO recruiter



SAN DIEGO
WORKFORCE
PARTNERSHIP[®]

Acknowledgments

Design

viadesign

Photography

Bauman Photographers

Editor

Wilda Wong

Contact us

3910 University Ave., Suite 400

San Diego, CA 92105

P: 619.228.2900

workforce.org

[f](#) [in](#) [t](#) @sdworkforce [t](#) @PeterACallstrom

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

