

The **POWER** of **WORK**



Collaborating to create
a San Diego that works for all

FISCAL YEAR 2023 ANNUAL REPORT



San Diego
Workforce
Partnership



WORK

HAS THE POWER TO CHANGE LIVES.

The San Diego Workforce Partnership collaborates with businesses, community-based organizations, elected officials and funders to realize career and growth opportunities for all. Our services—career navigation, training for in-demand jobs, workforce education, paid work experience, recruitment support and more—empower job seekers, employers and students across San Diego to connect, grow and thrive. The result? Real economic development in San Diego, with successful businesses and a diverse, qualified talent pool.



\$3M+

invested in job-readiness trainings



582,694

online reach



108,569

general public interactions



5,449

active training/employment enrollees



1,822

placements in employment or education



803

employers served

ABOUT US

DELIVERING INNOVATIVE WORKFORCE DEVELOPMENT



Our Purpose

We equip job seekers in San Diego County to increase their economic mobility; help businesses grow, rebuild and thrive equitably; and prepare children and young adults for the world of work. We believe in the power and dignity of work, fight for equity and inclusion and dedicate ourselves to building programs that meet people where they are.

We have provided workforce development services to the benefit of the San Diego community for nearly 50 years.

Along with office moves, the organization has also changed names quite a few times. It was first known as the Regional Employment Training Consortium, followed by the San Diego Consortium, then Private Industry Council before we became known as the San Diego Workforce Partnership.

With more than 100 employees and six career centers in San Diego County, we have expanded and evolved to meet the changing and growing demands of San Diego businesses and job seekers.

In 2023, the California Workforce Development Board named us a High Performing Board in recognition of our commitment to excellence in workforce development. We consistently seek new ways to align with our communities to identify workforce training needs, skill gaps and emerging industries.

MISSION

To empower job seekers to meet the current and future workforce needs of employers in San Diego County.

VISION

Every business in our region has access to a skilled workforce and every job seeker has access to meaningful employment.

Everyone deserves the opportunity to succeed.

OUR BOARDS

We manage a variety of funding sources (public, private sector and philanthropy) to implement targeted and measurable workforce development services throughout San Diego County. Two boards provide oversight—Workforce Development Board and Consortium Policy Board. Meetings are open to the public.

Workforce Development Board

The Workforce Development Board (WDB) reviews initiatives and works closely with staff on committees and working groups. The WDB represents the entire region—comprised of 26 members as of June 30, 2023, spanning the public and private sectors, education, organized labor and other local community leaders. This group strengthens our work with all stakeholders to address the workforce needs of the region.

Aida Rosa, Chief Human Resources Officer, San Diego Zoo Wildlife Alliance

Althea Salas, Vice President of Human Resources, San Diego Tourism Authority**

Annie Taamilo, Deputy Division Chief, Employment Development Department

Andrew Berg, Executive Manager, National Electrical Contractors Association*

Bridgette Browning, Executive Secretary Treasurer, San Diego and Imperial Counties Regional Labor Council**

Brisa L. Johnson, Civic Engagement Manager Statewide, United Domestic Workers

Carmen Summers (Secretary/Treasurer), General Manager, Americas Azure Core Specialized Sales, Microsoft Corporation**

Carol Kim, Business Manager, San Diego County Building and Construction Trades Council

Christina Bibler, Director of Economic Development, City of San Diego

Connie Lundgren, Director, Workforce Relations, General Dynamics NASSCO*

Danene Brown, Ph.D., Regional Consortium Chair, San Diego and Imperial Counties Community Colleges Association

Ed Hidalgo, Innovation and Engagement Advisor, Cajon Valley Union School District

Efrem Bycer, Senior Manager, Public Policy and Economic Graph, LinkedIn

Jamie Gardner (Vice Chair), Director of Talent Acquisition and Employer Branding, Watkins Wellness

Jeff Noyes, District Administrator, Department of Rehabilitation

Jeremy Vellón, Human Resources Director, Modigent

Kevin Johnson, Training Director/Chief Financial Officer, San Diego and Imperial Counties Electrical Training Institute

Kurling Robinson, Founder, Fökcus

Mark Sutton, Senior Vice President, Managing Director, Regional Executive, Bank of America*

Matt Doyle, Ed.D., Superintendent, Vista Unified School District

Matt Martin, Executive Vice President, PNC Bank

Michael Zucchet, General Manager, San Diego Municipal Employees Association*

Nancy Smith-Taylor, Director of Diversity and Workforce Management, San Diego Gas & Electric

Noemi “Mimi” Rosado, Deputy Corporate Program, Naval Information Warfare Center (NIWC) Pacific**

Phil Blair, President, Manpower San Diego

Rick Vaccari (WDB Chair), Vice President of Investor Relations and Pensions (retired), Sempra Energy

Ricky Shabazz, President, San Diego City College

Risa Baron, Municipal Manager, Republic Services**

Sammy Totah, Chief Operating Officer, Kaiser Permanente San Diego*

Shandon Harbour, President and CEO, Associated Builders and Contractors**

Veronica Dela Rosa (Treasurer), Executive Vice President of Operations, San Ysidro Health

*Officially resigned during the last fiscal year

**Officially resigned in current fiscal year

Policy Board

Because the Workforce Partnership is a joint powers authority, the Policy Board is a partnership of the City and County of San Diego. Members include two County Supervisors, two San Diego City Councilmembers and a community representative. They appoint WDB members and receive recommendations from the WDB. In collaboration with the WDB, the Policy Board decides on a variety of funding decisions and priorities.

CHAIR

Monica Montgomery Steppe, Council President Pro Tem, City of San Diego

VICE CHAIR

Terra Lawson-Remer, Supervisor, County of San Diego

MEMBERS

Jim Desmond, Supervisor, County of San Diego

Sean Elo-Rivera, Council President, City of San Diego

Nancy Sasaki, Chief Executive Officer, United Way of San Diego County

ALTERNATES

Joel Anderson, Supervisor, County of San Diego

Stephen Whitburn, Councilmember, City of San Diego

Vivian Moreno, Councilmember, City of San Diego

Jacob Richards, Board Member, United Way of San Diego County

Dear San Diego Workforce Partnership Supporters and Partners,

Over the past six months, it has been my sincere honor to lead this invaluable organization and set a new course for the future. Workforce needs in San Diego are continually evolving. Embracing workforce development requires understanding, meeting and anticipating the current and future needs of workers and employers alike.

The dedicated San Diego Workforce Partnership team continues to collaborate with partners, businesses, elected officials, donors and funders to address these needs by ensuring all job seekers, employers and students receive equal access to the skills and resources necessary for success. This report highlights our collective efforts and selected services during the fiscal year July 1, 2022–June 30, 2023, framed by the organization’s core values of Collaboration, Excellence, Stewardship, Inclusion and Equity.

I am proud of the team’s performance in this challenging year, highlighted by serving over 5,440 job seekers and aiding local employers in connecting over 1,820 residents to career opportunities. The management of our six career centers moved in-house in June 2022, allowing us to expand and better target our training and job search services. Our behavioral health workforce report provided critical insights into the mental health worker shortage and potential solutions. I’m pleased to share that the Equal Representation in Construction Apprenticeship (ERiCA) grants and \$10 million in state funding secured by Assemblymember Brian Maienschein will help us increase gender, racial and ethnic diversity in underrepresented career fields.

We will build strategically on this progress. For too long, we’ve been hearing that Workforce Partnership services are the best-kept secret in San Diego. In 2024, we will be implementing a new, comprehensive communications strategy that will raise awareness for our organization and the services we provide. We want more people, especially underserved groups, taking advantage of our career coaching, training and job placement to attain upward mobility. We want more local businesses using our resources to recruit and retain employees. We want more students exploring career paths to make their aspirations a reality. And we want more partners tackling barriers to improve the health of San Diego’s communities and economy.

Leveraging our core values, we will strengthen our strategic partnerships with regional economic development entities, employers and community organizations; gain further insights into the unique needs of underrepresented populations and small businesses; improve customer service experiences that lead to tailored workforce solutions; and acquire additional funding to invest in population-specific and outcomes-focused services.

Thank you to our partners assisting us in our mission to help fellow San Diegans advance their careers and businesses and promote regional economic development. With your partnership and support, we aim to make “the power of work” possible for all.

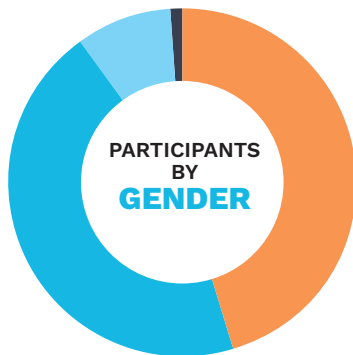
Tony Young, Interim President and CEO
San Diego Workforce Partnership



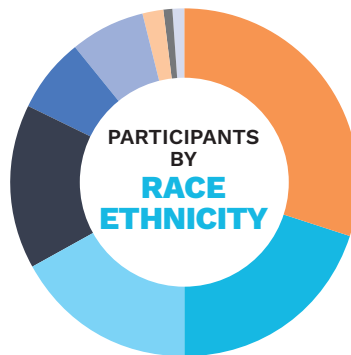
Equity in Opportunity

We're striving for a more equitable region, focusing funding and resources on those too often excluded from higher quality jobs and upward economic mobility.

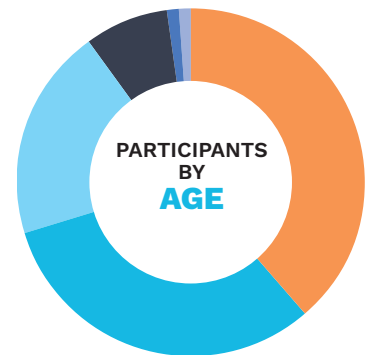
63% of participants served self-identified as Black, Indigenous or Person of Color



Male	46%
Female	44%
Not disclosed	9%
Non-binary, genderfluid or agender	1%

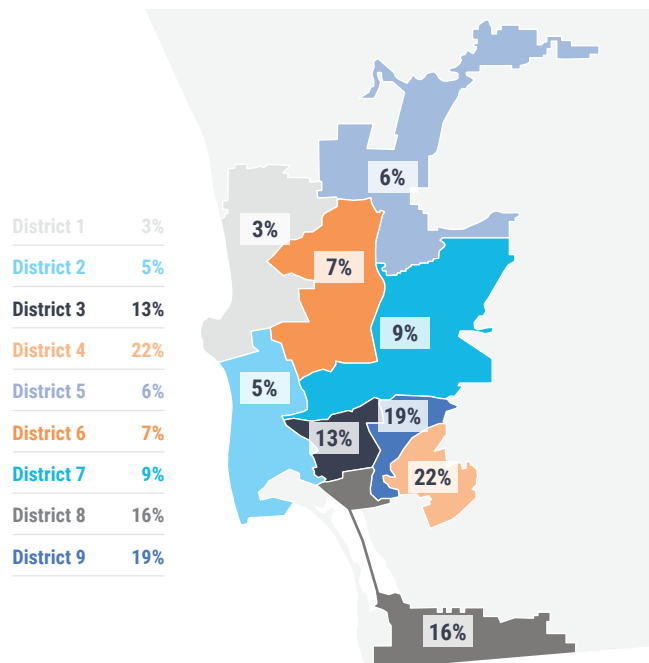


Latino	30%	Multiracial	7%
White	20%	American Indian/Alaskan Native	2%
African American/Black	17%	Hawaiian/Other Pacific Islander	1%
No race selection	15%	Other	1%
Asian	7%		

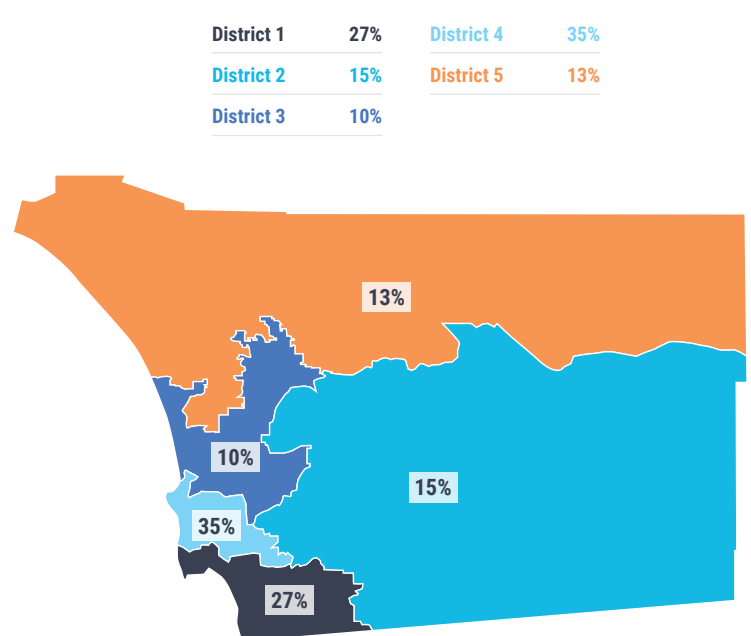


25-44	37%
18-24	34%
45-64	17%
Under 18	9%
65 and over	1%
Not disclosed	2%

PARTICIPANTS BY CITY COUNCIL DISTRICT



PARTICIPANTS BY COUNTY DISTRICT



COLLABORATION

Construction Career Jumpstart (CCJ)

Hands-on training for jobs in the energy, construction and utilities sector

Collaboration is key to the success of CCJ. Everyone involved—partners, instructors, employers and staff—envisions creating a pipeline of skilled, motivated workers for San Diego’s construction industry and opening doors for underrepresented populations. By attending a four-week, in-person “bootcamp,” CCJ participants gain firsthand experience and industry-recognized certifications. This year, CCJ ran five cohorts with an average of 22 participants each. Electrical Training Institute instructors shared their expertise, and the International Brotherhood of Electrical Workers Local 569 and National Electrical Contractors Association provided additional support and job opportunities. The Workforce Partnership offered personalized career navigation and job readiness tools.

80% placement rate for graduates,
high for this competitive, in-demand field



“Opened up a world of possibilities”

JENIFFER MENDIOLA, CCJ GRADUATE

What are the best features of the CCJ training? The instructor made the four-week pre-apprenticeship program much easier to grasp. He provided us with valuable insights and support, which I am incredibly thankful for. CCJ’s resources, such as interview preparation and resume-building support, were invaluable. I felt prepared to enter the next phase of my journey, which was enrolling in the Electrical Training Institute apprenticeship.

How did CCJ change your career path?

Being in a union is a game-changer. They offer so many development opportunities that I can pursue after I complete my apprenticeship, which leaves the future open and bright. The environment within the apprenticeship program is welcoming, and negative work attitudes are not tolerated. More women should explore opportunities in the trades, and I hope my story can inspire them to pursue their passions.



CyberHire

Training and job search assistance for the cybersecurity and information technology industries

CyberHire is a true collaboration between the Workforce Partnership, Regional Economic Development Corporation (EDC) and San Diego Cyber Center of Excellence (CCOE). The Workforce Partnership works with EDC information technology and cybersecurity employers to identify workforce needs and training providers, and then partners with CCOE to connect CyberHire participants with employers. Participants, primarily low-income and underserved job seekers, receive job-readiness support, subsidized cybersecurity certification and credential costs, and access to paid internship opportunities and placement services. The San Diego Business Journal Cybersecurity Stewardship Awards named CyberHire “Nonprofit Workforce Development Initiative of the Year” in 2022 and 2023.

90 industry-recognized
certifications awarded

“It’s been completely life-changing for me”

RAVEN ANTIQUIERA, CYBERHIRE GRADUATE

What did you join the CyberHire program? I had wanted to make a career change for a while. I always had a passion for computers and technology. Once I started CyberHire and enrolled in San Diego College of Continuing Education’s Desktop Technician Certificate, I began to learn so fast. The certification training gave me all the foundational knowledge I needed to succeed and start out in the industry.

How did CyberHire change your career path? It’s been completely life-changing for me. When an internship opportunity arose at Dispatch Tech, I knew it would give me the hands-on training I needed. My skills have pretty much quadrupled in a very short amount of time. After my internship, they offered me a job, and I am now the Assistant Chief Information Security Officer Director at Dispatch Tech. I want to learn more, so I am going to pursue more certifications and obtain a master’s degree.



Access, Inc.

Employment and education opportunities for foster youth and other underserved populations

Access, Inc. is a longtime partner of the Workforce Partnership, collaborating on career counseling, job placement and other services for foster youth since the mid-1980s. To achieve the greatest impact, the two organizations continue to leverage their programs, funding and connections as well as share their resources and best practices with the community. The collaboration between Access, Workforce Partnership and a network of community organizations and youth services providers helps to provide foster youth the tools and safe space to discover all they can be as they work toward becoming independent, self-sufficient people. This year, Access provided additional training courses in essential skills, such as networking, leadership and public speaking, to instill confidence in foster youth and help them better navigate the workspace and world.

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What stands out about our collaboration with the Workforce Partnership is the longevity and leadership here in San Diego. We can combine our resources, along with amazing community organizations and nonprofits, to give foster youth wraparound services and increased employment opportunities.

—Kristie Buckley, President and CEO, Access, Inc.

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WORKFORCE AT WORK
Tabling at the 44th Annual
Career EXPO/Job Fair at
Grossmont College



EXCELLENCE

Apprenticeship Readiness Program (ARP)

Training to prepare for a registered apprenticeship in construction

Many people want to get a job in construction but do not know where to start. ARP opens a gateway to the trades, providing participants with the necessary skills and knowledge to choose, obtain and succeed in a registered apprenticeship. Apprenticeships offer excellent job stability and a career trajectory in the competitive construction industry. ARP instructors teach the nationally recognized Multi-Craft Core Curriculum (MC3) and organize job site visits hosted by employer partners around San Diego. In March 2023, the Workforce Partnership was awarded a grant under the new state initiative, Equal Representation in Construction Apprenticeship (ERiCA), which will allow us for the first time to provide childcare stipends to parents or guardians in the ARP and CCJ programs.



48 graduates placed in state-registered apprenticeships

17% of ARP and CCJ graduates were female, compared to 2.5% nationwide

“Earn-while-you-learn opportunity open to all”

JENIFER ARCE, SAN DIEGO BUILDING TRADES INSTRUCTOR

Why did you become an instructor with ARP? I’m a female journey-level union iron worker with San Diego’s Local 229. I became a union apprentice after 25 years of dead-end jobs. It was the best decision I ever made, and I am passionate about sharing information about working in the construction industry with ARP participants, especially women.

How does ARP benefit participants? ARP provides information on all union construction trades to help participants choose the right career path, which can improve the pool of qualified workers and retention rates in the industry. ARP offers hands-on experience, tool identification, job site and apprenticeship tours and required certifications, so participants leave here confident and well-rounded. I wish I had these classes 10 years ago!

What is most rewarding about your role? I get to share my journey to help the underrepresented, minorities, formerly incarcerated, women and veterans. I want union careers to be available for everyone. For female participants to see someone like me in this male-dominated field, then maybe they think, I can do it too.



Business Engagement Services

Custom resources for hiring, training and retaining employees

It is often difficult for employers to find and keep quality talent, especially in smaller businesses. The Business Engagement training programs reimburse employers 50% of the costs associated with training new or current employees. Employers develop their own unique curriculum that meets their specific needs to train and retain their workforce. The potential benefits to employees, employers and San Diego itself are immense. For example, the Incumbent Worker Training upskills current employees, which helps employers meet their workforce and growth needs; employees learn or enhance a skillset and receive a promotion and/or a pay raise; and the local economy retains residents who earn a minimum \$21.75 per hour self-sufficiency wage.*

*Please note that as of July 2022, the San Diego Workforce Partnership living wage target for San Diego is \$21.75 per hour (or equivalent salary). The living wage is based on a series of economic indicators which fluctuate over time.

803

unique employers supported

\$631,500

co-invested from businesses

\$953,500

invested in businesses through employer-led trainings



“Best-kept secret to grow and retain your workforce”

JOHN HORNBROOK, CHIEF OPERATING OFFICER, MRI AUDIO

How did you hear about Incumbent Worker Training (IWT)? Our small business is a niche industry in the medical device field. Through the California Manufacturing Technology Consulting (CMTc) nonprofit, we learned about IWT. IWT funding is the reason we were able to move forward with CMTc’s Lean Training Initiative.

Why did your company need this training?

We had a new product launch, and we wanted to train warehouse employees in best practices for product rollout and management. The classroom and on-the-job training took place here a few days a week for 5–6 workers. We received a degree in lean methodology and then created our own solutions based on the training.

How did IWT benefit your employees and business?

After completing the training, employees received pay raises and increased job security. Plus, there is the saved time and stress from applying the lean methods, which promoted real buy-in. The warehouse is now able to fill up to 130 orders per month, whereas before we could barely do 80—we estimate our cost savings at about \$160,000 per month! I can’t recommend IWT enough.

Training and Job Search Services

The Workforce Partnership's training and job search services uses a personal approach to meet the unique needs of every job seeker and employer. Career navigators provide one-on-one support for job seekers to assess their skills, design career plans, choose the right training program and connect to work opportunities. The Business Engagement team provides employers with different training options for hiring, upskilling or retaining employees.

Our Eligible Training Provider List's 144 education providers offer classroom or online training for an industry-recognized credential, certificate or degree. Contracted education providers lead fast-paced cohort-based training for more hands-on experience and certification in an in-demand industry skill. New transitional employment services give job seekers with little or no work history a chance to gain real-world experience.

150+
featured employers at
74 employer spotlights, hiring
events and job fairs

93
job seekers participated in
employer-led trainings with
37 employers



WORKFORCE AT WORK
Spotlighting technology careers
at Qualcomm, Inc.

SUPPORT AND SERVICES THROUGHOUT SAN DIEGO COUNTY



Over 76,000 San Diegans accessed job search and career development resources at no cost at our six **career centers**. To improve the customer service experience, we added new features—virtual evening appointments, increased bilingual staff and customer feedback kiosks.



North County Coastal
Career Center



North County Inland
Career Center



East County
Career Center



Downtown
Library
Career Center



Metro
Career
Center



South County
Career Center



76,000+
individuals visited career
centers for training or
employment information

27,000+
individual users of
Career Coach
online tool

2,500+
participants in job
readiness and career
navigation workshops



At the **Escondido Public Library**, job seekers participated in our Job Search Series workshops to develop their resumes and prepare for interviews in advance of our hosted job fair.



At our quarterly Family Career Exploration Days with the **San Diego Public Library**, all ages learned about the job market and how to land a dream career.



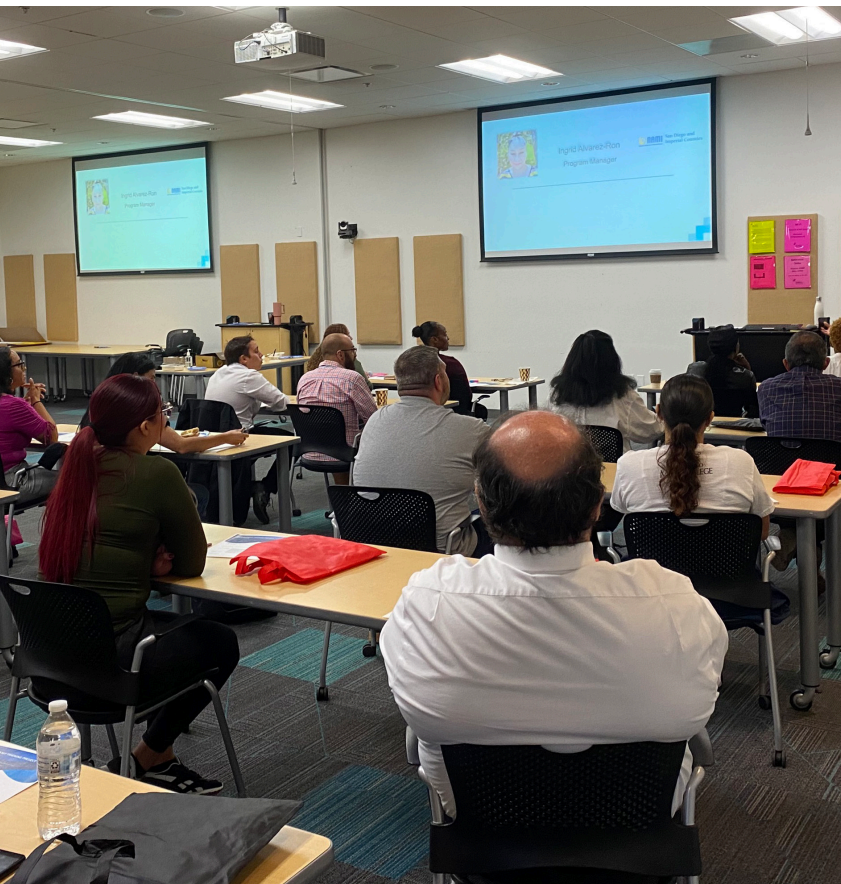
Middle and high school students explored potential careers in eight Launch Pad interactive learning labs, like the new one established this year at Heber School in collaboration with the **Heber Elementary School District**. Our continuing work with school districts helped to incorporate workforce development into public education for students of all grade levels.



Justice-involved individuals participated in Reentry Works pre-release employment and training services within the **East Mesa Rehabilitation Facility** and **Las Colinas Detention and Reentry Facility**. Workshops helped participants build the confidence to lead with their strengths rather than their barriers.



STEWARDSHIP



Healthcare Administration Pathways

Accelerated training for a career in healthcare administration

Patient access representatives are desperately needed in major hospital systems, community health centers and medical offices across San Diego County. The Healthcare Administration Pathways three-month accelerated online course created by UC San Diego Division of Extended Studies gives participants an opportunity to get a professional certification in healthcare revenue cycle management. To further alleviate the financial burden on participants, the program often covers the costs of equipment and transportation and provides childcare credits. The program offers job prospects through its extensive network of partners, including Rady Children's Hospital, Scripps Health System, Sharp HealthCare, UC San Diego and community health centers.

“Just needed a little bit of opportunity”

ISRAEL GUZMAN, HEALTHCARE
ADMINISTRATION PATHWAYS GRADUATE

How did the Healthcare Administration Pathways program change your career path?

I have always been interested in healthcare, but coming from an immigrant family, no one in my family had worked in that field. With this program I could earn a certificate and enter the industry. Also, I think I was hired for my current position as a hospital patient transporter technician largely because I am a part of this program. It showed my commitment to pursuing a career in the healthcare sector, which was well-received by my employer. Looking ahead, I'm excited to embark on a new journey in January, starting a program to become an MRI technician.

Why is career development so important?

Career development services provide crucial support and resources for individuals like me, who are older, with limited opportunities, and starting late in the game. My experience with the Workforce Partnership revealed individuals facing similar challenges, showing that you're not alone and giving me hope to keep going.



Substance Use Counselor Training

Training and certification to become a substance use counselor

San Diego County faces a significant shortage of behavioral health workers—8,000 short of the County’s need. The Substance Use Counselor Training program’s combination of online training and supportive services reduces the financial and social barriers for participants to open a door into a fulfilling career. The program covers tuition, textbooks and certification and registration fees and provides childcare allowance, transportation credits and free laptops as needed. The training is challenging—requiring 2,650 hours of education and supervised counseling—but participants are committed. Many are in recovery themselves, and their lived experience helps them better understand clients’ needs and makes gaining the professional skills to help others very meaningful.

By 2027, the region will need to recruit 18,500 behavioral health professionals to the field—including 5,727 community health workers and 2,952 substance use and behavioral health counselors.



“Gaining the skills to help others”

UCHE UZO, SUBSTANCE USE COUNSELOR TRAINING GRADUATE

Why did you join the Substance Use Counselor Training program?

I have always known at my core that my career path would be in healthcare. When I received an email about the program, I thought it would be a great steppingstone toward finding a long-term career path better suited to me. Though it was difficult at first, I was able to find my footing and am now more comfortable balancing my responsibilities as a mother, my coursework and my internship with Family Health Centers of San Diego. Luckily, I have my career navigator to help me.

How did your work experience impact you?

In my internship, I am getting hands-on experience working with individuals who are struggling with substance use. I can connect what I have learned in school with real people and experience. Having the opportunity to help people to live a better life is what I have always dreamed of doing. The experience I am gaining as a counselor will open many doors for me in public health.

Layoff Transition Services

Resources, assistance and training for affected or dislocated workers

Signaled by the receipt of a Worker Adjustment and Retraining Notification (WARN), we offer services to employers who are experiencing mass layoffs or closures in San Diego County. Services include rapid response hiring events, no-cost presentations for affected employees to help ease the transition and get reemployed, and subsidized employer-driven training programs to avert layoffs. The presentations are in partnership with representatives from Unemployment Insurance and Workforce Services with the State of California's Employment Development Department and a certified Covered California agent. This year we leveraged our partnerships with Biocom, Carlsbad Chamber of Commerce, City of San Diego, CMTCC, Council for Supplier Diversity, Live Well, North County EDC, Regional EDC and San Diego Tech Hub to reach more businesses and employees impacted by layoffs.

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The job fairs and workshops organized by the Layoff Transition Services team for employees affected in each wave [of layoffs] have been instrumental in supporting our workforce during this transitional period. The team ensured onsite representatives for unemployment and Workforce Partnership information and offered invaluable one-on-one assistance with resume building and interview workshops.

—Gabi Matteson, Human Resources Manager, Resideo

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102 WARNs received, impacting
75 employers and **10,018** employees

35 presentations given for affected
employees



INCLUSION

TechHire

Training and job search assistance for the information technology industry

What makes TechHire special beyond the no-cost training program is the career pathways it opens that are often closed to low-income and underserved participants. Participants gain the advanced skills needed to differentiate themselves from other candidates for meaningful employment in this competitive field. TechHire is also a boon to tech employers across San Diego: they gain access to a wider, highly qualified talent pool that can bring a diversity of thought that is vital for developing new ideas. Because 60% of entry-level jobs in tech require six months of experience or more, TechHire provides participants with paid work experience of up to 150 hours with an employer.



50% conversion rate from paid work experience to long-term job placement, an increase of 20% from the previous year

“When we come together, we create pathways for change”

SHELLIE BAXTER, FOUNDER, OUR GENETIC LEGACY



Why did you use the TechHire program? As a solo founder with grand ambitions, I knew I needed guidance on building and managing a business. The TechHire program specialist helped me understand all that the program could offer, including providing paid work experiences for the young women enrolling in the program to subsidize their initial work hours and enable a smooth transition into ongoing employment.

How did TechHire participants and your business benefit from the experience?

One of the most rewarding aspects of our journey has been the opportunity to empower young women as drone pilots and data analysts. Drones provide us with the means to explore historical sites and uncover hidden artifacts. We tracked flight hours and provided training to ensure the young women became skilled professionals. For our company, it's been a game-changer, allowing us to empower aspiring professionals and scale our impact. I'm excited to continue building, growing and bridging gaps while leaving behind an enduring legacy of empowerment and representation.

Helping Individuals Retain Employment (HIRE)

Connecting Black young adults with employment and education services

Deciding on the right career is difficult, particularly for opportunity youth who face barriers to education and employment. HIRE serves Black young adults ages 16–24 in San Diego County who are not in school and identify as unemployed or underemployed. The Workforce Partnership works with the YMCA of San Diego County to link these young adults with one-on-one career coaching that help them explore, choose and pursue a career in priority sectors. HIRE participants attend workshops and trainings and connect with paid work experience at temporary jobs or internships before finding a long-term job in a chosen career field. HIRE also provides access to additional resources that assist with housing, transportation and other basic needs.



“Better options are available”

MICHAEL LANE, HIRE GRADUATE

What was your experience with HIRE? I joined thinking they would help me get a job; I didn’t know they could provide more stability for me. They offered me so much, like basic life skills, job training, interview prep and a mentor to speak openly and honestly with. And to top it all off, they provided me with the resources to pay bills and a stipend for every training course I completed. This help allowed me to stop living out of my car and move into an apartment.

How did HIRE change your career path? After completing the life skills training, I got connected to another nonprofit, Creating Coding Careers, and became an apprentice, where I am learning skills to become a web developer while getting paid. I am on my way to obtaining a career and I will no longer have to work low-paying jobs. I want others to know that if they are willing to do the work and put in the time, better options are available.

Behavioral Health Services Supported Employment

Increasing employment opportunities for individuals with mental illness

Paid employment can be an essential part of recovery for people with mental health disorders by helping to improve their self-esteem, financial independence and overall wellbeing. The Workforce Partnership is contracted by San Diego County to offer technical assistance and training in workforce development at behavioral health services sites like mental health clubhouses, as well as for mental health service providers and employment specialists. We provide workshops, employee resource events, job resource fairs and employer access. We are also building San Diego County's capacity to implement the Individual Placement and Support (IPS) employment model, which helps people with mental illness find jobs through inclusive opportunities and a continuum of support.

43

**behavioral health
services programs provided
technical assistance**

26

**workshops provided to
employment specialists**

WORKFORCE AT WORK

Nate Howard, founder of Movement BE—
a nonprofit supporting creativity in youth—
at the Behavioral Health Symposium





Career Services for Foster Youth

Job placement, training and supportive services for foster youth

Career Services for Foster Youth provides current or former foster youth ages 16–24 an opportunity to explore career interests and gain real skills and experience through training and/or a paid internship or job. This year the Workforce Partnership worked hard to eliminate silos and braid funding so that we can better alleviate barriers to employment. We are partnering with the County of San Diego, Access, Inc., Black Chamber of Commerce, Just in Time for Foster Youth and Promises2Kids to provide supportive services, including financial support for housing, mental health assistance, transportation and childcare.

Note: This program has since been incorporated into the new Access to Career Pathways for Foster Youth program with the same objective of serving the foster youth population.

82% placement rate for foster youth clients in training programs, internships or jobs

“Helping youth make positive changes for their future”

SAL TERRONES, FOSTER YOUTH LIAISON

How does your background help in your role as a foster youth liaison? I self-identify as a former foster youth in San Diego County, having spent about six years in the foster care system. I think this experience provides me with natural and genuine empathy and rapport with participants—they know that I have faced similar adversities and can trust I have their best interests at heart.

How is collaboration critical for serving foster youth? Barriers involving basic needs—housing, food, legal matters, childcare and so on—can really hinder foster youth in their employment. To serve foster youth holistically, we have built strategic partnerships with dedicated organizations throughout San Diego County.

How can work empower foster youth? I think having employment is one of the main factors of a happy, successful life and can truly end the cycle of poverty. Foster youth want to be successful but have not been equipped with the right relationships or opportunities. I believe when you put us on a level playing field, we thrive.



Ticket to Work and Self Sufficiency

Helping Social Security beneficiaries become financially independent

The federal program Ticket to Work helps Social Security disability beneficiaries obtain paid employment and become financially independent without losing their access to health care coverage. Services include career counseling, job search support, long-term employment support, Social Security work incentive advisement and financial resources. Those in the program receive access (“ticket”) to approved employment networks or state vocational rehabilitation agencies. These networks are then eligible for payments when the ticket holders they are serving achieve defined goals for work and earnings. Joining the San Diegan workforce can be a huge benefit to participants’ wellbeing—they earn more money, meet new people and learn new skills while achieving self-sufficiency.

51 Ticket to Work participants received services



“Massive impact on my life”

LAMONT BURNS, TICKET TO WORK AND SELF SUFFICIENCY GRADUATE

What was your experience with Ticket to Work? I always found it difficult to hold a job and have received Social Security Disability Insurance benefits most of my adult life. My relationship with the workforce and my mental health issues made it difficult for me to progress in the workplace. What makes Ticket such a great program is my program specialist. She cared about me as a person and worked with me to figure out what I was passionate about and what I wanted to do.

How did Ticket change your career path? The program has had a massive impact on my life. My program specialist connected me with Job Options Inc. in La Jolla, where I got a full-time janitorial job and have since received employee of the month recognition and a promotion to floor technician. It feels good to interact with people and be in a solid place where I can plan for my future and have space to work on my mental health.

Reentry Works

Career support and services for justice-involved individuals

Our reentry services for justice-involved job seekers focus on leading with people's skills and talents, not their barriers. Pre-release participants can attend workshops and quarterly job fairs within Las Colinas and East Mesa detention and rehabilitation facilities. Here they can explore career interests, build a resume, practice job interviews and acquire essential skills for employment. Post-release participants are provided individual placement and support through the state's Prison to Employment (P2E) services, a partnership between the California Department of Corrections and Rehabilitation and the state workforce system.

A goal of reentry services is long-term employment. We educate employers about the skills this hidden talent pool can bring to their businesses as well as available incentives and tax credits. We partner with grassroots organizations to ensure participants receive access to supportive services to mitigate potential employment barriers. Each program specialist within the reentry team has been directly or indirectly impacted by the justice system, which helps them build trust with participants.

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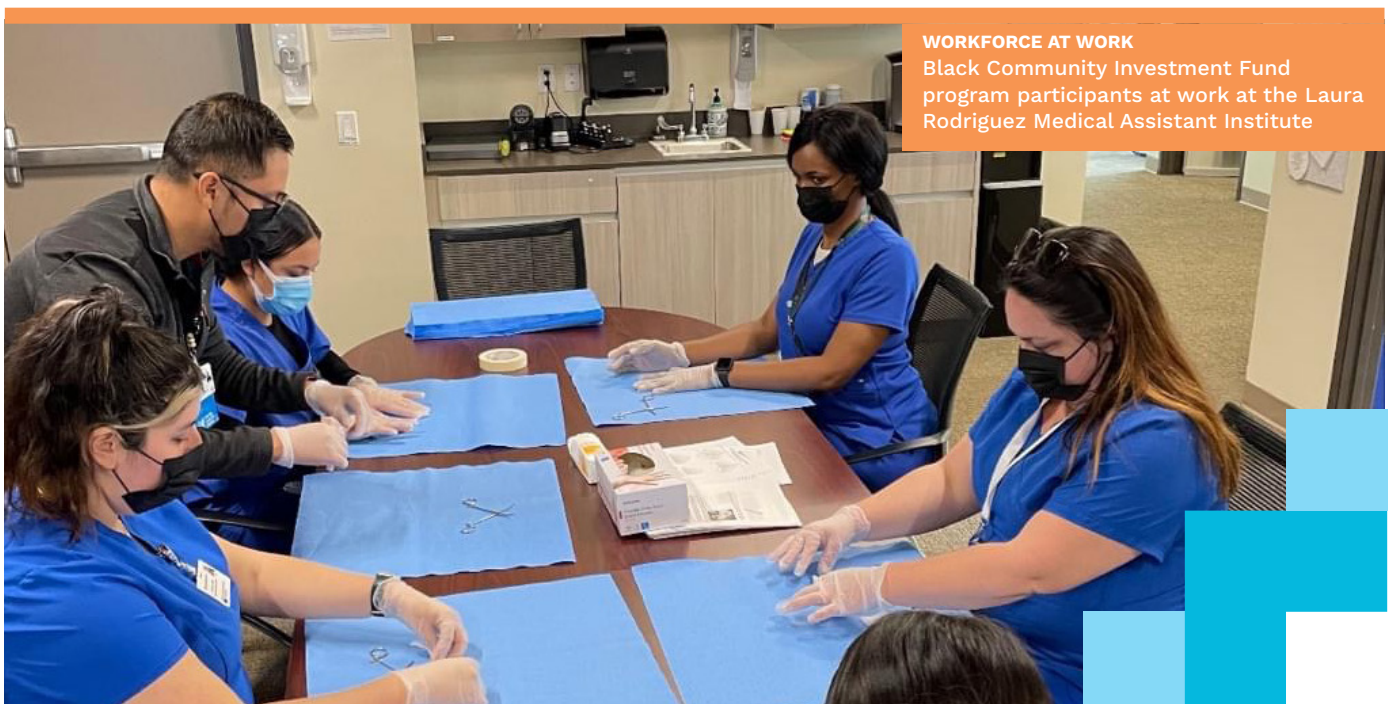
I felt like once I was a felon, I would never get a job and I was limited with career options. Prison to Employment didn't just tell me that view was wrong, but they proved it to me. They proved that my past doesn't define me, and it doesn't have to define what the future holds for me.

—Windy Ortiz, Reentry Works participant

”

170

participants in Prison to Employment services entered employment



WORKFORCE AT WORK

Black Community Investment Fund program participants at work at the Laura Rodriguez Medical Assistant Institute

LOOKING FORWARD

Thanks to the ongoing support of community and donor partners, we continue to create innovative workforce solutions capable of transforming the lives of all San Diegans. Certain priorities for the Workforce Partnership in the coming year stand out as we assess and adjust the organization's direction in response to changing internal and external environments.

We plan to focus our energy and resources on finding ways to increase our efficiency, outreach, partner and funding opportunities, and sustainable impact on residents and the regional economy. These plans will depend on labor market conditions, the local and national economy, donor and investor support, and staffing.

Specific steps we anticipate taking in the next fiscal year include:



Organizational Structure

- Centralization of Compliance and Operations. **[Completed]**
- Creation of a new Operations Vice Presidency that includes the departments for Learning, Communications, Compliance and Operations, Information Technology and Facilities. **[Completed]**
- Centralization of the Intake and Eligibility Department to increase efficiency in client services.
- Strengthening of the Leadership Team, to include composition and coaching support.
- Strengthening of corporate governance.
- Updating organizational bylaws to provide clarity on board interactions.



Strategic Planning

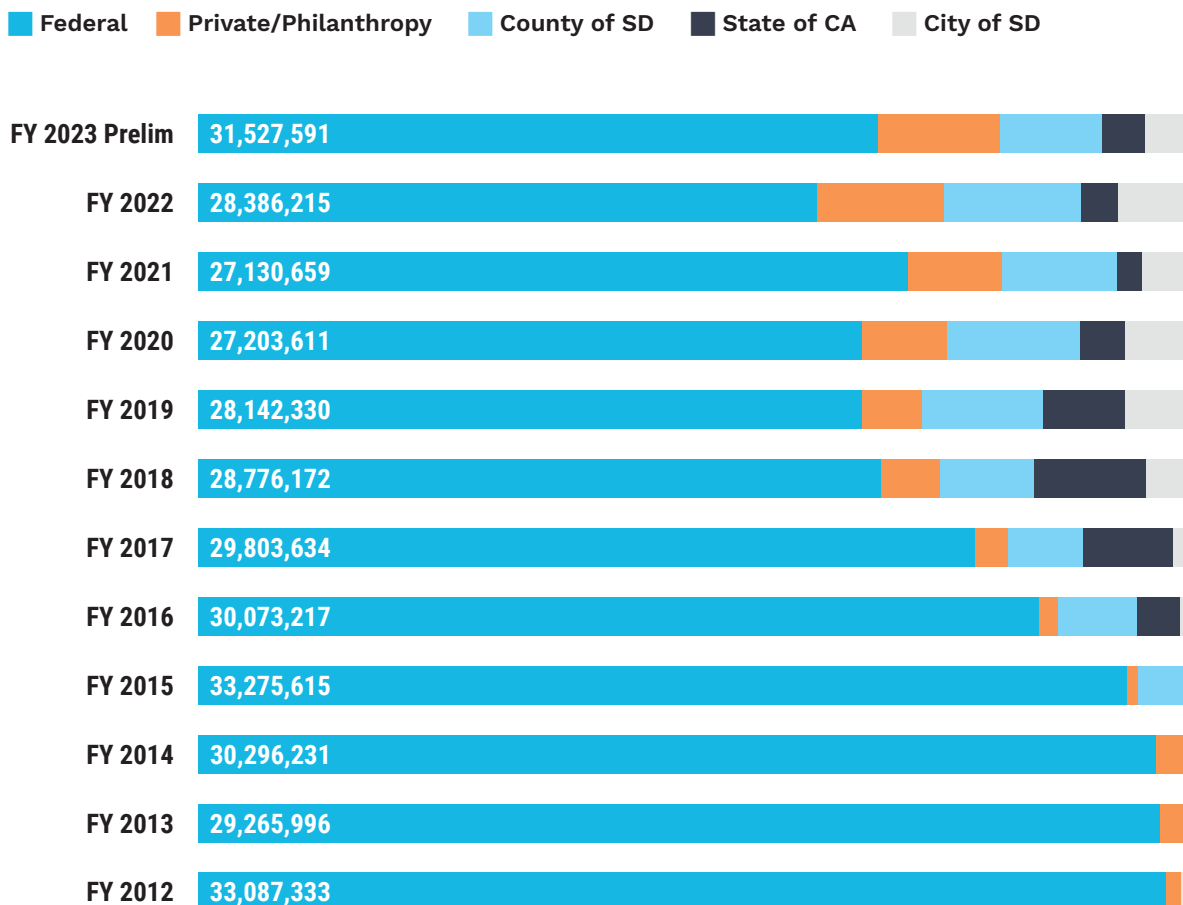
In spring 2024, we will begin a strategic planning process, with support from the Irvine Foundation, to ensure all stakeholders and staff are working toward common goals. Matters for review will include:

- Strengthening diversity, equity and inclusion within our workplace and with regard to the community we serve.
- Reviewing our physical locations across San Diego County to ensure our career centers and other job search and training support are based in the areas of greatest need.
- Offering additional learning and professional development opportunities for our staff and leadership.

FINANCIALS

The majority of our fiscal year 2023 funding came from federal sources (68.45%), while the remainder came from private/philanthropic (12.32%), County of San Diego (10.15%), City of San Diego (4.66%) and the State of California (4.42%). The Workforce Partnership is more diversified than most, if not all, Workforce Boards in the country. Most Workforce Boards are dependent upon federal funding and have few, if any, other sources. By focusing on diverse revenue strategies, we will continue to expand our impact. In addition, we are constantly working on strategies to ensure we have the right tools and talent to meet current and future needs. Looking forward, we are anticipating additional growth in resources, both in revenue and personnel for fiscal year 2024, targeting about \$36.5 million toward workforce development for San Diego County.

REVENUE BY FUNDING



Above are the preliminary unaudited results for fiscal year 2023. These results are subject to change as we are working on year-end closing entries for our annual audited financials.

HIGHLIGHTS OF THE YEAR



In September, students at Hoover High School explored science, technology, math and engineering (STEM) careers and engaged with STEM professionals from similar backgrounds in a day-long interactive event organized by the Workforce Partnership and sponsored by Qualcomm, Inc.



Thanks to funding appropriated by Assemblymember Maienschein in the State budget, the Workforce Partnership was awarded \$5 million to research, develop and implement initiatives that support the region's EMS and Fire career pathways, and \$5 million to expand Peer Support career pathways—with a focus on increasing diversity and opportunity within these talent pipelines.



The National Alliance on Mental Illness (NAMI) San Diego recognized the Workforce Partnership as "Trendsetter of the Year" for our collaborative work on the behavioral health report to assess the behavioral health worker shortage and bring new solutions to expand the workforce in San Diego.



In January, the Workforce Partnership and Knauss School of Business at University of San Diego hosted the 39th Annual San Diego County Economic Roundtable in partnership with the County of San Diego. Expert panels discussed trends in the national economy and their effects on San Diego.



The first class of Southwestern College's Apprenticeship Readiness Program graduated in June, part of a new partnership between the college, San Diego County Building and Construction Trades Council and the Workforce Partnership to create opportunities for underrepresented populations in the construction industry.



Our approach to all diversity, equity and inclusion efforts is to listen, learn and then act. During Pride Month in June, we shared information with employers on promoting LGBTQIA+ supportive policies and championing inclusivity year-round to uplift employees, clients and community members.

Thank you to all our funders, investors and donors.*
Your support is vital to our ability to serve the San Diego region.

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Amalgamated Foundation
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Strada Education Network
Tides Foundation
UC San Diego
U.S. Department of Labor**
Walmart Foundation
Wells Fargo
The Woolley Family Fund at Vanguard Charitable

*During fiscal year July 1, 2022–June 30, 2023

**We are grateful to the U.S. Department of Labor for providing the support necessary to run our Workforce Innovation and Opportunity Act (WIOA)-funded programs

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Rev. 2024.01



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