



WORKING FOR ALL OF **SAN ANTONIO**





“Ready to Work made me feel very secure. From the moment that I started, I felt that people were behind me and wanted to see me succeed.

- Chenise C., San Antonio ISD



“I’m grateful for the Ready to Work program and Goodwill’s hands-on support, and proud to be part of a program that believes in people who are ready to rebuild their lives.

- John R., Cox Manufacturing

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MISSION

To improve the quality of life of San Antonio residents through education, training, career opportunities and support services.



VISION

Through community collaboration and shared innovations, we will build a stronger and more inclusive workforce ecosystem.

PROGRAM INTRODUCTION

Ready to Work is San Antonio's bold, community-driven investment in people. Designed in partnership with local employers, educators, and prime partners, which include Project QUEST, Alamo Colleges District, Workforce Solutions Alamo, Restore Education, Goodwill of San Antonio, and Hallmark University, the program helps residents gain the skills and credentials needed for today's most promising careers in high-demand industries, including construction/trades/utilities, manufacturing/aerospace, transportation/warehousing, information technology/cybersecurity, education, finance/insurance, healthcare, and professional services/other. In addition to training, participants receive wraparound resources, such as career coaching and financial support, to help them finish strong.

By building talent from within our community, Ready to Work strengthens families, employers, and San Antonio. Every success story adds to the momentum, proving what's possible when a city believes in its people and invests in their future.



PRIME PARTNERS

LETTER FROM OUR LEADERSHIP

The voter-approved San Antonio Ready to Work Program is built on a shared belief that when residents have access to training, support, and opportunity, they can build strong careers and brighter futures. Over the past year, this belief has continued to prove true. Nearly 6,000 participants have secured new jobs, and more than 8,500 have gained skills that will benefit them and their families for years to come.

Every success story begins with a resident choosing to pursue more for themselves. Participants come from diverse backgrounds and often balance caregiving, transportation, and financial challenges. Their determination, combined with the commitment of our partners and supporters, is what makes Ready to Work so effective.

This year, we also shared a return-on-investment study that shows when residents earn higher wages and build lasting careers, they strengthen our local economy. Ready to Work is projected to generate an \$11 billion impact through increased lifetime earnings and local spending, as well as reduced reliance on social programs. Employers also benefit from a skilled workforce. Ready to Work was designed to lift individuals, but it's impacting every part of our community.

As we look forward, the need for this program remains strong. We will continue listening to participants, employers, and the community to ensure Ready to Work aligns with local workforce needs and reflects real opportunities.

This report demonstrates what is possible when residents, employers, educators, and partners work together. San Antonio continues to grow, and by expanding access, strengthening partnerships, and focusing on the people we serve, we can help even more individuals build lasting careers.

Ready to Work is making a difference for all of San Antonio. We are excited for the progress still ahead.



A stylized, handwritten signature in black ink, appearing to read 'MR' followed by a long, sweeping horizontal stroke.

Mike Ramsey, Executive Director



A handwritten signature in black ink that reads 'Benjamin A. Peavy' in a cursive script.

Ben Peavy, Advisory Board Chair

PROGRAM HIGHLIGHTS

Highlights from the program launch through **June 30, 2026**

TRAINING OUTCOMES

16,737 Participants enrolled in training

67% Training completion

8,456 Training completers

CREDENTIAL/DEGREE EARNED

Industry-Recognized Credential **89%**

Bachelor's Degree **5%**

Associate Degree **5%**



JOB PLACEMENT OUTCOMES

5,686

Approved job placements

75%

12-month job placement rate

\$33,549

Average annual salary increase

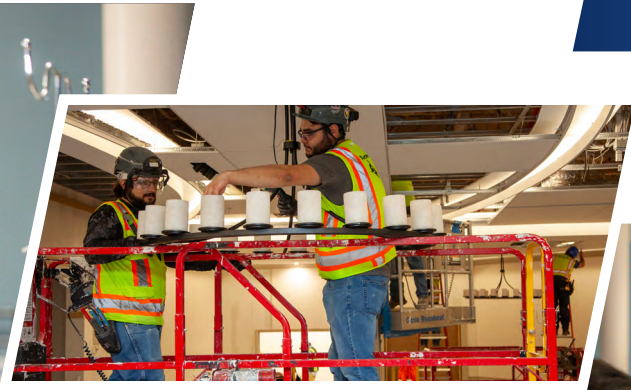
\$44,920

Average annual salary in new job

75 Average days to placement



See how San Antonio
is advancing—view the
complete Ready to Work
dashboard.



EMPLOYER OUTCOMES

TOP INDUSTRY HIRES

Healthcare - **2,339**
Transportation/Warehousing - **1,177**
Information Technology/Cybersecurity - **835**
Construction/Trades/Utilities - **331**

2,505 Unique employers hiring Ready to Work participants

PROGRAM WINS

A COMPARATIVE ANALYSIS

A **recent study prepared by Urban Education Institute at UT San Antonio** found that Ready to Work participants earned nearly **78% more per year than their non-Ready to Work peers** and were also **more likely to be employed one year after completing the program** compared to individuals in similar situations.



PROGRAM FINANCIAL SNAPSHOT

THROUGH JUNE 2026

REVENUE

Actual sales tax collected

\$235,804,672

EXPENSES

Actual program expenditures

\$119,627,794

TOTAL PROGRAM EXPENSES

Per participant enrolled in training

\$7,156

The figures above include unaudited expenses for FY 2026 and are subject to revision.

The support I received from Ready to Work made a huge difference during such an important time in my life. Nursing school is already stressful, but because of their support, I was able to stay focused, complete my education, and step confidently into my nursing career. I'm now working as a nurse, and I'm grateful that they continue to support me even now. I truly appreciate everything this program has done for me!

- Brooke R., Methodist Healthcare

PROGRAM ROI

IMPACT AT A GLANCE

\$7.5 BILLION

Total participant income increase here in San Antonio

\$3.8 BILLION

Economic impacts of increased spending on the local economy

\$497 MILLION

Savings in social programs such as CHIP, SNAP, Medicaid, and housing benefits

TOTAL PROJECTED PROGRAM IMPACT

\$11.8 BILLION

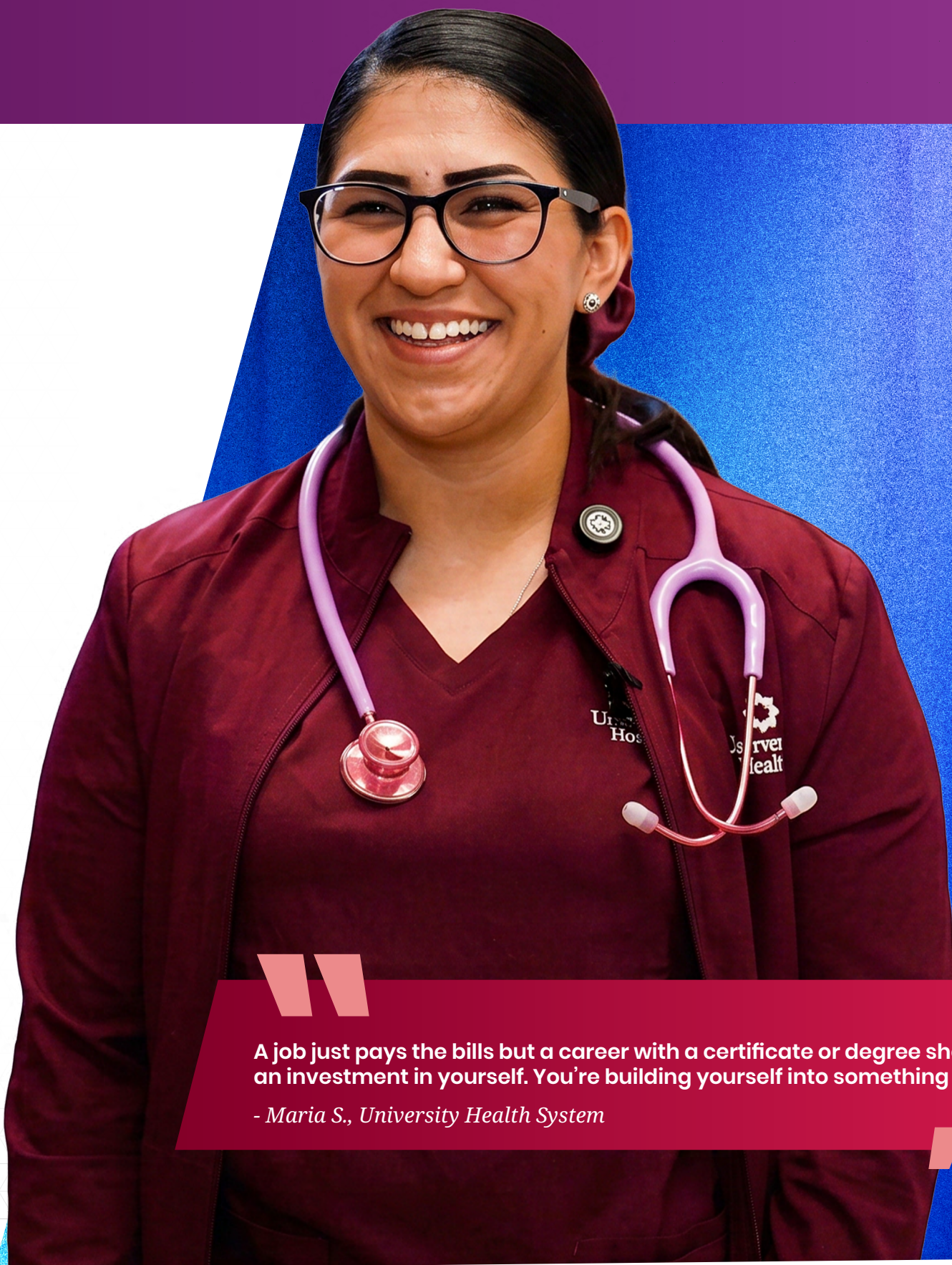
MAKING AN IMPACT NOW AND FOR OUR FUTURE

Every **\$1** invested in a participant generates **\$125** in return for our economy.



Learn more about the work that's working for all of San Antonio.

The impact numbers were determined using the number of participants enrolled (11,592) from program inception through October 9, 2025 as well as the average annual salary increase of \$33,594 for those who obtained an approved job. The purpose of this study was to measure the projected economic impacts of the program to date. As the program serves more participants and helps them obtain employment in a quality job, the economic impact is anticipated to grow.



A job just pays the bills but a career with a certificate or degree shows an investment in yourself. You're building yourself into something new.

- Maria S., University Health System

INDUSTRY HIGHLIGHTS AND PLEDGED EMPLOYERS

As a Ready to Work Pledged Employer, you support local talent by considering participants for employment and creating opportunities for career growth. Ready to Work works with employers to ensure training aligns with in-demand jobs and the skills businesses need.

Your commitment helps remove barriers, strengthen our workforce and connect San Antonio residents to family-sustaining careers. By taking the pledge, you join a citywide effort to meet employer needs, expand career opportunities and build a stronger San Antonio one opportunity at a time.



Become
A Pledged
Employer!

CONSTRUCTION/SKILLED TRADES

306 employers hiring Ready to Work graduates

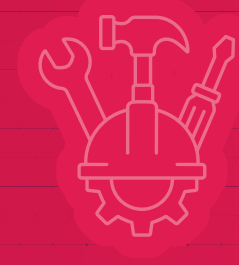
Top hiring employers include:

- Alterman
- City of San Antonio
- Bexar County

Top occupations include:

- Electricians
- Operating Engineers and other Construction Equipment Operators
- Carpenters





Construction is an industry where opportunity can begin with a willingness to learn and grow into a lifelong career. My own career began as a carpenter apprentice and ultimately led me to become a project manager. The journey wasn't always easy, but it was absolutely worth it—and it showed me firsthand the value of skilled-trades training, mentorship, hard work, and continuing education.

Military service can provide another strong foundation for a career in construction.

Veterans bring leadership, discipline, teamwork, adaptability, and a commitment to accomplishing the mission—qualities that translate exceptionally well to our industry. At Rogers-O'Brien, we recognize and celebrate that connection and the value veterans bring to our teams.

Ready to Work helps create these kinds of pathways for San Antonio residents, connecting people with the education, training, and opportunities needed to build meaningful, sustainable careers. That partnership reflects our core values of Stronger Together and Find a Better Way. When employers, educators, workforce organizations, and our community work together, we can open doors for people who may not otherwise see a path into our industry.

At Rogers-O'Brien, the work goes beyond the projects we build across San Antonio. We invest in people, grow careers, and develop the next generation of our industry. Programs like Ready to Work help us do that, and build a stronger San Antonio.



- Jerry G., Project Manager, Rogers-O'Brien Construction

INDUSTRY HIGHLIGHTS AND PLEDGED EMPLOYERS

MANUFACTURING/AEROSPACE

163 employers hiring Ready to Work graduates

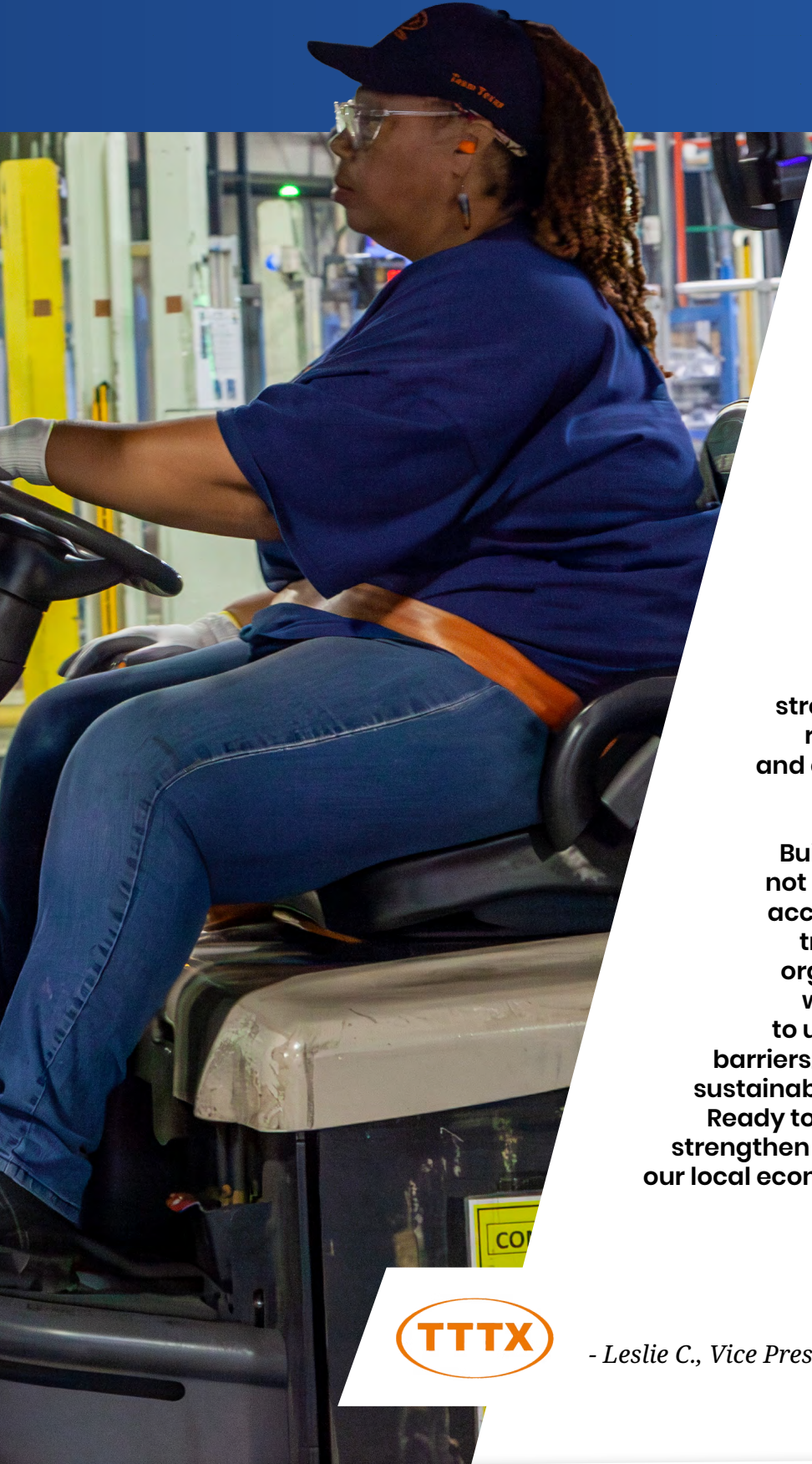
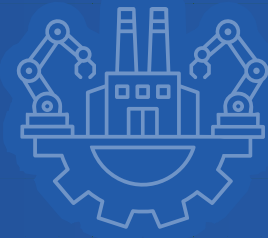
Top hiring employers include:

- Avanzar Interior Technologies
- H-E-B
- Amazon
- StandardAero

Top occupations include:

- Aircraft Mechanics
- Industrial Engineering Technologists
- Production Workers





Toyotetsu Texas is proud to partner with Ready to Work as a pledged employer and as a training site supporting both incumbent worker development and on-the-job training. For manufacturers, developing a skilled and adaptable workforce is essential to remaining competitive and creating long-term economic opportunity in our community. Initiatives like Ready to Work help strengthen the connection between our residents and the education, training, and career opportunities available within our local industries.

Building a strong workforce, however, is not something any one organization can accomplish alone. It requires employers, training providers, community-based organizations, and local government to work collaboratively and innovatively to understand workforce needs, remove barriers, and create meaningful pathways to sustainable careers. Through partnerships like Ready to Work, we can invest in our residents, strengthen the manufacturing industry, support our local economy, and ultimately build a stronger community for everyone.



- Leslie C., Vice President of Administration, Toyotetsu Texas

INDUSTRY HIGHLIGHTS AND PLEDGED EMPLOYERS

HEALTHCARE

829 employers hiring Ready to Work graduates

Top hiring employers include:

- Methodist/HCA
- University Health System
- Baptist Health System

Top occupations include:

- Medical Assistants
- Nursing Assistants
- Registered Nurses

University Health has hired 150 Ready to Work participants in fields ranging from direct patient care to IT and cybersecurity.

Joan Torres, a help desk support specialist at University Health and a graduate of Ready to Work, was employed in the insurance industry when the COVID-19 pandemic hit and she lost her job as well as several family members. Ready to Work helped her get back on her feet as she began retraining and found a position at University Health. Torres said throughout her training, Ready to Work support staff regularly checked in with her and provided financial resources to bridge hard times.

“Those ladies really touched base,” Torres said of her case managers.

“They were like coaches. They want to see you succeed.”



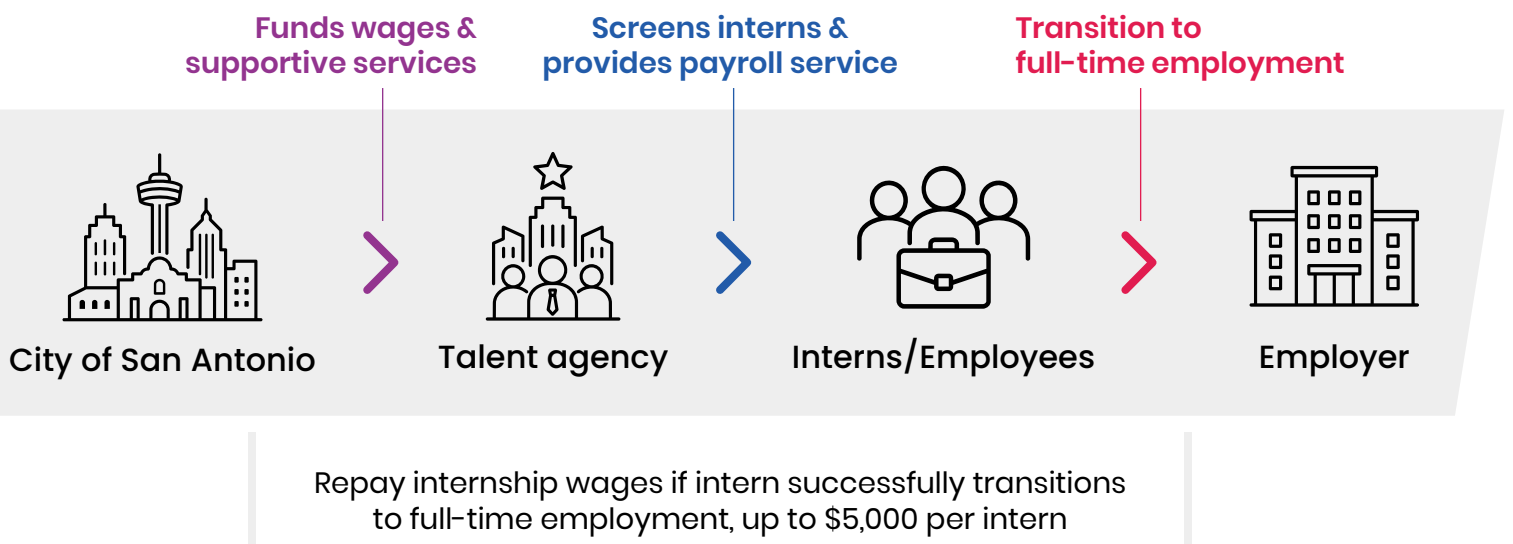
University Health is proud to partner with the Ready to Work program to connect local residents with meaningful career opportunities in healthcare. Through this partnership, we actively participate in hiring events, welcome Ready to Work participants to our job fairs, and provide pathways to rewarding careers across our organization.

- Andrea C., Chief Human Resources Officer, University Health

PAY IT FORWARD

Pay It Forward is a six-week paid internship program through Ready to Work that connects graduates with local employers to fill high-demand, entry-level positions. Participant wages are fully funded during the internship, with a staffing agency serving as the employer of record, reducing hiring costs and risk for employers.

The program benefits both employers and participants by providing businesses with access to skilled talent while giving participants valuable hands-on experience, professional references, and stronger resumes. Employers are encouraged to hire participants at the end of the internship; when they do, they reimburse the program for internship wages, allowing funds to be reinvested to support future participants.



Expanded talent pipeline



Extended candidate vetting



Internship contingency pay



Community impact

Benefits

DATA

Participating Employers: **7**
 Interns Selected: **24**
 Interns Permanently Hired: **14**

Average Internship Starting Wage: **\$18.98**
 Average Internship Wage when Permanently Hired: **\$23.22**

APPRENTICESHIP BUILDING AMERICA (ABA) PROGRAM OVERVIEW

The Apprenticeship Building America (ABA) Program, part of the City of San Antonio's Ready to Work initiative, expanded registered apprenticeships and connected residents to high-demand, high-wage careers through paid, work-based training. Using an "earn while you learn" model, ABA helped participants gain industry-recognized credentials while supporting employers with a stronger, customized talent pipeline across healthcare, construction, manufacturing, education, technology, transportation, and skilled trades.

WORKFORCE DEVELOPMENT

1,538 Pre-Apprentices Enrolled
226% of Goal Reached

1,055 Program Completers
211% of Goal Reached

1,055 Industry Credential Earned
310% of Goal Reached

\$200,000 Participant
Incentives Distributed

EMPLOYER ENGAGEMENT

REGIONAL IMPACT

27 Registered
Apprenticeship
Employers

28 Registered Apprenticeship Programs Established
14 Registered Apprenticeship Programs Expanded
17 Pre-Apprenticeship Programs Established
28,946 Residents Reached

ON-THE-JOB TRAINING & INCUMBENT WORKER TRAINING

ON-THE-JOB TRAINING (OJT)

Average starting wage: **\$23.40/hour**

335 participants completed On-the-Job Training

Top 3 industries are **Manufacturing/Aerospace, Construction/Trades, and Professional Services.**

Retention rate: **86%**

21 participating employers

INCUMBENT WORKER TRAINING (IWT)

Average starting wage: **\$23.07/hour**

371 participants completed Incumbent Worker Training

Top 3 industries are **Manufacturing/Aerospace, Construction/Trades, and Healthcare.**

Retention rate: **92%**

14 participating employers





Together, OJT and IWT provide employers with skilled talent while expanding career pathways for San Antonio residents. By investing in both new and existing workers, Ready to Work helps strengthen the local workforce, supports business growth, and creates opportunities for long-term economic mobility.

George “Chip” Saliba, owner of George Plumbing, which has been in existence since 1947, says that training today is more intense with the introduction of smart technologies. He and his company have to be ready to respond and grow with the times.

Plumbing has become more technology driven. Our employees used to see themselves as just task-doers. Through our partnership with the City and the incumbent worker training program, they see themselves as truly skilled technicians.

- George S., George Plumbing

NATIONAL RECOGNITION

Ready to Work is an award-winning workforce development program recognized for its innovative approach to connecting San Antonio residents with education, training, and career opportunities. Through strategic partnerships and a focus on removing barriers to employment, Ready to Work has earned recognition for creating meaningful pathways to economic mobility and helping participants build the skills and credentials needed for in-demand careers.

ICMA – INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

2025 Community Partnership Award

IEDC – PUBLIC-PRIVATE PARTNERSHIP

2026 GOLD WINNER, Best in Show Nominee

IEDC – TALENT DEVELOPMENT & RETENTION

2026 GOLD WINNER

IEDC – ECONOMIC EQUITY & INCLUSION

2026 GOLD WINNER

RESULTS FOR AMERICA

*2023 Sharman Stein Award for
Storytelling Changemakers*



VISION FOR THE FUTURE

As Ready to Work enters its next phase, the focus is shifting from enrollment to long-term outcomes by connecting more residents to quality careers, strengthening employer partnerships, and building a workforce system that delivers lasting results for San Antonio.

PREPARING SAN ANTONIO FOR AN AI-DRIVEN ECONOMY

The future of work is evolving, and Ready to Work is evolving with it. The City of San Antonio is integrating AI literacy, digital skills, and industry-aligned training to help participants succeed in a technology-driven workforce. Through partnerships with education providers, employers, and technology experts, participants will gain practical experience with AI tools and the digital skills employers need today and tomorrow which will help residents stay competitive and supporting San Antonio's economic growth.

STRENGTHENING THE WORKFORCE ECOSYSTEM

Ready to Work is creating lasting impact by strengthening collaboration among training providers, community organizations, employers, and workforce partners. This connected approach keeps training aligned with industry needs, expands access to high-demand careers, and builds sustainable talent pipelines for residents and local businesses. These partnerships and best practices will continue strengthening San Antonio's workforce beyond the program.

A LASTING COMMITMENT

Ready to Work remains committed to expanding opportunity, addressing workforce needs, and strengthening the local economy. As the program evolves, its goal remains clear: prepare San Antonians for meaningful careers and build a resilient workforce ready for the city's future.

I needed a fresh start, I chose Ready to Work and it changed my life. Now I'm excited to build my career thanks to Ready to Work.

- Delexma H., Texas MedClinic



WORKING FOR ALL OF
SAN ANTONIO
Community Impact Report: Fiscal Year 2026



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@readytoworksa