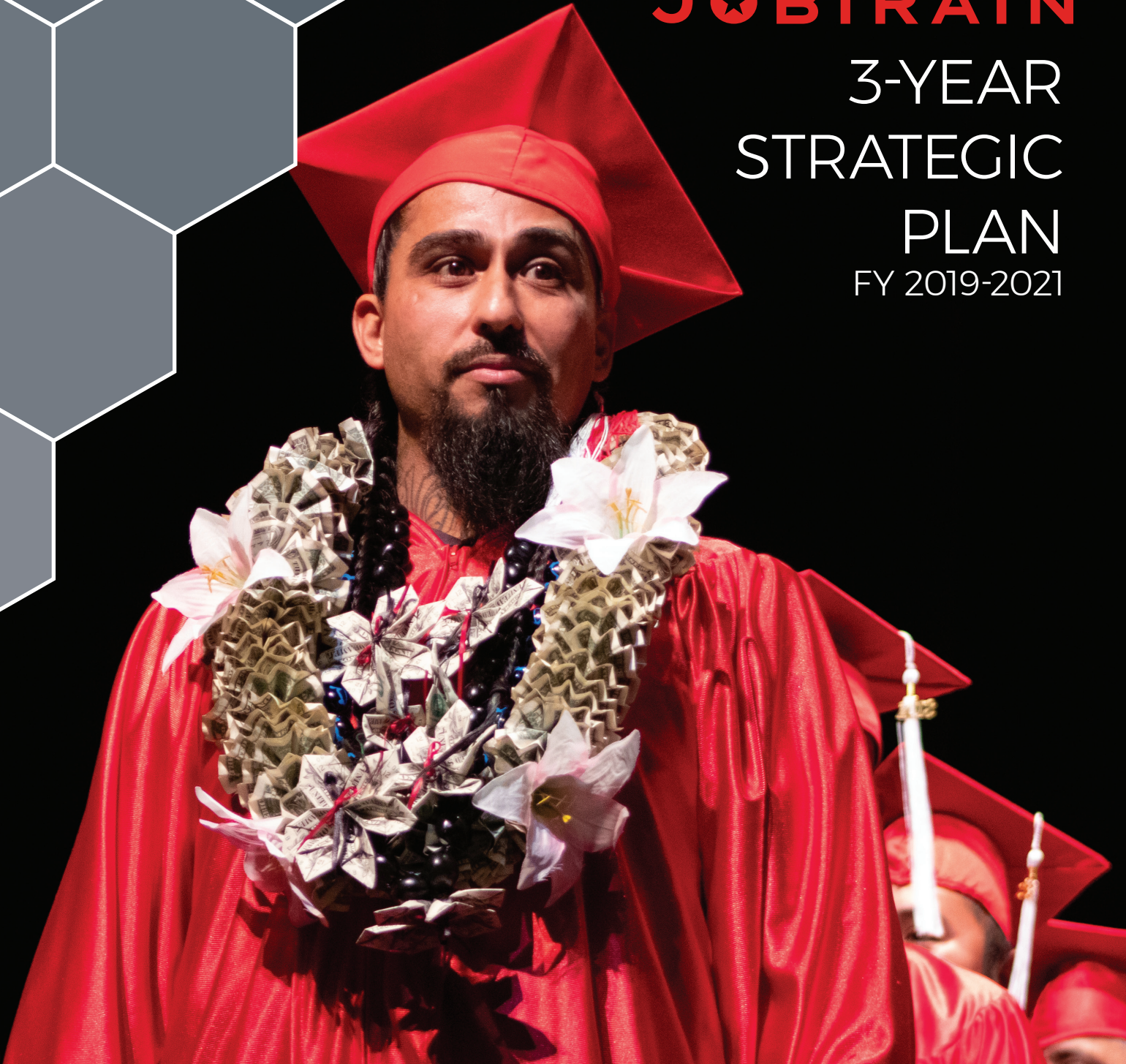




**JOBTRAIN**

3-YEAR  
STRATEGIC  
PLAN  
FY 2019-2021







## INTRODUCTION AND DIRECTION FROM THE PRESIDENT & CEO

In the midst of the longest economic recovery in history, the San Francisco Bay Area is experiencing record low unemployment. (The Bay Area county-combined unemployment rate was 2.27% as of May 2018 and specific Bay Area counties ranged from 1.9% to 2.9% unemployment.) While there is much to celebrate, we find ourselves grappling with new and vexing challenges. Poverty, income inequality and the very real plight of 1.6 million unemployed and underemployed residents is obscured and largely masked by our strong economy.

This reinforces one of JobTrain's primary issue areas: **Talent is distributed equally across communities but opportunity is not.** This is the **Opportunity Gap**. At the same time, businesses are struggling to find the talent they need, and by all accounts the lack of qualified workers is limiting Bay Area companies' ability to grow and thrive. Real solutions to this **Skills Gap** are, now more than ever, an economic imperative in the Bay Area.

### POVERTY IN THE BAY AREA

JobTrain recently published its second annual Broken Pathways 2.0<sup>1</sup> report to shed light on the state of Poverty in the San Francisco Bay Area. The report offers a stark reminder that far too many Bay Area residents are struggling to make ends meet. The research found that 1.63 million Bay Area

residents are currently living below the Bay Area Self Sufficiency level, nearly 10% of the population, and nearly half are working in one or multiple low wage jobs. In some communities the percentage of the population living below the self-sufficiency standard is even more dire. In the city of East Palo Alto, for instance, 16.6% of the population are unable to make ends meet.



In addition, the report found that both ethnicity and low educational attainment are significant factors leading to poverty. Racial minorities continue to account for over half of those in poverty in the Bay Area, with many speaking non-English languages in the home. About 50% of Bay Area residents over the age of 25 have less than a bachelor's degree. The vast majority of these men and women do not lack talent, but instead lack the skills employers need to hire them for high demand, livable wage jobs and careers. And considering that, according to a study published by the National Skills Coalition, 67% of jobs in California do not require a college degree, but instead require skills, we see this as a tremendous opportunity.

### FOCUS ON OPPORTUNITIES

JobTrain is delivering programs and services that address both the Opportunity Gap and the Skills Gap. Our record of success and the outcomes our graduates are experiencing are, by all measures,



best in class. This fresh look at the state of poverty in the Bay Area combined with our current success, gives us all the motivation we need to continue to deliver current programs while placing renewed focus on improving programs and expanding to more Bay Area communities that need us.

At the same time, with over fifty years of experience helping low income Bay Area youth and adults achieve economic and social mobility, we must set our sights on a number of new initiatives that address both long standing challenges in our field and some of the new challenges of our time.

## KEY DRIVERS

JobTrain's strategic direction reinforces a simple, important concept, **"Don't just talk about workers as America's greatest asset; invest in them."**

In the Bay Area, today more than ever, we are witness to a promising convergence of strategies that are gaining support and traction and that offers real potential for collective action to disrupt the cycle of poverty, wage inequity, and the regional worker shortage. Collating data and ideas from a number of new studies (Working Up<sup>2</sup>, National Skills Coalition<sup>3</sup>, Broken Pathway 2.0<sup>1</sup>, On-Ramps<sup>4</sup>),



*Working Up<sup>2</sup> convening in 2019*

combined with our own substantial on-the-ground experience, JobTrain is investing in several promising strategies to set the course for better serving our communities.

## Build on What Works

50% of all jobs in California's labor market are middle skill, but only 39% of California workers are trained at this level, meaning that key industries are losing out on economic opportunities and U.S. workers are being held back from career pathways that lead to good wages.

While excellent work is already underway, we must respond to the needs of low income residents and those of businesses by creating an antidote to the old adage, "If it ain't broke, don't fix it." Indeed even the best programs, including ours, can be improved upon.

Expanding programs and creating a model of constant improvement drives several key strategic initiatives including: 1) Creating an internal culture of ongoing, sophisticated impact evaluation, 2) Evaluating and implementing more credentialing and skill-based training programs to prepare residents for in-demand middle skill jobs, 3) Ensuring that our staff capabilities and job satisfaction are increased and more.

## Accelerate Economic Mobility

JobTrain graduates are earning about \$22/hour on average, which is one of the best average starting wages in our field. But \$22/hour isn't enough because in the Bay Area, \$31/hour is required to make ends meet for an individual. We are committed to implementing programs and practices that empower JobTrain graduates to achieve full economic mobility.

The career pathways JobTrain offers have the proven potential of providing sustainable wages. To empower sustained employment and more rapid advancement in graduate's new careers, JobTrain's Strategic Plan calls for a number of initiatives including:

- Implementing next-level advanced career training options for graduates
- Developing appropriate, simple on-ramps for college education as a strategy for career advancement
- Engaging in research and development projects to identify new strategies and programs for graduate career advancement, and more.

### **Strengthen Business Engagement**

JobTrain boasts outstanding engagement with some of the Bay Area's largest and best employers. Our Technical Advisory Committees for each career pathway help to inform our training content and build strong relationships with employers. JobTrain's Strategic Plan will be most effective if our engagement with businesses is robust and habitual to ensure that we understand what skills are needed and that our investments meet business demands.

JobTrain's strategic plan drives a two pronged business engagement approach. First, the current approach to business engagement, in general, needs improvement. Advisory tables are not

representative of the scope and diversity of the sector, are local rather than regional, and do not involve the full scope of stakeholders such as training and education providers, industry associations and government. We must adopt and invest in regional, employer-led sector partnership models that help training and education providers to understand the real-world skills business needs, and invest in appropriate, high-demand middle-skill career pathways.

Second, JobTrain intends to evolve its one on one engagement with key employers to a focus on "high road" employers. These are employers that take the high road with their employees; help them develop their skills and provide opportunities to advance within the company; seek out and embrace nontraditional talent; pay a fair wage and offer meaningful benefits; and engage in the community as civic entrepreneurs.

### **Leading the Field**

As established experts in anti-poverty and workforce development practices, we understand our responsibility to constantly improve programs, maintain relevance in and for our communities and share our knowledge with our partners and stakeholders. We will continue to work to achieve meaningful breakthroughs in the field, share our work with other practitioners, and educate stakeholders.

JobTrain's thought leadership strategic initiatives drives our commitment to ongoing research (Broken Pathways), playing a public role in encouraging promising employer practices (The BRIDGE Awards), expanding our community partner engagement, and more.

Footnote:

1. Broken Pathways 2.0
2. Working Up
3. National Skills Coalition
4. On Ramps

*JobTrain CEO Barrie Hathaway presents the Broken Pathways 2.0 findings to stakeholders in October 2018.*



*2019 BRIDGE Awards event at LinkedIn Headquarters recognized Bay Area employers who promote diversity and inclusion in their hiring practices.*





# OVERVIEW OF JOBTRAIN'S STRATEGIC PLAN

JobTrain's mission is to help the most in need to succeed. We seek to transform lives and communities with the goal of helping our students reclaim their lives from poverty and unemployment by preparing them for successful, sustainable careers in high-demand and emerging fields.

JobTrain serves San Mateo County and surrounding counties with a focus on the low income communities of East Palo Alto, East Menlo Park and North Fair Oaks.

We are pleased to present a high level view of JobTrain's 3-year Strategic Plan. Within the following Strategic Plan overview, you will discover the passion and the excitement of our company as it is framed in our vision, mission, and goals. With guidance from the Board of Directors, JobTrain developed this Strategic Plan with extensive input from the JobTrain staff. This is our guide for future growth and expansion.

JobTrain staff (pictured below) are proud to have developed the following Strategic Plan to continue serving our community.



# A QUICK LOOK AT THE TALENTED MEN AND WOMEN JOBTRAIN IS CONNECTING TO SKILLS AND OPPORTUNITY.

WE SERVED 5,485 PEOPLE IN 2018




**Serving  
Clients at:**

 **JobTrain HQ**

 **East Palo Alto  
Career Center**

 **Rendezvous Café**

 **Maple Street  
Correctional Center**

 **Camp Kemp and  
Camp Glenwood**

**56%** were  
unemployed


**61%** Adults  
**39%** Youth

**14%** are  
on public  
assistance

**22%** did not  
finish high  
school

**94%** were  
very low or  
extremely  
low income

**25%**  
were formerly  
incarcerated  
(vocational  
training)

Of the 1,100+  
Receiving  Intensive Services

  
**Clients  
are from:**

**12%**  
other

**8%**  
Menlo Park

**11%**  
Rest of San Mateo  
County

**12%**  
Santa Clara County

**27%**  
Redwood City

**30%**  
East Palo Alto



**Clients'  
Ethnicity**

**12%**  
African-  
American

**7%**  
Pacific  
Islander

**61%**  
Hispanic/  
Latino

**12%**  
Caucasian

**6%**  
Asian

**2%**  
Other



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# FOUR STRATEGIC PILLARS



**Pillar I:**  
**Enhance  
Core  
Strength**

Career Pathway  
Evolution  
Impact Evaluation  
Serve Those Most  
In Need  
Supportive  
Services Strategy  
Financial Strength  
Staff Strength



**Pillar II:**  
**Deliver Gold  
Standard  
Outcome**

Career Education  
Child Development  
Center  
EPA Career Center  
Youth  
Programming



**Pillar III:**  
**Inform the  
Field**

Marketing and  
Communications  
Thought Leadership



**Pillar IV:**  
**Increase  
Reach**

Local Growth  
Regional Growth

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## PILLAR I - ENHANCE CORE STRENGTH

JobTrain has been an integral part of the communities we serve for over 50 years. As stewards of JobTrain and the people we serve, we will ensure that the strength, durability and relevance of the organization improves every year. We will strengthen our financial position, enhance our staff skills and their job satisfaction, and continue to expand and evolve program services to ensure impact, relevance, and value to our community.

**Career Pathway Evolution:** We will regularly evaluate and update the career education pathways offered to ensure that these pathways are viable and relevant to the industry trends and labor market needs.

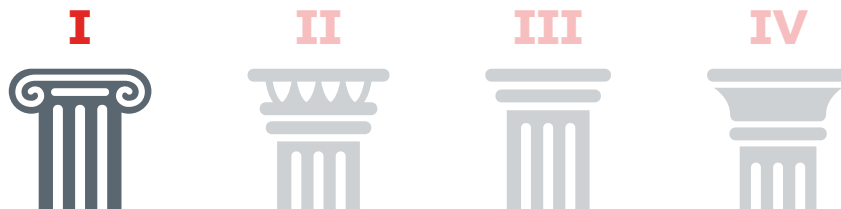
**Impact Evaluation:** We will implement systems to continuously improve program inputs, outputs and outcomes in service of our communities to create a thriving culture of impact evaluation.

**Serve Those Most In Need:** We will continue to monitor the communities we serve to ensure a deep understanding of evolving barriers to employment and develop strategies and processes for their participation in relevant programs.

**Supportive Services Strategy:** At the heart of JobTrain's program theory is our ability to develop and deliver the most effective and relevant services that empower participants to achieve long term success. We will develop and implement processes which ensure that the services offered are high impact, relevant and necessary.

**Financial Strength:** We will leverage our long history of diverse funding streams to build our revenue in all 4 of our core funding areas: Individual Donors, Foundation Funding, Corporate Funding, and Government Funding.

**Staff Strength:** At JobTrain, we understand that our employees are our most important asset and that our success is determined in large measure by the contributions of staff. We believe in providing good working conditions, fair treatment, and the opportunity for everyone to contribute.



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## PILLAR II - DELIVER GOLD STANDARD OUTCOMES

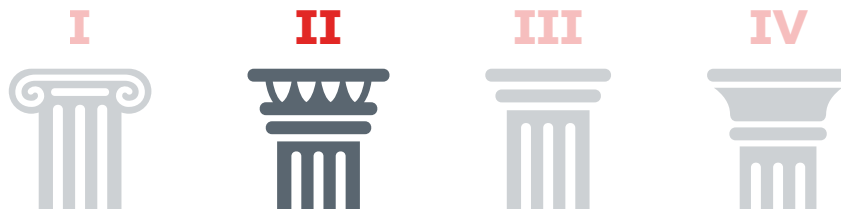
JobTrain has a proven track record of high impact programs delivering gold-standard results. We insist on best-in-class outcomes because they are the ultimate measure of staff competency, skilled leadership and, most importantly, our commitment to our mission. We work to improve outcomes through a culture that embraces excellence, cares for the community, and strives for continuous improvement.

**Career Education:** JobTrain offers a variety of training programs to those most in need that ensure meeting the industry demands for entry level to mid-skilled level job openings. These programs will provide the highest quality training and best in class job placement and retention. Our graduates will earn sustainable wages and have a pathway for career advancement.

**Child Development Center:** Provide a high quality, fully-enrolled preschool that is recognized as a top-rated program providing age-appropriate education for 3-5 year old children. The program will emphasize parent involvement. Additionally students receive literacy and social skills to prepare them for kindergarten.

**East Palo Alto Career Center:** The East Palo Alto Career Center will focus on the City and residents of East Palo Alto. The Center will provide work readiness activities, job search strategies, and job referrals/placement for residents who are actively seeking employment. The Career Center will also offer workshops, job fairs and events with an objective of engaging residents to help them build career pathways to economic empowerment.

**Youth Programming:** JobTrain will continue to be the premier provider of the Workforce Investment Opportunities Act (WIOA) Youth Services in San Mateo County.





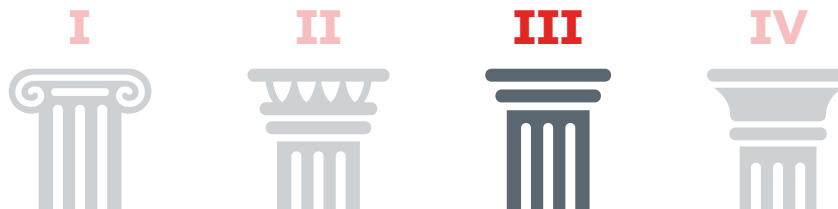
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## PILLAR III - INFORM THE FIELD

As established experts in anti-poverty and workforce development practices, we understand our responsibility to constantly improve programs, maintain relevance in and for our communities, and share our knowledge with our partners and stakeholders. We will work to achieve meaningful breakthroughs in the field, share our work with other practitioners and educate stakeholders.

**Marketing and Communications:** JobTrain has a strong presence in our community. We will implement strategies to further develop and widen our reach while evolving our thought leadership and collaboration in the industry. Through cohesive and clear messaging and communications across our platforms, we will strengthen the JobTrain brand as a leader within workforce development and the larger community.

**Thought Leadership:** JobTrain is committed to building a community of shared understanding and practice through learning from others and sharing best practices, innovations and knowledge with stakeholders including funders, partners and staff.



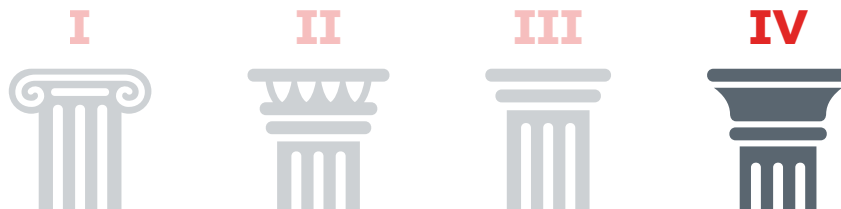
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## PILLAR IV - INCREASE REACH

JobTrain's programs are changing people's lives by empowering them to access the tremendous economic opportunity in our region, enabling them to provide for themselves and their families, and thereby to set the course for generations to come. This success informs our goal to ensure that we continue to expand programs and partnerships to communities most in need. We will grow programs locally and regionally, and increase partnerships that embrace our mission and empower successful expansion.

**Local Growth:** As we prepare for regional growth, we will take full advantage of existing capacity in our current facility and within San Mateo County.

**Regional Growth:** For 50+ years JobTrain's Menlo Park location has provided top quality work readiness programs and services and other supportive services to primarily the communities in close proximity to its flagship location. Several Bay Area counties and communities have identified needs in their work readiness/training programs offered in their communities. Therefore, given the quality and strength of our programs, we are compelled to bring our programs and services to other locations. JobTrain will take a strategic/analytical approach to evaluating the requests and opportunities to expanding our presence regionally taking into consideration: demand, sustainability, funding and alignment with our overall Strategic Plan.



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## IMPACT OF STRATEGIC PLAN: GRADUATES SUCCEED IN THE WORKPLACE

JobTrain graduates are workforce ready, with the job skills and professional skills needed to help them be successful in the workplace. What is especially impressive about JobTrain graduates is that many have had to overcome obstacles to get where they are today; however, these challenges have only made them more determined to succeed. Here is a story that illustrates the success of our programs.

**Alex** graduated from JobTrain's Medical Assistant class in 2017. While growing up she faced many challenges, including being in the foster care system. Alex had her daughter at a young age—creating a significant barrier to employment.

After she enrolled into the Medical Assistant class, she also enrolled her daughter into JobTrain's Child Development Center program. Knowing her daughter was in the same building as her classroom, and receiving quality child care, gave Alex the flexibility she needed to attend classes. Based on Alex's excellent performance in the class, her Instructor recommended her to an externship

at Kaiser in Redwood City in the Oncology Department.

After Alex completed her externship hours, she knew she wanted to work for Kaiser. She applied to all open positions and went to an interview for the flu clinic. She was surprised to find the interviewer was her former externship supervisor and she was hired on the spot! Although she had been interviewing for the flu clinic, the supervisor was able to make an adjustment so she could work in Oncology. Alex now works for Kaiser as a Medical Assistant, making over \$25 an hour, and her future looks bright!









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@JobTrain

