



A PROUD AFFILIATE OF OIC OF AMERICA



Three Year Strategic Plan 2014

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Helping those most in need **succeed**

Our mission

JobTrain is committed to helping those who are most in need to succeed. Our purpose is to **improve the lives of people** in our community through assessment, attitude and job skills training, and high potential career placement.

Our vision

JobTrain is a place where dreams come true. We create a unique opportunity for people to develop personal and career goals, and to achieve their aspirations by acquiring relevant skills and positive attitudes about themselves and their potential. People are drawn to JobTrain for our **high-value training, effective personal development programs, impressive results, and respect for the individual**. JobTrain delivers on the promise of a better life.

Our values

JobTrain is founded on a belief in the potential of every human being. We believe that through training, skills development, encouragement and inspiration, people will be empowered to become self-supporting and thriving members of society.

We believe in the dignity and potential of every individual.

We believe that with opportunity and motivation, people will help themselves.



JobTrain is accredited by the Western Association of Schools and Colleges (WASC), participates in co-accreditation agreements with Cañada College, and provides high school credits for some programs.

Executive Director's foreword

Since 1965, JobTrain has been helping those most in need succeed through training and supportive services that help people get and keep jobs. Our students are people who need more than just training; they are people who have had many challenges in life; they may not have graduated high school, may be single parents or have been in trouble with the law. They come to JobTrain for a fresh start and to gain the necessary skills to find a job that will support them and their families. Our services are aimed at assisting people who can't afford to pay for training. JobTrain also provides a number of services to those looking for jobs. These include resume preparation, computer and internet access and a clothes closet for work outfits. We also have programs for youth who need support to finish high school and find employment. For the very young (and their parents), we offer a child development center with subsidized spaces for our community that helps preschoolers get the head start they need to be successful.

JobTrain has always provided an excellent return on investment for its stakeholders, donors, volunteers, and community. We have a high placement rate and over the past 5 years, from vocational training programs alone, contributed \$42 million in wages to the community.

JobTrain and its community have faced many challenges in the past 5 years, including decreasing access to government funds and the lack of economic recovery for people in the lowest income bracket. Demand for JobTrain's services remains high. The number of individuals served, in all of its programs, has increased from 5,100 to 8,000. JobTrain is dedicated to ensuring that its foundation remains strong within the communities we serve and expanding its success for even greater impact.

JobTrain is heading into its next three years with a set of new partners and plans for expansion. This Strategic Plan provides a clear path and will help us meet the goals developed in partnership with our stakeholders. As we count down to our 50th year, we are exploring exciting new opportunities to raise awareness, further share our model and expand our impact, and develop ongoing revenue that will add to our long-term sustainability and provide the on-the-job training that our students need.

Nora Sobolov
Executive Director

What we do to meet the challenge of helping those most in need to succeed



- **Quality career training, counseling and job placement in high demand fields leading to quality jobs** and in some cases, college credits. Programs include: Culinary Arts, Laborers Construction Fundamentals Training, Medical Assistant, Business Administration Skills, Professional Health Care Worker, and Project Build: Construction, Green Technology and Carpenter Pre-Apprenticeship.
- **Technical advisory employer committees**, connected to each of our training and essential skills programs
- **Essential Skills**, including Employment Success Workshops
- **Skills and Academic Upgrade Training**, including English as a Second Language, Academic Skills for Employment, computer literacy and GED preparation
- **After-school and summer programs for at-risk youth**, including high school credits
- **Direct employment** through JobTrain's landscape work crew and a partnership with One East Palo Alto (OEPA) and TeenForce
- **Child Development Center** for preschoolers
- **Supportive services**, including benefit support, free tax preparation, legal services and financial literacy
- **Services, programs, and job support** for those re-entering society after conflict with the law
- **Drop-in job search resource center**
- **Wellness and grief counseling** in partnership with Tipping Point and Stanford University

How did we build our strategic plan?

With the generous support of Tipping Point, JobTrain was able to engage Boston Consulting Group (BCG) as pro bono consultants on our strategic plan. Working closely with Board Members and staff, BCG conducted focus groups, interviews and surveys with current and former JobTrain students, employers, community members, foundation partners, donors, and government officials to determine what they felt was working well, and what they felt was most important in JobTrain's vision for the future. BCG reviewed JobTrain's data and Bay area workforce data, as well as the study JobTrain commissioned to determine where JobTrain fits in workforce landscape and what is unique about JobTrain. Much of this information can be found in our annual report to stakeholders.

Together, this stakeholder input and data created the foundation for the key goals and enablers in JobTrain's strategic plan. Stakeholders at all levels are very pleased with the foundational work of JobTrain and are enthusiastic about its future. Following their advice, we are keeping our plan simple, with goals, enablers and metrics that will preserve JobTrain's strong foundation and guide us to where we aspire to be.

Many thanks to those who generously offered their time, views, and support. Special thanks to BCG and Tipping Point for helping to make this important work possible.

JobTrain's strategy map

The one page representation of our strategy map is a tool for JobTrain. It provides us with the key guiding framework that helps to unite us behind a common set of key objectives and underpins key management decisions across the organization.

The strategy identifies 3 important goals and 3 key enablers. These goals and enablers have provided the focus necessary to implement our strategy effectively. They remain the pillars on which we will continue to build our success and achieve our vision.

The refreshed strategy refines and improves, rather than fundamentally changes JobTrain. These refinements have been informed by an extensive consultation process. The strategy map is a living document which guides everything we do. As such, it is capable of responding to changes in emphasis while maintaining its relevance and importance within our organization. The strategy continues to be a very powerful tool in helping us achieve our vision. The map's refresh will ensure that it continues to bring us success for many years to come.

Vision	JobTrain is a place where dreams come true. We create a unique opportunity for people to develop personal and career goals, and to achieve their aspirations by acquiring relevant skills and positive attitudes about themselves and their potential. People are drawn to JobTrain for our high-value training, effective personal development programs, impressive results, and respect for the individual. JobTrain delivers on the promise of a better life.				
Mission	JobTrain is committed to helping those who are most in need to succeed. Our purpose is to improve the lives of people in our community through assessment, attitude and job skills training, and high potential career placement.				
Stakeholders & partners	Our students, clients, donors, volunteers, staff, employers, government (national, state and local) and other community partners and nonprofit organizations expect JobTrain to: <div> <div>Deliver the highest quality training, support, and skills development to those most in need</div> <div>Increase our impact by sharing our model and finding ways to increase those who benefit from our core services</div> <div>Produce exceptional graduates, the majority of whom find and keep quality jobs</div> <div>Find ways to sustainably finance our operations</div> <div>Partner to help ensure pathways for career and educational advancement</div> </div>				
Goals	Serve those most in need <div> <div>Serve those with significant barriers to employment</div> <div>Continue to provide essential skills development, such as job readiness and retention</div> </div> Provide a pathway to quality & relevant employment <div> <div>Ensure our classes correlate to employment trends and are revised to include cutting-edge curriculum</div> <div>Ensure a constant feedback mechanism for employers</div> <div>Work with community colleges and others to ensure life-long upgrade opportunities and a common pathway to success</div> <div>Create direct employment opportunities in our communities through partnerships and social enterprise opportunities</div> <div>Ensure our placement, retention and job-related placements reflect the success of our approach</div> </div> Expand our impact <div> <div>Increasing numbers of those who can access our existing training</div> <div>Taking our program to people outside of our building, to communities-in-need</div> <div>Consider ways to create online and "train the trainer" programs, particularly for essential skills to allow more access for those most in need</div> <div>Develop joint ventures and partnerships that will result in direct employment</div> </div>				
Strategic enablers	Financial stability <div> <div>Increase revenue from recurring revenue streams</div> <div>Look for new types of revenue from contracts, multi-year donations and social enterprise development</div> <div>Tell our financial story and talk about the return on investment (social and economic) from JobTrain</div> </div> Increase awareness <div> <div>For students - improve outreach through our website, social media, community meetings and alumni opportunities</div> <div>For stakeholders & donors - develop more comprehensive reporting annually and reach out for more online contact opportunities</div> <div>For the general public - continue to tell the JobTrain story through social and traditional media, appearances at community meetings and conferences</div> </div> Support our staff <div> <div>Continue to attract and retain excellent staff through increasing staff satisfaction and their interest in recommending JobTrain as a place to work</div> <div>Develop clear succession plans to ensure the future success of JobTrain</div> </div>				
Values	JobTrain is founded on the belief in the potential of every human being. We believe that through training, skills development, encouragement and inspiration, people will be empowered to become self-supporting and thriving members of society.				

Target populations-clients

While JobTrain serves the Bay Area, we focus our services on the areas of highest unemployment in San Mateo County – East Palo Alto, eastside Menlo Park, and North Fair Oaks (unincorporated Redwood City). Residents of our target communities struggle to break the cycles of poverty and are challenged by high unemployment, crime, and high school drop-out rates. Many are new immigrants, speak limited English, and have minimal education; some are single parents, homeless, veterans, in recovery from drugs or alcohol, or have criminal records. In 2013, 56% of our vocational training students came from these target communities.

The youth in these communities face many of the same challenges as the adults. Their family situations are often unstable. Some have single parents juggling multiple jobs. Gangs, violence, poverty and minimal expectations are often part of their everyday lives.

While the economy is slowly recovering, not all communities are sharing in the employment gain. The July 2014 unemployment rate for East Palo Alto was 11.4% and North Fair Oaks was 9.9%, while the rate in San Mateo County was 4.7%.



“They motivated me to strive harder, to be eager, to learn how to be accountable. There is also a personal touch - my instructor checked in with me regularly. Knowing that my class was free, I was speechless.”
JobTrain Graduate

What makes JobTrain unique?

JobTrain commissioned a review of more than 100 programs to determine if JobTrain truly held a unique position in the workforce landscape. We discovered that JobTrain is unique in several regards:

- JobTrain offers one of the most comprehensive sets of employment-related services for large numbers of people of all ages and backgrounds
- Our programs are offered at no-cost to students
- We do not require a GED for all programs, but do offer classes to help people prepare for their GED
- Our impact, given the populations we serve and their barriers to employment, is strong



Partnerships with employers and corporations

Over 70 employer partners work with us on our Technical Advisory Committees. Corporations routinely approach us regarding job openings, attend JobTrain job fairs, and maintain contact after student placements to report on their employees' progress. Some participate in student trainings; others provide informational interviews, internships, and host tours of their workplaces. Some of our many corporate partners can be found on our website.

JobTrain also partners with Cañada College, Sequoia District Adult School and local school boards. In working with Cañada College, JobTrain is able to offer college credits for some of its programs. Our partnership with Sequoia District Adult School enables us to offer GED preparation classes and local school boards allow JobTrain to offer high school credit for our youth clients.

Partnerships with government and other nonprofit organizations

San Mateo County contracts with JobTrain to operate the **Peninsula Works One-Stop Center** and youth training and employment programs. We also work closely with the San Mateo County Sheriff's Department and have reciprocal referral relationships with many local organizations, including: Second Harvest Food Bank, Daybreak Shelter, InnVision/Shelter Network, Tax Aid, Mission SF, Community Legal Services in East Palo Alto, Legal Aid Society San Mateo County (LIBRE project), the Lawyers Committee for Civil Rights, and Peninsula Family Services.

We work closely with several neighboring nonprofits and count One East Palo and TeenForce as special partners on employment and training for youth.

Goal 1 - Serve those most in need

In keeping with its historical commitment, JobTrain's current population of students falls largely within the definition of those "most in need." Programs such as Essential Skills, aimed at supporting those who are most in need, should continue to be strengthened.

JobTrain will meet this goal by continuing to evaluate its programs and its future opportunities **through a lens of serving those with multiple barriers to employment** and by using income testing to ensure that its programs and services are targeted to populations who are not well served by other existing programs. In particular, we will continue to work with employers to ensure that JobTrain graduates are job ready, using their feedback **to enhance our 10-part Essential Skills program.**

Proposed metrics

- 80% of the people JobTrain serves will be in the lowest income brackets, as measured through our database system.
- Ensure service preference given to those with a minimum of 2 barriers to employment (e.g., income plus formerly incarcerated)



"The opportunity to serve low income people with multiple barriers to employment is becoming tougher, particularly in the Bay Area. Overall unemployment numbers look low, making it seem as if people don't need help. However, in the communities we serve, unemployment remains above 10%."

JobTrain Staff Member

Goal 2 - Provide a pathway to quality & relevant employment

JobTrain strives to inspire students to develop their full potential, thereby helping to ensure a pathway to success. By **maintaining a regular employer feedback mechanism** for its programs, JobTrain has kept its classes relevant since its inception in 1965. JobTrain **will continue to update its classes to meet the needs of the job market**. While our track record is strong, we will build on our success by focusing our efforts in specific fields that show promise. We will also work with our partners to create on-the-job training opportunities and find ways to increase the number of programs that offer a seamless pathway to employment and higher education. Plans include the following:

Exploring new or revamped programs based on market research, including:

- A new revamped Computer Services program
- A new Medical Assistant program
- A new Youth Carpentry program
- A Manufacturing program
- Expansion of our Essential Skills program

Internships or direct employment, including:

- Continuing to work with our corporate partners to provide internships and externships for students
- Continuation of our direct employment programs (e.g., youth program and our work crew)
- Exploring social enterprise development, working with industry and social enterprise partners, to provide on-the-job training

Developing a seamless pathway with partners in the adult education field:

Developing a program with Cañada College and Sequoia District Adult School to pilot a collaborative program where students would be assessed and provided educational support, if needed. Students would then train for and be placed in a job in a high-demand field, receive stackable credits, and have the opportunity to continue their higher education.

Proposed metrics

- Placement rate goal: 75% or above
- Retention rate goal: 80% at the 1-year mark
- Training-related placements: 75% of total placements
- Co-accredit at least 2 classes with a community college
- At least one additional venue for Essential Skills (online or with a partner)

“The core of JobTrain is taking people who have fallen on bad times and providing them with skills and jobs. JobTrain should continue to focus on this and change lives.”

JobTrain Volunteer

Goal 3 - Expand our impact

JobTrain has been challenged by stakeholders, government officials, and donors to expand its impact, to increase those who are placed in employment, and to consider ways to directly employ people and add jobs to the economy.

Expansion for nonprofits can be challenging, as it can potentially add extra expense without a sustainable funding plan. Keeping in mind our financial sustainability goal and our need to experiment with opportunities to determine which will best meet our criteria of serving those most in need, JobTrain plans to follow several paths. We will begin by finding ways to expand our current classes and other programs, increasing numbers where possible, and by exploring evening and on-the-job training opportunities. These also include **possible joint ventures with Groupe SOS/CALSO, a 30-year old workforce social enterprise with close to 1 billion dollars in revenue per year**, serving people with multiple barriers to employment. This organization has dozens of successful social enterprises in industries that fit with JobTrain's vocational training programs. We are also exploring the possibility of **offering our Essential Skills program and one or two easily replicated training programs online**, using both web-based and "train the trainer" programs to assist other organizations in placing and retaining people who are difficult to employ.

JobTrain has begun piloting a number of new initiatives that we hope will help expand our impact, while offering sustainable funding streams. **These include:**

- Considering the possibility of expanding our pilot of JobTrain at Goodwill Silicon Valley, and possibly at other sites, including correctional facilities
- Continuing our partnership with One East Palo Alto (OEPA) and TeenForce to provide opportunities for youth in the Bay Area
- Redesigning our after-school program to fill gaps in vocational programs for youth (including Project Build)
- Expanding partnerships with Cañada College and Sequoia District Adult School to offer additional programs at other sites, including job placement support
- A possible joint venture with Groupe SOS to develop a small number of social enterprises that will train and employ JobTrain students
- Exploring a potential training partnership with a national staffing agency

Proposed metrics

- Increase the number of those served in training programs by 25% by year 3
- In addition to our placed trainees, facilitate the direct employment of up to 300 individuals over 3 years through partnerships and our own program and joint ventures
- Provide at least 2 additional training sites
- Develop at least 1 social enterprise in partnership with industry experts

Strategic Enabler 1 - Financial Stability

JobTrain, like many nonprofits in the Bay area and nationwide, has been impacted by decreasing funding opportunities. JobTrain's current revenue stream is weighted toward unstable sources, such as government funding, and very little of its current revenue is ongoing or multi-year in nature. JobTrain continues to require funding for its core operations in order to ensure stability while developing and executing plans to move the organization forward. Finding ways to generate revenue, through contracts or other opportunities, will also be key to diversification and growth.

There is no single, "best" opportunity to meet these challenges. Instead, JobTrain will match its financial needs with the needs of its core beneficiaries and its stakeholders. The organization plans to mitigate risk from potential new revenue streams by making sure JobTrain continues to build on its core strengths and knowledge while partnering with others who have expertise in new areas. To this end, JobTrain is exploring partnerships with organizations who have an ongoing revenue stream to pay for programs. We will also consider a joint venture with Groupe SOS/CALSO, a 30-year old workforce social enterprise hub that has dozens of successful businesses employing people with multiple barriers to employment.

Some of the opportunities JobTrain will explore include:

- Signing 2-year contracts wherever possible with government agencies
- Developing a 3-year prospectus for long-term funding, donor circles, and match donors
- Working with Groupe SOS to establish a separate Joint Venture Holding company with several social enterprise opportunities
- Evaluating our pilot program with Goodwill Silicon Valley, offering one of our construction programs

Proposed metrics

- At least 25% of revenue from recurring revenue sources within the 3-year timeframe
- Create one major fund campaign for operational and growth funding over the 3 years of the strategic plan



Strategic Enabler 2 - Increase Awareness

Many of our stakeholders express surprise that JobTrain remains one of the “best kept secrets” in the Bay Area. Despite a long history of success and partnership, and a strong social media presence, JobTrain remains relatively unknown to all but a small number of potential clients, stakeholders and donors.

Our best and greatest asset remains JobTrain students and participant stories of success, as told through our website, via video and in person. We have already begun **enhancing our story** with information about the economic benefits of JobTrain programs using information on wages earned by our trainees, cost savings of social programs, reduced incarceration rates, and tax refunds to low-income community members.

JobTrain plans to **build upon its strong social media presence** by developing an efficient approach to communications and messaging specifically designed for each target stakeholder group.

Some of our plans include:

- Campaigns to increase Facebook “likes,” LinkedIn Alumni site and Twitter followers
- Online newsletter and continued website refresh, as well as email contact which drive website hits and e-Newsletter subscriptions
- A detailed Annual Report to stakeholders
- A series of speaking engagements and local and national events

For potential students, JobTrain is improving its online presence through advanced search tools, and a more user-friendly website to explain the enrollment process. We are also exploring ways to directly connect with potential students through local school boards and improved communication with parents in the public system. We are working closely with Cañada College and Sequoia District Adult School to find new pathways for student referrals. We are surveying our current students to determine how they heard about us to see if we can build on the most effective communications channels.

For potential donors and the general public, JobTrain is continually strengthening its website and its outreach to journalists, news organizations and bloggers, with a focus on impact and student stories. We will create more detailed reports on our impact. Our plans for the 50th anniversary year include outreach for specific local and national stories, as well as use of social media and our on-line contact system.

Proposed metrics

- Increasing average daily website hits by 20%
- Tracking the number of students recruited through all sources, with a year-over-year increase
- Increasing our online contact list by 20%
- Increasing number of social media followers by 50%
- A minimum of 15 news stories in local press and 2 national press articles
- Using a financial metric (wages, savings) to demonstrate economic return on investment

Strategic Enabler 3 - Support our Staff

Our staff is the foundation of everything we do, and in our focused interviews, JobTrain stakeholders told us how important they view the role of the staff in JobTrain's success. Staff dedication and commitment to our mission was demonstrated in a recent staff survey we conducted to give us a baseline of staff satisfaction.

JobTrain intends to continue to be successful in retaining excellent staff and recruiting for the future. Staff satisfaction will be measured on an ongoing basis against this baseline, with an eye to increase both the satisfaction of employees and their willingness to recommend JobTrain as a place to work.

We also recognize the importance of certain infrastructure elements to support our staff, including the hiring of a Chief Operating Officer and a Human Resources Consultant who has provided valuable assistance to JobTrain in developing its HR training, policy support, and recruitment plans.



Proposed metrics

- 75% of staff indicate they are satisfied working for JobTrain
- 80% would recommend JobTrain as a place to work



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