



A PROUD AFFILIATE OF OIC OF AMERICA



2014 REPORT TO STAKEHOLDERS

SEPTEMBER 2014

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From the Executive Director

This was a year of transition for JobTrain. After 39 years, our Executive Director, Sharon Williams, retired and began her term as trusted confidant and friend. The year was also transitional for the people we served. Many communities faced high rates of unemployment, barriers to employment, and poverty while others enjoyed unprecedented wealth and growth. Many people “re-entered” society after long periods of incarceration and many more found themselves without a home or the means to pay for one.

One of my first conversations as a new Executive Director was with a counselor who talked to me about a young man in one of our construction classes who was always late. His instructor, working to help him prepare for a job, felt that we had to be tough on this issue, and he wasn’t wrong. Part of preparation for employment is being ready to work, and being on time has always been a primary issue with employers.

What the instructor didn’t know was that this young man was living in a park just down the street. And yet, he came to class every day! With the support of JobTrain, this young man graduated and is now employed at a construction company.

The reason I decided to make JobTrain my “home away from home” was its strong commitment to the people who are part of our community. For our staff, our board and our many volunteers, donors, partners and stakeholders, failure is not an option. Day after day, for almost 50 years, our community has come together to make sure that there always is a pathway to success for those who need it most.

This year was notable for many reasons, including the emergence of our amazing integrated Essential Skills program. Largely developed and taught by volunteers and staff, this 10-week program includes a range of topics and practice sessions built on employer input. The program has already been credited by many graduates with helping them find and keep jobs.

It was also a year of opportunity. New partnerships allowed JobTrain to consider ways to sustain and grow, while keeping true to its essential commitment to its core values and purpose: helping those most in need succeed. This is reflected in JobTrain’s new Three Year Strategic Plan (<http://www.jobtrainworks.org/three-year-strategic-plan/>) which is the culmination of several months of extensive consultation with our students, staff, Board of Directors, volunteers, donors, partners, stakeholders and people throughout the community. In future reports, we will provide updates about progress (and challenges) as we move towards our goals.

This year, as in the last five years, **JobTrain consistently met and exceeded its goals: 89% finished our programs, 76% were placed and of those, 88% were employed after one year.**

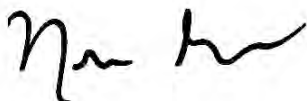
JobTrain provided economic benefits (measuring wages, tax refunds for low income people and reduced recidivism rates) of close to \$13 million dollars to the community. But along with our numbers, the stories of those we have helped continue to resonate with our supporters. What keeps me coming back, and I believe is true for most everyone who has been part of the JobTrain family, are the incredible stories of resilience and success in the face of extreme hardship. We offer the platform, but our participants do the work. And the results, as they say, are history.

JobTrain is heading into our 50th year with a set of great partners and plans to expand our impact. With the help and input of many of our stakeholders and the assistance of the Boston Consulting Group (which has donated their services through Tipping Point), we developed our three year strategic plan. As we count down to our 50th year, JobTrain is exploring exciting new opportunities to:

- Raise awareness about the needs of the people we serve
- Create new or enhance existing programs to ensure we offer the best career paths possible for the people we serve
- Share our model
- Develop revenue that will help pay for some of our programs and provide on the job training for students

But we can't do it alone. Without our community and without a continuing strong commitment from our supporters and partners, JobTrain would not be able to thrive. Thanks to everyone, and especially our Board of Directors, our donors, volunteers and our amazing staff who meet challenges with a smile and a determination that continues to take our breath away. Together, we truly can help those most in need succeed!

This report was created, in part, as a result of input from stakeholders through our strategic planning process. They wanted to know more about JobTrain, the context in which it works, and why it has been successful. This is our first attempt; more will follow. Please let us know what you think. And many thanks, for your support, your encouragement and your perseverance. To misquote Margaret Mead: remember that a small group of determined people can change the world; it is the only thing that ever has!



Nora Sobolov
Executive Director

Student Perspectives



Growing up in East Palo Alto, Leevonne made some decisions he would later regret. “I spent so many of my years in prison and that was the only life I knew. I remember coming to JobTrain and still feeling ‘tough,’ I carried myself as if I was still in prison. Then something happened. I started to feel good about the new things I was learning. JobTrain was a place for me to begin my transformation to become a better person – to become a productive member of society.” In 2013, Leevonne graduated from JobTrain’s Laborers Construction Fundamentals Training Program. He went to work for CLP Resources, a staffing firm for skilled construction workers. He found himself working on construction sites for W.L. Butler Construction, Inc. Leevonne earned the praise of his project managers and was offered a full-time job at the company.



For Veena, meeting Chef-Instructor Adam Weiner and completing JobTrain’s Culinary Arts program changed her life. Through the Culinary Arts externship program, she was able to study and work for caterers throughout the Bay Area. When Chef Adam told Veena about a job opening at BAMCO, he recommended that she prepare some sample dishes for them to taste. They loved the specially prepared sample dishes she brought to the interview and she was hired on the spot. Today, she owns two companies: a vegetarian catering company called Kamakshi’s Kitchen and another company called Meal Boxes Etc. Her businesses continue to grow. “We are living the American dream and we can’t thank JobTrain and Chef Adam enough.”



Juan’s involvement in gang activity began at the age of 12 and continued until he was in his early twenties. He was kicked out of his home and sent to live with his aunt and uncle in East Palo Alto. Juan enrolled in JobTrain’s Project Build construction program and graduated in 2002. He also completed his GED while at JobTrain. After graduation, he was hired by Aerotech where he gained valuable experience. “I have had challenges throughout my life; I am a single father and was homeless raising my two children. I now own my own business, Rutan Environmental Safety Services that provides hazardous waste removal services. I am so grateful to JobTrain for my success and will be hiring Project Build and Laborers graduates for my business. I am living proof that the programs at JobTrain works! I hope my story inspires others that transformations can happen.”

Overview of JobTrain: Helping Those Most in Need Succeed

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 and support programs, impressive results, and respect for the individual. JobTrain delivers on the promise of a better life.

Our Mission

JobTrain is committed to helping those who are most in need to succeed and become self-sustaining, thriving members of their communities. Our purpose is to improve the lives of people by providing a pathway to sustainable, quality employment. **JobTrain combines training in high-demand fields with a comprehensive set of support services and personal development programs to ensure success.**

Our Values

JobTrain is founded on a belief in the potential of every human being. We believe that through training, encouragement, and inspiration, our trainees will be empowered to become self-supporting, 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.

Accreditations



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.

The Challenge: Poverty in a Sea of Wealth

JobTrain exists in a larger community that is among one of the wealthiest in the world - with a GDP of \$535 billion, the Bay Area ranks 19th in the world when compared to national economies. At \$74,815, the Bay Area has the highest GDP per capita in the U.S. and ranks ahead of global peers such as London (\$56,997) and Singapore (\$43,867). The region is at the cutting edge of global technology and is a leader in many key indicators of regional, national, and global competitiveness. Despite the significant economic productivity within the region, there are a number of areas that remain in need of resources and employment opportunities.¹

San Mateo County has some of the highest paid employees in the nation, as well as an unemployment rate lower than the state average. However, San Mateo County also includes some of the most economically challenged communities in the region. East Palo Alto and North Fair Oaks have two of the highest unemployment rates in the region and are in JobTrain's immediate service area. Close to 30% of JobTrain's vocational student population lived in East Palo Alto in 2014. According to the San Mateo Workforce Investment Board, "high poverty exists even within relatively affluent San Mateo County and not unexpectedly tends to be clustered in the communities with the lowest educational attainment. The percentage of persons whose income in the past 12 months was below the poverty level was highest in East Palo Alto, followed by Redwood City. The same rankings occurred for those under 18 years old."² Given pockets within the county of under-employed, under-educated, and under-skilled populations there are significant needs for service such as training and social support services.

This presents a significant challenge. Due to the overall low unemployment rate in San Mateo, organizations like JobTrain are ineligible for many federal workforce programs and grants. However, due to the number of high growth technology and other industries in the Bay Area, the need for support services such as health care, hospitality, business administration, as well as construction, is high, creating job opportunities for people with the right training.

Why JobTrain is Uniquely Qualified to Meet This Challenge

For nearly 50 years, JobTrain has provided training and support services that have allowed individuals to move out of poverty, overcome barriers to employment, and get and keep jobs. While most placements are entry-level, they are high-demand and pay, on average, close to \$15 per hour. Some fields (like construction) pay significantly higher wages and JobTrain graduates often are promoted at least once during their first year of employment.

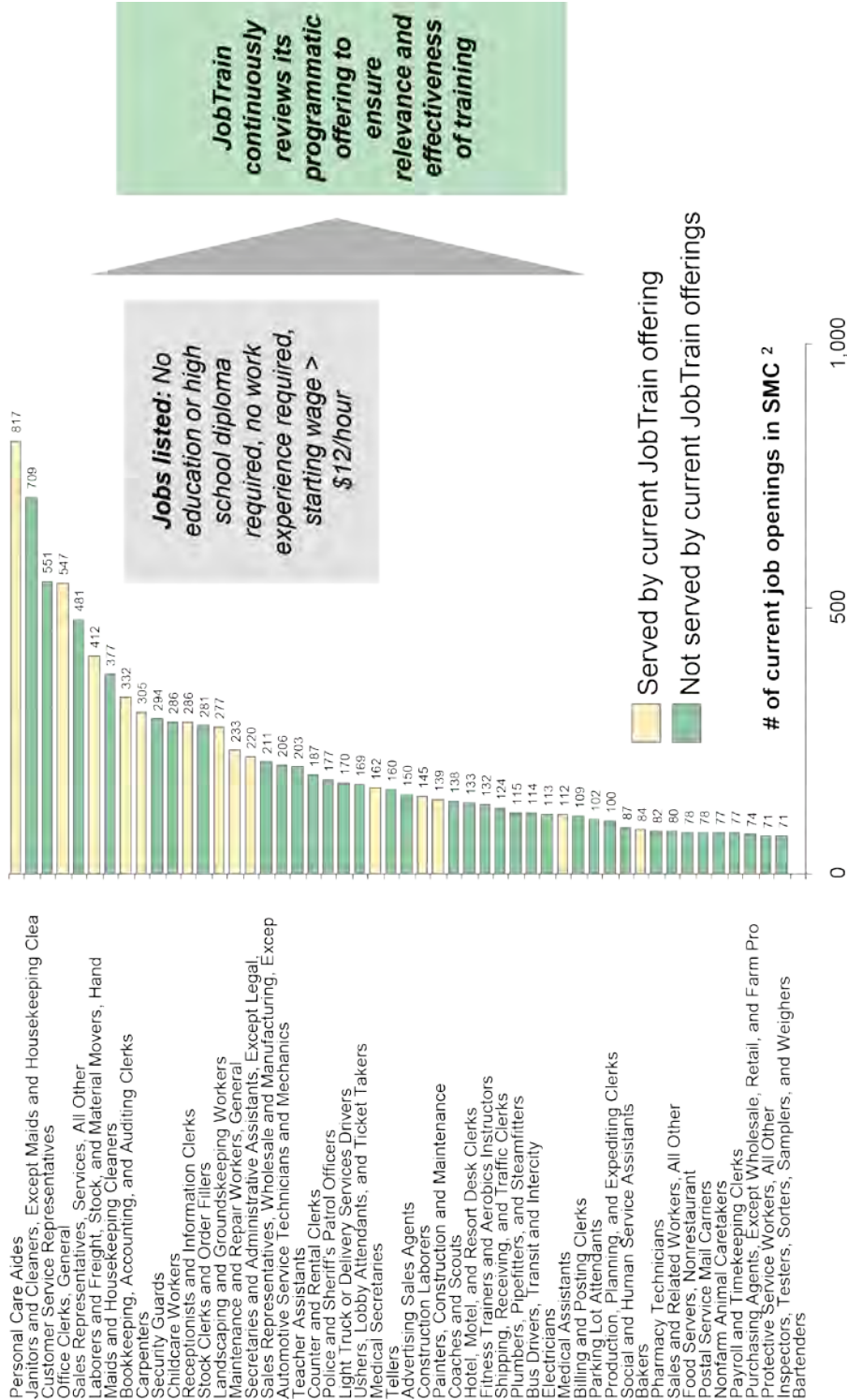
¹ Bay Area Council Economic Institute. "Bay Area Fast Facts." August 2014.

² San Mateo County Workforce Investment Board. "Strategic Plan 2013-2018". June, 2013.

Based on data related to industry trends and growth areas in the local economy last developed in 2012, close to 50 sectors are identified by local workforce investment boards as high growth and high potential areas, without requiring a post-secondary education. A number of them correspond with current JobTrain training and other programs:

Current JobTrain offerings prepare students for a large variety of the 50 jobs¹ with the most openings

Top 50 occupations in terms of current job openings ¹



1. Only occupations that require no relevant previous work experience and high school diploma as a maximum education standard have been included; 2. San Mateo County Source: California Employment Development Department, 2012 data

In addition, as part of its assessment of future opportunities, JobTrain commissioned a review of workforce organizations in the Bay Area and across the country. As was made clear in our review, many other organizations in the region serve a segmented portion of the population, for example youth or veterans, with a very specific program. This has meant that those who do not fit within the training category offered by these organizations (for example, computer services only or construction only) do not have a pathway that will work for them. Experience has shown that individuals with multiple barriers to employment also face many other obstacles that make taking a first step towards a new life difficult; if they do not find a pathway when they first encounter an organization their life circumstance make it almost impossible to continue their search. JobTrain is a unique vocational training service provider within San Mateo County and most of the region in that it provides a blend of services aimed at a comprehensive approach. Its services include job training, case management, sector specific coursework, and job placement. Further, JobTrain provides these services to both youth and adults, and focuses on those with barriers to traditional employment, such as reentry individuals. A review of other regional service providers indicates that most other existing services provide fewer services, are targeted to one population, and have difficulty meeting high placement and retention rates for those with the highest barriers to employment as few have the same level of employer engagement.³

We discovered that JobTrain is unique in several regards:

- We provide the most comprehensive employment related services available, serving people of all ages and backgrounds.
- Our programs are offered at no-cost to our clients.
- We do not require a GED for all programs, but we do offer training to assist in GED preparation.
- Our impact, given the populations we serve and their barriers to employment, is strong. Participants in JobTrain programs find a unique place where individual potential is emphasized over past history. A majority of JobTrain students have significant barriers to employment, including minimal education levels, very low incomes, immigration issues, and conflict with the law. Many are also single parents.
- JobTrain has a significant connection with employers through our Technical Advisory Committees, ensuring constant feedback about our programs and services, and connecting with ever-changing employer needs throughout the Bay Area.

³ JobTrain. "Workforce Development Landscape Research". January, 2014.

What JobTrain Clients Find at JobTrain to Meet Their Unique Needs

JobTrain has developed a key set of programs and services to meet the challenges faced by the communities and individuals it serves.

Some examples include:

Some typical challenges faced by JobTrain clients	How JobTrain meets these challenges
Most clients are at or near the very lowest income levels	Single Stop services: CalFresh nutritional assistance, financial counseling, tax preparation assistance, and other benefit support; supportive services, including transportation and housing aid; and access to Employment Development Department services
Former or current incarceration creates a barrier to employment	Legal aid support to help individuals expunge their criminal records, work furlough training program where current inmates come to train and get job placement, landscape work crew where parolees are given jobs and training, onsite culinary arts training for incarcerated youth, résumé and interview coaching
Low levels of education providing barriers to employment; language issues	Seven technical training programs, extra educational support for GED preparation, upgrade training, stackable credits from Cañada College, high school credits, and English as a Second Language (ESL)
Can't afford training or college	JobTrain programs are free
Single parents without access to childcare	JobTrain's Child Development Center provides subsidized child development programs for children ages 3-5
Youth cannot access employment	Special youth employment programs in partnership with One East Palo Alto and TeenForce
Never worked/not job ready	Drop-in workshops, job placement counselors and a 10-week Essential Skills program, based on employer input, to help everyone become job-ready
Experienced violence, loss of a loved one or severe emotional trauma	Wellness services through a partnership with Tipping Point and Stanford, as well as grief counseling through a partnership with KARA grief counselors

Key Areas of Focus

Since 1965, JobTrain has been helping those most in need succeed through training and supportive services that help people get and keep jobs. Its students are people who need more than just training; they are people who have had many setbacks in life. 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. Services are provided at no cost because they are aimed at assisting people who can't afford to pay for training and are unable to obtain student loans.

JobTrain provides a unique combination of job training, essential skills (including job readiness, problem solving and customer service) and career support that are essential to successful employment.

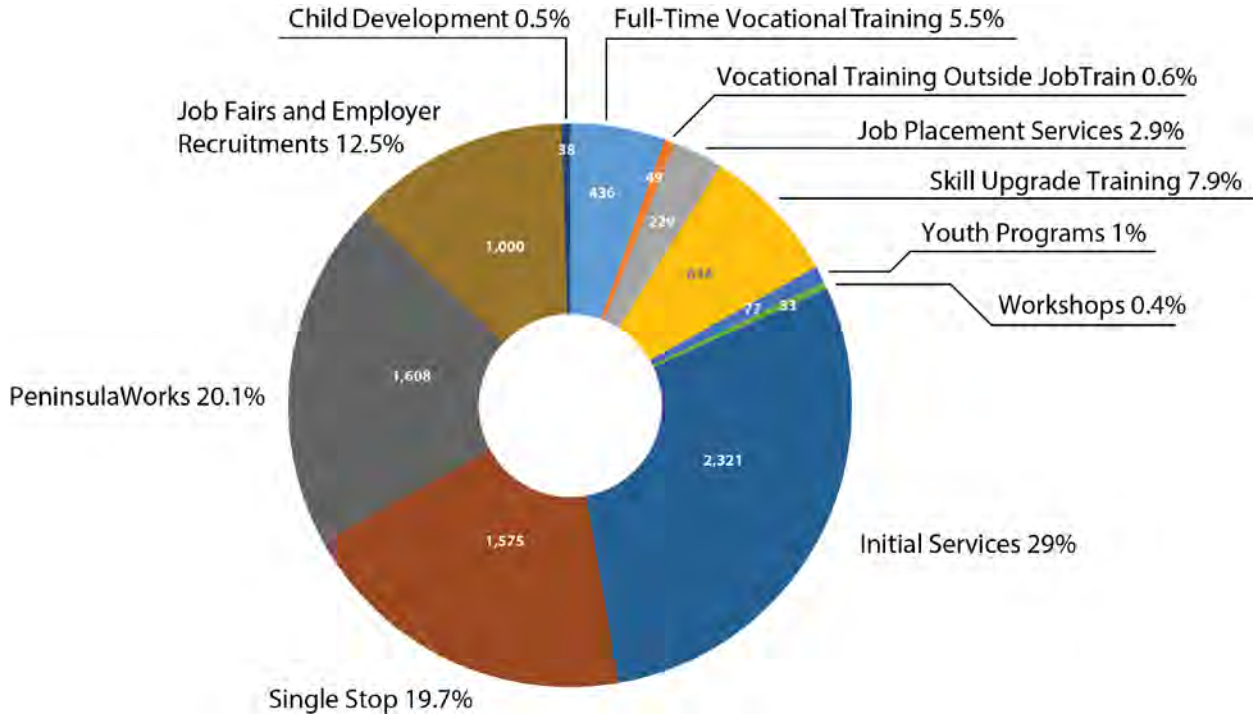
Training programs include:

- Business Administration Skills
- Culinary Arts
- Laborers Construction Fundamentals
- Medical Assistant
- Professional Health Care Worker
- Project Build – Green Technology – Carpenter Pre-Apprenticeship
- Computer Service program (currently being updated)

JobTrain has a strong program dealing with those who are or have been incarcerated; it created the first and remains one of the only training programs that can be attended by those who are currently incarcerated. Formerly incarcerated individuals face an especially challenging job search as many, if not most, are excluded from employment after a records check, regardless of position or responsibility. JobTrain works closely with staffing agencies and large companies to revise employment policies to allow these individuals to be successfully employed.

Over the last year, JobTrain served its participants in the following ways:

8,000 People Served in FY2014



Business Model and Cost

During this fiscal year, JobTrain operated primarily at its Menlo Park location, with some remote operations at the youth facility and jails. JobTrain planned to begin pilot programs in Santa Clara County. JobTrain leverages all of its funding by creating partnerships, finding volunteers and encouraging partnership organizations to come to our facility or work with us to offer services. A list of some of our on-site and offsite key partnerships can be found in Appendix D.

JobTrain’s program is offered at no cost to participants. Given our target participants, people of low or very low income, and especially for those on work furlough (still incarcerated) or those previously incarcerated, any cost would be an additional barrier. Many of our students work in the evenings at minimum wage jobs, but for those who don’t, even a 16-week/7-hour per day course is a financial hardship. JobTrain is considering ways to supplement income for its students and its exploring partnerships that would allow on the job training and supplemental income for students during their training period.

The cost of a JobTrain vocational training program and its benefits:

Average Cost per Trainee	Vocational training and associated costs	Number of Trainees benefiting from Individual Training Account Government Subsidy last year <i>(note, coverage is at \$3500 per student)</i>	Amount covered by government funds	Shortfall	Economic benefit of technical training program/and associated services
\$6,880	\$2,958,400	57	\$200,000	\$2,724,000	\$11,500,000

A comparison of JobTrain costs to private vocational colleges⁴:

Program	Those enrolled	Annual cost	Government funding	Cost per participant
Vocational Training/counseling /essential skills/job placement/supportive services	430	Approx. avg. 6,880 (\$2,958,400)	\$3500 per student for 57 students (\$200,000)	\$0
Private vocational college costs for typical programs similar to those offered by JobTrain			Some student aid available and occasionally private scholarships; rare to cover all costs	Varies, between \$9,500 for 12-week boot camps to \$20,000 -30,000 depending on type of program and length*

⁴ This comparison is based on an internet survey of tuition costs for private technical schools and for a small number of coding boot camps offered in the Bay Area (e.g., itt-tech.edu, heald.edu, and generalassemb.ly)

Partnerships and Relationships

Employer Partners

Over 70 employer partners work with us on our Technical Advisory Committees. Several corporations approach us regarding job openings and to attend JobTrain job fairs. They maintain contact with JobTrain staff after 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 corporate partners can be found on our website at www.jobtrainworks.org. (See Appendix D for a list of our Technical Advisory Committee partners.)

Community Partners

Working with Cañada College, JobTrain is able to offer college credits for some of its programs. Our partnership with Sequoia Adult Education offers GED training, and local school boards allow JobTrain to offer high school credit for our youth.

Government and Other Nonprofit Partners

San Mateo County contracts with JobTrain to operate the **PeninsulaWorks One-Stop Center** (www.peninsulaworks.org) and youth training and employment programs. JobTrain also works closely with the San Mateo County Sheriff's Department and has reciprocal referral relations with many community 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 with several neighboring nonprofits and count One East Palo Alto (OEPA) and TeenForce as special partners on employment and training for youth.

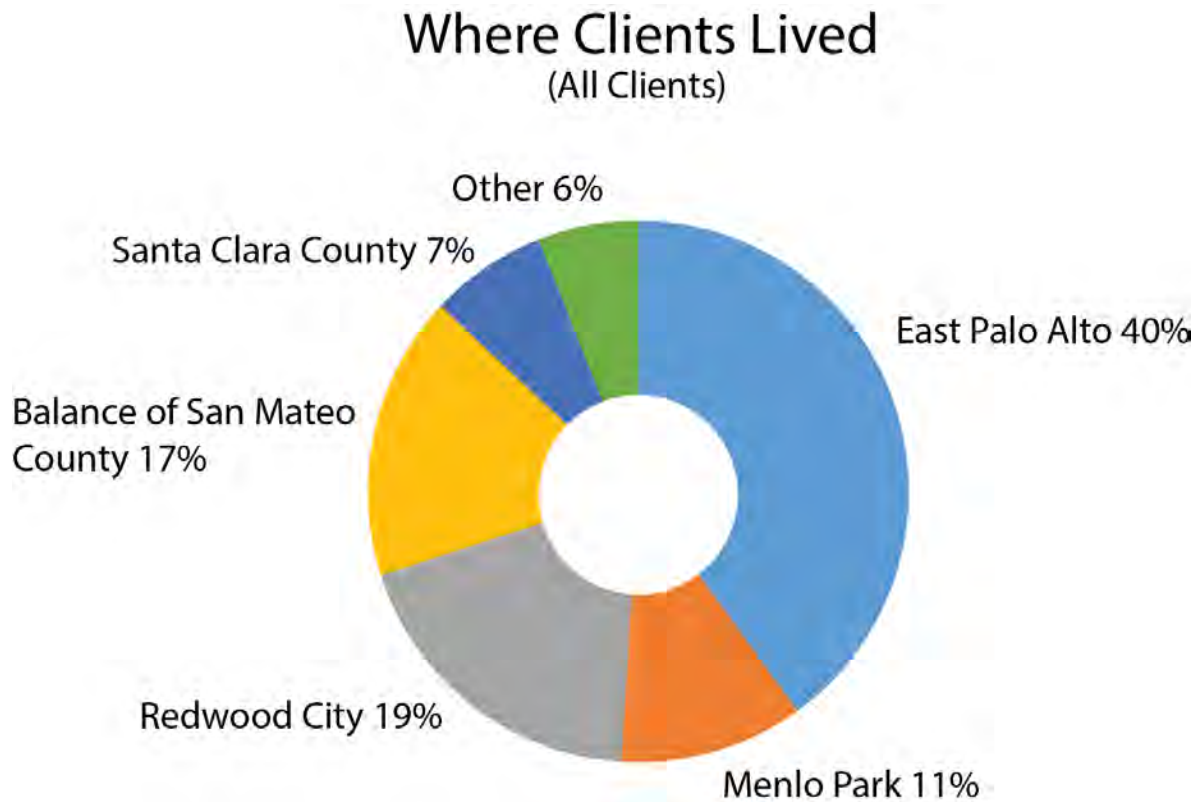
An expanded list of partnerships and other JobTrain relationships can be found in Appendix D.

Market: Where We Work and Why

JobTrain currently focuses its services on areas of highest unemployment, particularly in San Mateo County – East Palo Alto, eastside Menlo Park, and North Fair Oaks (unincorporated Redwood City). We have recently begun a pilot partnership in Santa Clara County.

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. 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.

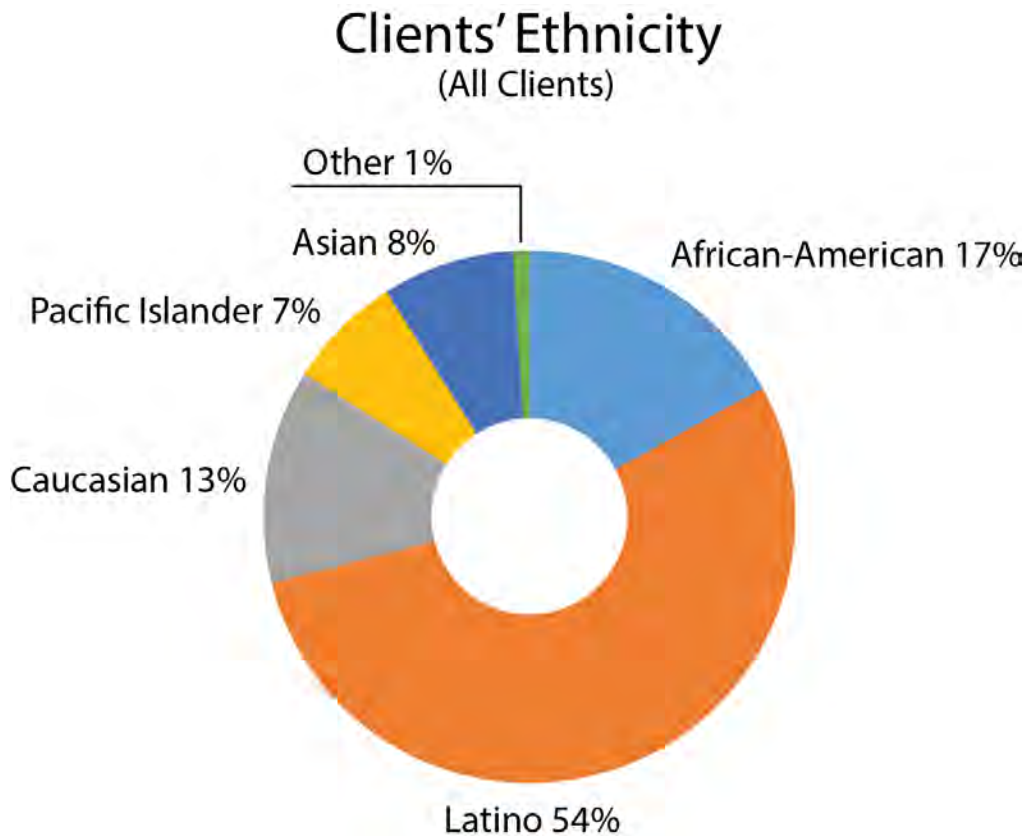
While the economy is slowly recovering, not all communities are sharing in the employment gain. The August 2014 unemployment rate for East Palo Alto was 10.7% and 9.3% for North Fair Oaks, while the rate for San Mateo County as a whole was 4.3%.



Who Comes to JobTrain?

We offer programs for all ages and work with veterans, people who are unemployed or underemployed, returning parolees, and at-risk youth. We also provide a child development center that gives subsidy to people in our programs and the community at-large as well as youth programs that provide high school credits and jobs for youth.

Of the 8,000 people we served:	76% were adults and 24% were youth
Education:	25% have dropped out of high school
Employment status:	77% are unemployed
On public assistance:	28%
Very and extremely low income:	97%
Formerly incarcerated and in a JobTrain vocational training program:	25%



JobTrain Results

JobTrain is able to extensively track and verify detailed social and economic numbers for its full-time vocational training program. JobTrain data uses county workforce standards, which count as positive placements only those individuals who can be reached to verify data. JobTrain clients traditionally move frequently and can be difficult to reach for verification. Those who cannot be reached are counted as “not placed.” Even for this small subset of JobTrain participants, the social and economic impact is huge.

In FY2013-2014, 89% of students completed their program. For the past 5 years, including 2014, JobTrain’s placement and retention rates for its vocation training were high, at 74%-76% and 85%-88%, respectively. For our population of formerly incarcerated clients, our recidivism rate is 26%, well below the expected rate of 70%. For the past 5 years, wages earned by JobTrain participants were approximately \$42 million dollars and the average wage of participants has been close to \$15.00 per hour. However, individual wages vary, from a high of \$23.00 per hour for construction, to a \$12.50 per hour average for culinary to start. Although these are starting wages, our research has shown that many of our participants have 2-3 wage raises per year.

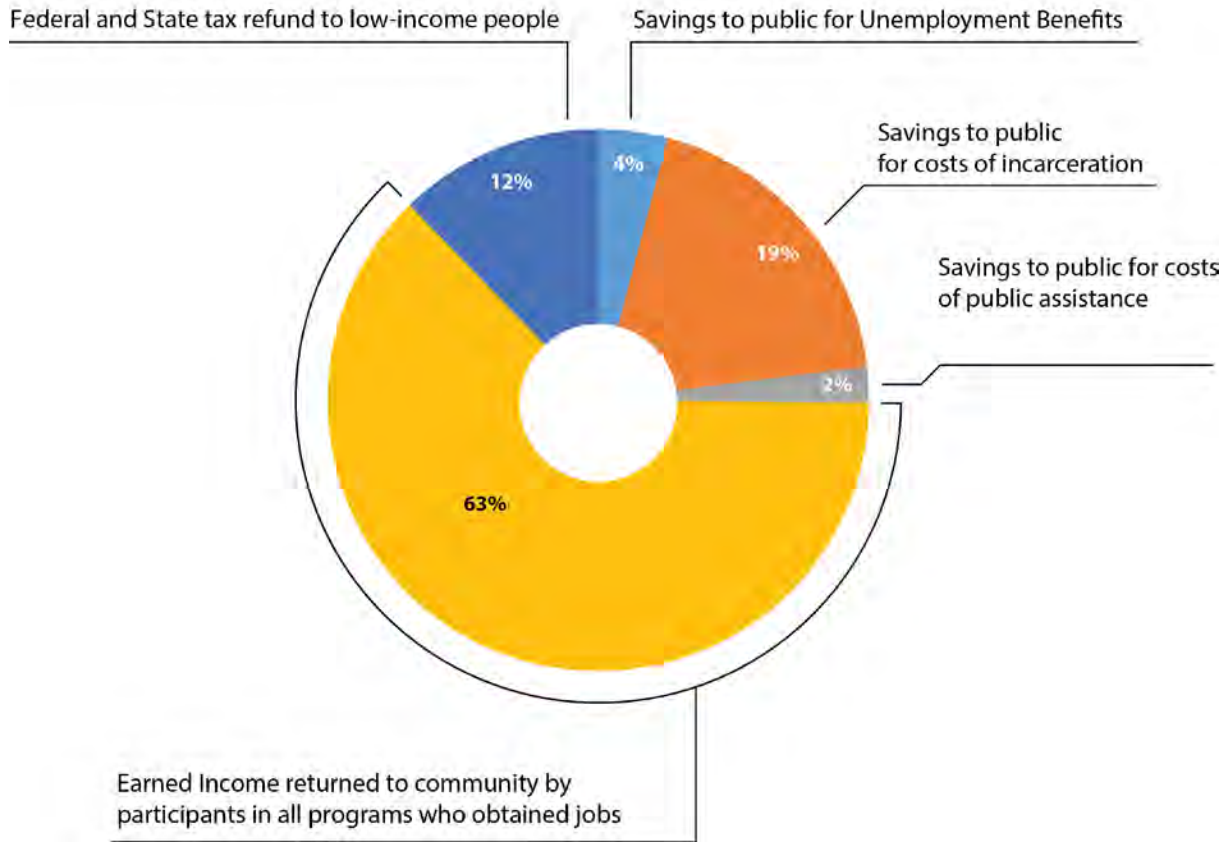
Given the broad range of clients served, JobTrain deals with some people who have significant barriers to employment and some who have never been employed. For these people, experience in any type of employment is significant and creates a pathway for increased success in the future.

In total, the economic benefit of JobTrain’s full-time vocational training programs and tax program is estimated at close to \$13 million⁵ for 2014. This includes wages, tax refunds, and lower recidivism rates for formerly incarcerated

⁵ JobTrain Annual Stakeholder Report, www.jobtrainworks.org. August 2014.

This chart shows the breakdown of economic impact

Total Estimated Return to Public:
\$12,916,088



It is difficult to estimate economic impact of all the services offered by JobTrain. For example, JobTrain does not yet extrapolate the economic benefit of subsidies for low income parents for our Child Development Center or the benefit of the increased success achieved by the children in the program when they begin kindergarten. It does not yet calculate the economic benefits of high school credits earned by youth participants in after school training, nor does it calculate benefits of job counseling and job fairs. Work to determine appropriate reference figures is being considered.

Increasing Impact: Our Strategic Plan for the Future

With the generous support of Tipping Point, JobTrain was able to engage the 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 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 it fits in workforce landscape. Together, this stakeholder input and data created the foundation for the key goals and enablers in JobTrain's strategic plan.

Stakeholders at all levels were generally 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.

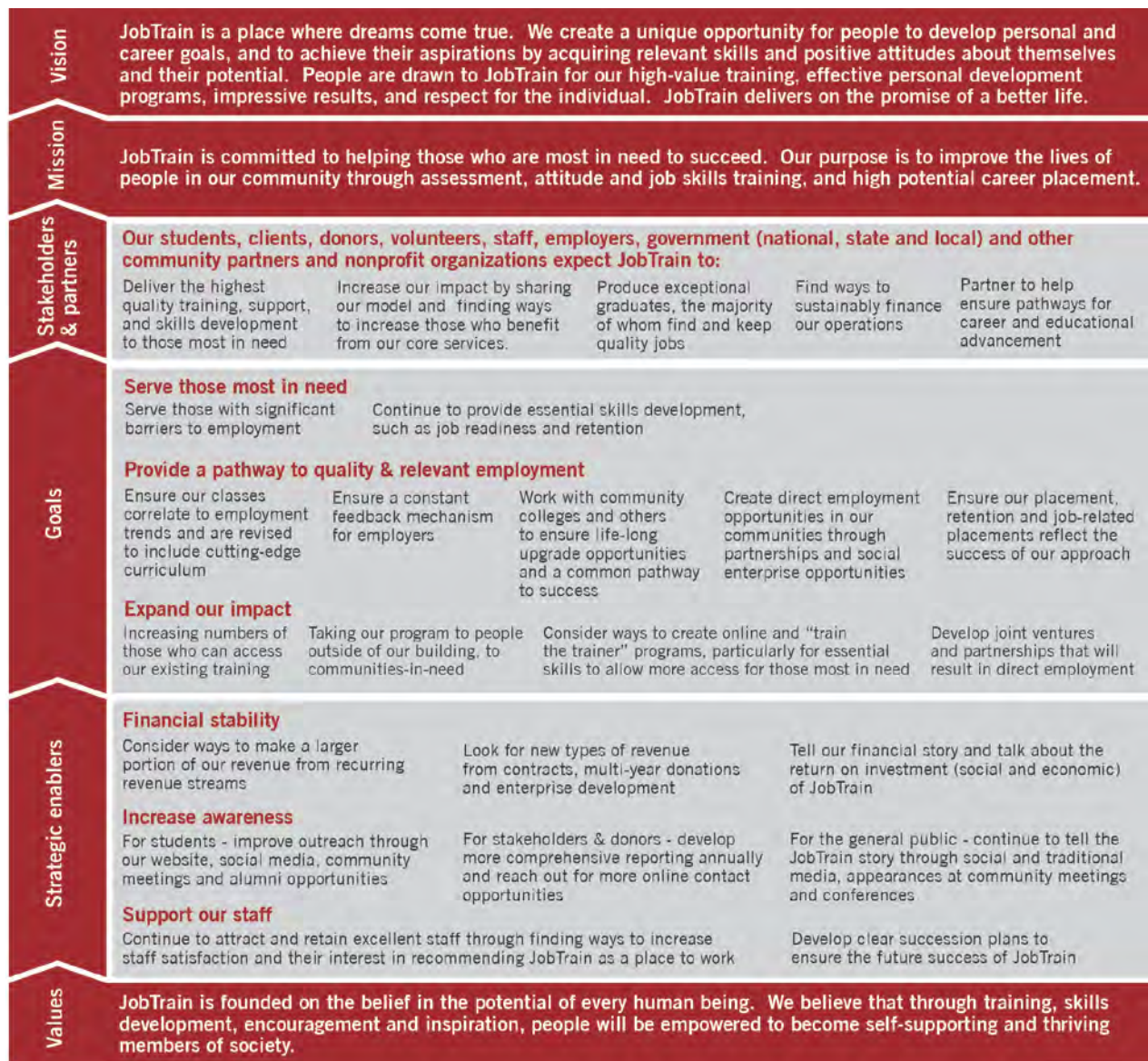
Our Three Year Strategic Plan can be found at <http://www.jobtrainworks.org/three-year-strategic-plan/> and includes specific metrics for our three goals and three strategic enablers. The one-page representation of our strategy map on the following page is a tool for JobTrain. It provides us with the 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 effectively implement our strategy. They remain the pillars on which we will continue to build our success and achieve our visions.

In the future, JobTrain will, as part of the stakeholders report, describe progress towards these goals and metrics.

The refreshed strategy refines and improves, rather than fundamentally changes JobTrain's vision and mission. The strategy map is a living document which informs 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 we continue to consider our strategy with a lens of the rapidly changing workforce landscape in the Bay Area, to make sure we continue to meet the needs of JobTrain's community.

JobTrain Strategy Map



JobTrain's Theory of Change

As an organization, **JobTrain's Theory of Change**, including the building blocks that will help us realize our mission and our vision, is contained in our strategic plan.

JobTrain also has built a Theory of Change for individuals, and is centered on the belief that every person has the potential to succeed. In order to succeed, people need to develop a sense of this potential in an atmosphere of support and determination. Individuals develop a pathway as part of their participation at JobTrain that allows them to realize their potential, based on their individual needs. To help each person achieve success, JobTrain moves individuals along a pathway that includes constant feedback and the engagement of employers in our program and with our students to ensure that the pathway will lead to a good quality, successful employment.

In order to adapt to changing needs, we have developed several feedback points, including not only our focus groups with employer technical advisors, but also with students, volunteers, community partners, and staff. Our programs undergo yearly evaluations where we review our Student Learning Objectives, which, if achieved, we believe will lead students to successfully realize their potential.

Student Learning Objectives:

1. Students will demonstrate the academic and vocational skills required to obtain an entry-level position in their field.
2. Students will demonstrate the positive attitude and work habits necessary for career success.
3. Students will demonstrate the creativity, critical thinking, communication, and collaboration skills required in their field of employment and make a positive contribution to their community.
4. Students will demonstrate understanding of the career ladder in their chosen field and how to progress from an entry-level job to more responsible positions.

To reach these goals, our students must begin by having access to our programs from the widest possible number of entry points. They then go through a series of assessments, receive coaching and mentoring to help them identify a pathway of success and help them access the supports, learning and programs that have the best chance of a successful outcome. This is followed by orientation and a pathway choice of training and/or other services, followed by participation in the program and 1-year follow up.

Our Participant Pathway:

Participant enters JobTrain → Participant is provided assessment and support → Participation in orientation and pathway choice → Participant completes their program of choice and undergoes evaluation → Participant is provided with follow-up support.

The following chart provides some detail on each of these steps in the pathway

Multiple entry points, including:
Peninsula Works One-Stop
Employment Development Department (EDD)
Community Agency
Sequoia Adult School
High school counselor
Cañada College
San Mateo County Sheriff's Department
Probation Officer/Service Connect
JobTrain website and social media

Assessment, Coaching, and Mentoring
Assessment of skills, interest, and aptitude
Analysis of supportive service needs
Agreements with appropriate referral agencies and Sheriff's Department, if needed
Opportunity to shadow current students in some programs to let instructors and students assess progress

Orientation and Pathway Choice
Plan created
Pathway of direct job application/interview/Essential Skills and placement, supportive services
Upgrade skills – GED, ESL, Mathematics, etc. and résumé/interview plans
Choosing job readiness and placement support and/or technical training, upgrade training, skills training, or college program path
For those entering training: Requirements of the program reviewed; student contract created and signed

Those who choose JobTrain, program includes:
Participation in a JobTrain program (student assemblies, attendance awards, community events, trainee of the month, holiday celebrations, employer events (mock-interviews, résumé preparation, online profile preparation), graduation
Technical training
Essential Skills: 10-part program, including job readiness, anger management, communication skills, creative problem solving/managing at work, customer service
Supportive services and counseling for success
Résumé and interview preparation; creation of a LinkedIn profile
Job fairs, union interviews, and employer meetings

1-Year Follow-Up an Employer Engagement
Check-in and follow-up with students to provide support in keeping a job and career pathway discussions
Ongoing meetings with employers to ensure appropriate skills/essential skills balance and to introduce employers to students

APPENDIX A: Financial Picture

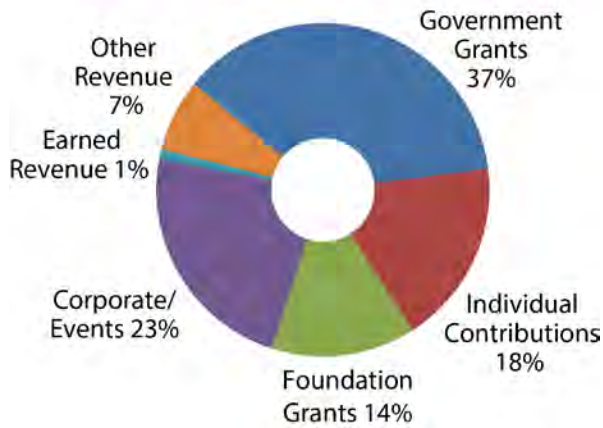
Over the past three years, JobTrain has seen some changes to its source of revenue, with a significant increase in its fee for service/contracts, and in-kind contributions or other revenue. It has seen a decline in Government Grants and Corporate/Special events revenue. Our intention, as outlined in our strategic plan, is to grow our recurring revenue models and to pursue a growth campaign to expand our funding base. All planned new programs are tied to a source of funds.

Below is a breakdown of where our funds came from over the past 3 years:

FY2012 Finances

(based on total revenue of \$4,684,140)

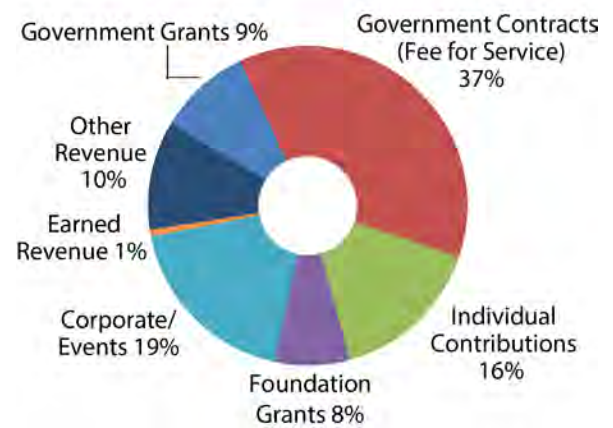
WHERE FUNDS CAME FROM



FY2013 Finances

(based on total revenue of \$5,978,036)

WHERE FUNDS CAME FROM

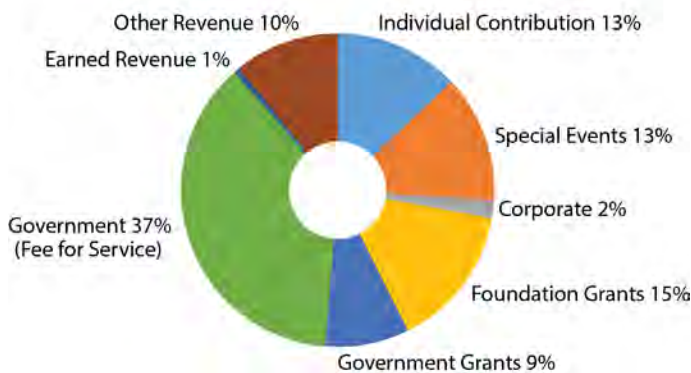


Financial reporting for the past Fiscal Year:

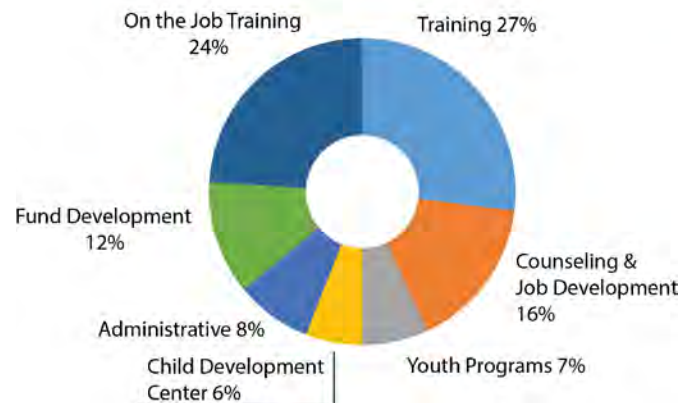
FY2014 Finances

(based on total revenue of \$5,835,964)

WHERE FUNDS CAME FROM



HOW FUNDS WERE USED



Income Statement & Balance Sheet - Fiscal Year 2014

Assets	
Current assets	
Cash and cash equivalents	\$ 629,972
Investments in securities	2,211,265
Other current assets	471,294
Total current assets	3,312,531
Non-current assets	
Fixed assets	6,757,926
Less depreciation and amortization	(3,995,375)
Total non-current assets	2,762,551
Total assets	\$ 6,075,082
Liabilities and Net Assets	
Current liabilities	
Accounts payable	\$ 133,504
Accrued payroll and benefits	302,432
Other current liabilities	40,000
Total current liabilities	475,936
Long-term liabilities	
Capital lease obligation	149,303
Notes payable	300,000
Total long-term liabilities	449,303
Total liabilities	925,239
Total net assets	5,149,843
Total liabilities and net assets	\$ 6,075,082

APPENDIX B: Staffing - How Do We Keep and Build a Team For the Future?

JobTrain has always had a team of strong, dedicated staff who are committed to JobTrain participants and students. Just over 50% of staff has been with JobTrain for over 10 years.

In 2014, JobTrain conducted a staff survey to determine the satisfaction level of JobTrain staff and to provide a baseline to measure for the future.

- Staff are strongly connected to JobTrain’s mission, vision and values, with more than 92% saying that they understand the mission and see how it relates to their job.
- Staff are **satisfied** and many are **extremely satisfied** with their work at JobTrain, with 76% reporting they are **completely, extremely or somewhat satisfied**.
- Staff would recommend JobTrain to others: close to 65% **strongly** or **completely agree** and a further 21% **somewhat agree**.

JobTrain recognizes that a core success factor for its model has been its ability to attract and retain excellent and dedicated staff. As part of the strategic plan, which lists as one of its pillars, “supporting our staff” JobTrain has created a series of focus groups to determine how to improve baseline connection to mission, vision and values, improving baseline satisfaction and the number who would recommend JobTrain as a place to work.

APPENDIX C: Analysis of JobTrain's Place in Workforce Development

Landscape Research Executive Summary, by Nicholas Almeida

JobTrain is a nonprofit organization with the purpose improving the lives of people in the community through assessment, attitude and job skills training, and high potential career placement. Each of JobTrain's programs combines vocational training, academics, and essential skills development, preparing students to turn their lives around—from unemployment and poverty to success and self-sufficiency. As part of an effort to explore new opportunities and improve long-term sustainability, JobTrain initiated a project to assess the landscape of workforce development programs, explore potential new service and operational models, and develop business plans for executing opportunities.

The landscape research portion of the project was completed in January 2014. The purpose of the research was to (1) identify examples of other organizations in the region providing job training and workforce development services, (2) provide national (and in some cases, international) examples of variations to providing service with an emphasis on social enterprise models, and (3) identify potential opportunities for further JobTrain services, including social enterprise models, based on partnerships to fit regional need. The research included a review of existing literature, a search of publicly available information on relevant organizations, conversations with service providers, and an analysis of regional employment data. In total, over 100 organizations were reviewed and over 80 of them were profiled.

JobTrain and Regional Services

Based on the landscape research, many of the innovative workforce development and job training efforts for underserved populations in the San Francisco Bay Area are focused on urban centers, such as the Cities of San Francisco and Oakland, where there is centralized need. Conversely, efforts in the Peninsula have more traditional models focused on vocational training and supplemental case management services. Although job support centers and community colleges provide job training options for their communities, there are far fewer opportunities for populations with barriers to employment.

Based on the regional organizations reviewed, JobTrain is unique within San Mateo County and most of the region in that it provides a distinctive blend of services aimed at a comprehensive approach. JobTrain services include case management, job training, sector specific coursework, and job placement. Further, JobTrain provides these services to both youth and adults and focuses on those with challenges to employment, such as re-entry individuals. Other service providers generally provide an aspect of JobTrain's service, and for a particular target population.

Although JobTrain’s array of services provides value for the region, it also results in internal challenges for the organization. Notably, JobTrain’s funding streams for certain programs are highly competitive and can be cyclical with the economy and changing government priorities. For-profit social enterprises provide an opportunity to enhance services (e.g., on-the-job training, etc.) while also generating a sustainable and constant revenue stream through commercial activities.

Regional Workforce Outlook

Publically available data and reports on the region’s workforce outlook indicate promising opportunities for the region. Further, according to the California Employment Development Department’s (EDD) statistics as of December 2013, San Mateo County currently has an overall unemployment rate of 5.0%. This rate is lower than the State’s aggregated unemployment rate and is lower than those for neighboring counties. However, the City of East Palo Alto and North Fair Oaks CDP have two of the highest unemployment rates for the region and are in JobTrain’s immediate service area.

Although comprehensive data related to industry trends and growth areas in the local economy were last developed in 2012, this data projects potential trends up to 2020. According to the region’s workforce investment area organizations⁶, the Silicon Valley region will continue to have the highest concentration of technology-related jobs of any area in California or the nation. The following are sectors identified by local workforce investment boards as high growth and high potential areas:

- Technology
- Health Care
- Manufacturing
- Construction
- Professional and Technical Services (including finance and insurance)

The NOVA Workforce Board indicates that the technology sector provides the greatest impact on the region in that one tech job produces 4.3 jobs in goods and services for the region. Further, manufacturing provides an estimated multiplier of 1.4 jobs for each manufacturing job. Health care jobs will be on the rise due to health care reform and retirements, and construction jobs will be on the rise due to major construction projects.

Organization Types and Trend

The research indicates that many efforts to address workforce needs are still based on traditional

⁶ San Mateo County Workforce Investment Board. “Strategic Plan 2013-2018.” June, 2013.

funding models of government subsidy and philanthropic funding. However, research also indicates that traditional programs are becoming more involved in partnerships with public and private-sector organizations, many of which have not collaborated in the past. A review of select organizations suggests that the most innovative approaches combine elements from multiple models and have moved toward social enterprise approaches that also generate earned income to support operations.

Although there are many examples of programs focusing on singular approaches or target populations, the research also suggests a growing number of programs that mix multiple approaches such as combining skill development with subsidized jobs, linking access to work supports with skill development and asset-building strategies, and integrating curricula and instructional adaptations for low-skilled individuals into employer-driven training programs. From a programmatic perspective, it makes sense to integrate these different elements and efforts to connect different strategies in new combinations. For instance, as evidenced by the rise of Single Stop USA, there has been an emphasis among many employment organizations to become a “one stop” center for employment, case management, and placement services – similar to JobTrain. Many of these types of organizations have close ties to local government services due to resources limitations and the need for consolidation.

Another variation and more innovative aspect of some employment programs are those that establish social enterprise ventures. These organizations generate social value while operating with the financial discipline, innovation, and determination of a private sector business. Humanim is a nonprofit organization in Maryland that emphasizes social enterprise solutions. Specifically, they see the development of social enterprise ventures as a means to significantly increase employment opportunities for individuals facing barriers to success. They focus on creating businesses that provide more than just a job – they offer the employee a career ladder while simultaneously helping to solve societal and environmental problems through market-based solutions. Other organizations taking this model include New York-based Brooklyn Workforce Innovations and the international organization, Groupe SOS.

Whereas some organizations like Humanim take an overarching emphasis on social enterprise across various sectors, some efforts focus on specific sector opportunities to create their businesses. For instance, Café Reconcile is a social enterprise in New Orleans that focuses in the culinary field. Café Reconcile is a nonprofit restaurant that serves as a training ground for students seeking to acquire skills in the food service industry. Students are mentored by restaurant staff in five restaurant workstations (steward, floor service or wait staff, pantry chef; sous chef; and department chef) during Cafe Reconcile’s lunch service, which serves 120 to 150 customers daily. Additional instruction outside of restaurant serving hours, including regular demonstrations lessons by local executive chefs, provides more in-depth skills development.

An example of a social enterprise effort in the San Francisco Bay Area is Juma Ventures, which began operations in the City of San Francisco. Juma Ventures is an innovative and award-winning youth development program that combines employment in social enterprises, college preparation, and financial asset building to create a safe, supportive community where low-income youth can achieve their dreams of a college education. Since its historic partnership with Ben & Jerry's in 1993, Juma has been rooted in social enterprise, and now operates 12 social enterprise operations in five cities, including concession stand businesses at sporting events. Other examples of social enterprise efforts in the Bay Area include The Stride Center (technology), La Cocina (culinary), Delancey Street Foundation (various), and Wardrobe for Opportunity (clothing).

JobTrain Opportunities

JobTrain has the opportunity to be a pioneer in the San Francisco Peninsula for developing innovative employment program ventures. As such, JobTrain should consider the following recommendations for next steps in the process:

- JobTrain should continue to assess its core areas of service and determine the demand for their offerings, as well as the ability to scale them through social enterprise models.
- JobTrain should continue to identify organizations with innovative models and learn more about their approach through dialogue and research.
- When developing social enterprise concepts, JobTrain should also consider industry areas of expected growth for the region as well as immediate business opportunities.
- After developing a social enterprise concept and identifying potential partners, JobTrain should develop a business plan for its social venture(s).

APPENDIX D: Key Partners and Relationships:

In-House Partners	
Cañada College	Mission SF
Carpenters Local 217 - CPRW	Peninsula Family Service
Community Legal Services of East Palo Alto	PeninsulaWorks One-Stop
EDD - Employment Development Dept.	San Mateo County
Goodwill	Single Stop
Kara - Grief Counseling	Stanford University
Laborers 461 - SFPUC	Student Conservation Association (SCA)
Lawyers Committee for Civil Rights	Tax-Aid
Legal Aid Society of San Mateo County	Teen Force

Community Partners	
Boys & Girls Club East Palo Alto	North Fair Oaks Community Center
City of East Palo Alto	Nuestra Casa
City of Menlo Park	One East Palo Alto
Collective Roots	Ravenswood Family Health Center
Dept. of Child Support Services (DCSS)	Renaissance Business Development
East Palo Alto Senior Center	San Mateo County Child Support Services
Ecumenical Hunger Program	San Mateo County Probation
El Concilio of San Mateo County	San Mateo County Sheriff's Office
Free At Last	Second Harvest Food Bank
Human Services Agency (HSA)	Sequoia Adult School
InnVision Shelter Network	Service Connect PACT
Jewish Vocational Services	Shelter Network of San Mateo County
Job Training and Opportunities Program (JTOP) SFPUC	St. Francis Center
Kiwanis Club of the Bayshore Community - East Palo Alto	Stanford Community Law Clinic
Lewis and Joan Platt East Palo Alto Family YMCA	Women's Recovery Association (WRA)
Maple Street Transitional Facility (MSTF)	Workforce Development
MidPen Housing Corporation	Youth and Family Enrichment Services (YFES)

Members of JobTrain's Technical Advisory Committees Include:	
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Acrobat Outsourcing	Northern California Building Trades Joint Apprenticeship Training Committee
Adecco	Operating Engineers No. 3
Ageless Home Care Services	Party Staff
Always Best Care	Peerless Coffee
American Heart Association	Perfect Edge Cutlery
Atherton Healthcare	Planned Parenthood San Jose
BluBridge	Power Personnel
Bon Appétit Management Co.	Professional Computer Support
BrightStar	Ravenswood City School District
Carlmont Gardens	Rebarber Construction
Carpenters Union Local 217	Reliable Caregivers
Cement Masons Local 300	RES2
City of Menlo Park	Rest Consulting
CLP Resources	San Francisco Public Utilities Commission (SFPUC)
CPWR	San Mateo County Event Center
Familiar Surroundings	Select Staffing
Home Care Assistance	Senior Helpers
IBEW	Slingshot Recruiters
Independent Chef	Speaker HR Consultant
Kitchen By The Hour	Synergy HomeCare
Labor Union Local 270	SYSCO
Laborers Local 261 - Northern California District Council of Laborers	TE Connectivity
Laborers Training Center	The Sequoias
Level 10 Construction	VA Palo Alto Health Care System
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