



JOB TRAIN

Strategic Plan 2022-2024



JOBTRAIN TODAY

The last 18 months have changed the world, and the JobTrain community is no exception. From the massive pivot to the remote delivery of programs and services, to the expanded services for those impacted by COVID, to looking to the future of workforce, the past months have both informed and validated the direction of JobTrain. As we recommit to our mission of helping people launch careers with quality jobs and opportunities for growth, we also double down on our promise and set a moonshot goal of helping graduates reach full-economic mobility so they can afford to stay in the Bay Area.

Why JobTrain

- Has an approach that is highly effective, compelling us to reach more people. (Expansion)
- Is uniquely qualified to establish Economic Mobility as our North Star. (Innovation)
 1. Our robust service portfolio is key.
 2. Our history of best-in-class community outcomes.
 3. Our expansive and innovative vision.
- Built strong community partners (Cañada, Stanford, 5 keys, EDD, etc.) demonstrating our commitment to work in partnership today and in the future.
- Possesses a robust stakeholder community that trusts us and supports this work. (Thought Leadership)



EXTERNAL FORCES

The Bay Area community is no doubt one of the most desirable areas in the world. It is an area with extreme prosperity, due in large part to the Silicon Valley and its momentous contributions to the world. But amidst the prosperity, there are a great many people who are left behind. The pandemic exacerbated the economic disparities in the region. We know now more than ever, our work is extremely important for the full economic recovery of the region and making sure everyone comes along.

1. Astronomical cost of living in the Bay Area.
2. High unemployment among low-income communities due to COVID19.
3. The current workforce system falls short of what is needed in some key areas. (Economic mobility, employer engagement, innovation)
4. Due to COVID19, there is strong support for doing things differently and better for our community.
5. The Bay Area needs new talent to grow and thrive.
6. The Community deserves better. Better jobs; better pay; better opportunities; better futures.

KEY DRIVERS

JobTrain has been around through many changing needs of the community over the past 56 years. Though our 3 year strategic plan is ambitious, we rely on key drivers to build the imperatives that will work. Key drivers include:

1. JobTrain's programs are high performing, and the community needs us now more than ever to assist with the COVID19 economic recovery.
2. Community/Worker Voice (listening sessions, interviews, surveys)
3. New Building and New Programs funded by the Capital Campaign
4. Infrastructure to Support Growth and Expansion
5. Quality Control and Continuous Improvement
6. Team Commitment and Wellness

JOBTRAIN'S 3 Year Goals



- Program Replication and Scale
 - a) Triple Capacity from FY21 (2,053 to 5,121)
 - b) Two New Career Pathways
 - c) One New Regional Location
- Develop and Launch Innovation Capabilities
 - a) Open the new Center for Economic Mobility
 - b) Triple partner hosting space (Collective Action)
 - c) Launch Innovation Lab
 - d) Expand Economic Mobility Programs
- Diversity, Equity, Inclusion and Belonging
- Raise \$45M for Building and Innovation

JOBTRAIN'S STRATEGIC IMPERATIVES



Economic Mobility



Program Replication and Growth



Continuous Improvement



Staff Wellness & Development

ECONOMIC MOBILITY

JobTrain recognizes that its long-term mission is to assist its community members to achieve full economic mobility, defined as achieving sufficient income and benefits to thrive economically in the place where they live.

JobTrain is committed to trailblazing this uncharted territory by working collaboratively to develop an ecosystem of best practices, programs and partners to help community members to achieve this critical measure of success.

Keys to Success

1. Alumni Career Advancement Program Expansion
2. Employer Partner Engagement and Development
3. Community Partner Eco-System Development
4. Economic Mobility (EM) Outcomes Measurement
5. Define and Implement JobTrain's Role in Policy and Systems Change
6. Prepare for New Center for Economic Mobility Initiatives



"JobTrain taught me the skills and discipline to build a true technology-focused career. Today I work at EOS IT Solutions as a Senior IT Asset Technician, which is the most amazing outcome I can imagine." Pratima - IT Support Graduate

Projections

Served/Yr

FY21 - 0

FY22 - 183

FY23 - 250

FY24 - 325

Staffing

FY22 - +1

FY23 - +3

FY24 - +4

PROGRAM REPLICATION & GROWTH

In alignment with its mission, JobTrain's programs are delivering best-in-class outcomes in the communities we serve. We are committed to expanding our programs and services to reach people in communities who will benefit from workforce development supports, and to deepening our expertise to address individual and systemic obstacles to employment.

Keys to Success

1. Develop Tools and Frameworks for Expansion
2. Identify and Implement Infrastructure for Expansion
3. Develop and Implement Specific Expansion Targets
4. Economic Mobility (EM) Outcomes Measurement

Projections

Served/Yr

FY21 - 2,053

FY22 - 3,444

FY23 - 4,279

FY24 - 5,121

Staffing

FY22 - +2

FY23 - +8

FY24 - +5



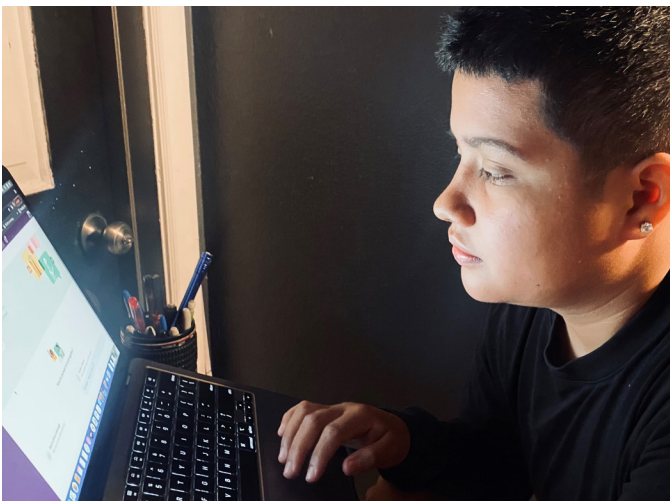
JobTrain's Career Centers have been a model for excellence. In addition to our Menlo Park and East Palo Alto locations, JobTrain replicated its program and expanded to the South Bay and North Bay by opening a career center in 2020 in San Jose, and in 2021 launching a center in South San Francisco. Pictured above are representatives from three of our four career centers: left, John Silva from San Jose Career Center; center, Lilliam Castellanos from Menlo Park; right, Walter Manuofetoo, from South San Francisco.

CONTINUOUS IMPROVEMENT

JobTrain is committed to evolving to meet the changing world around us. We continuously update and expand our programs and processes to respond to the changing labor market, changing client demographics and needs, and to strive to constantly improve our positive impact on the communities we serve.

Keys to Success

1. Quality Assurance
2. Process Improvement
3. Impact Evaluation
4. Growing Influence and Impact



In response to the growing need for more skilled IT professionals, JobTrain has launched its first Advanced IT Program, which focuses on training students to gain vital computer networking knowledge to pass the Network+ certification exam offered by CompTIA, a well-respected association that provides vendor-neutral professional certifications in 120 countries around the world. (Pictured: Tania, IT Services & Support graduate.)

Projections

Served/Yr

FY22 -

FY23 - 80

FY24 - 160

Staffing

FY22 - +

FY23 - +2

FY24 - +2

STAFF WELLNESS & DEVELOPMENT

JobTrain recognizes that our single greatest asset is our staff. We thrive when we are emotionally and physically well, compensated fairly, empowered to develop our skills and are recognized for our good work. JobTrain is committed to investing in our staff development and well-being, and creating a workplace culture in which we all flourish.

Keys to Success

1. Staff Wellness & Economic Mobility
2. Staff Professional Development
3. Human Resources Capacity and Programs
4. Internal Communications

Projections

Staffing (cummulative)

FY22 - +12

FY23 - +28

FY24 - +39



C2 has been with JobTrain since 2004. He started as a JobTrain graduate and was hired as the Executive Assistant to the Executive Director. Overtime, C2's talents and hard work were rewarded and he worked his way up to Administrative Services Manager.

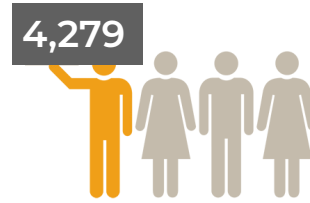
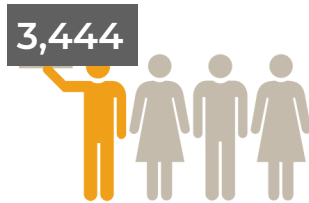
3 Year Summary

FY22

FY23

FY24

of Clients Served



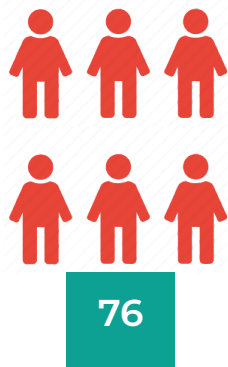
Budget

\$9 M

\$11.3 M

\$13.3 M

Staff



Reaching Dreams



Olivia, a single mom, came to JobTrain with a dream to change her life, and to become a positive role model for her 3 year-old daughter. She says: “When the pandemic hit, I lost my job in retail and was unable to provide for my daughter. The pandemic inspired me to train for a career in healthcare, so I enrolled in JobTrain’s Medical Assistant training.” After graduation she became a healthcare hero at Stanford Hospital. “I was proud to get a job at Stanford working at a vaccination clinic, helping fight COVID”. After Olivia’s contract with Stanford ended, she obtained a job as an Operations Manager with Team Worldwide, a company that does shipping and care for medical equipment.

As Olivia is interested in helping people, especially young people, she has come “full circle” and joined JobTrain as a Medical Assistant Counselor. As a graduate of JobTrain’s training, Olivia has the expertise, as well as first-hand knowledge of the struggles students face, and is dedicated to help students succeed. Olivia’ childcare is stable, and she is happy she can provide for her and her daughter.

Olivia is working for social justice by partnering with local activists co-chairing, “Gathering for Justice” based in NY, with a SF group. She also in interested in speaking at high schools to inspire youth. JobTrain is thrilled to have Olivia join the JobTrain family.



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JobTrainWorks.org



Strategic Plan FY2022-2024