



# Building an Opportunity Economy in the Bay Area

IN THE BAY AREA'S BOOMING ECONOMY, opportunity isn't equally accessible to all. Even in one of the wealthiest regions in the world, systemic barriers keep too many people stuck on the sidelines of prosperity. JobTrain exists to change that.

Our vision is bold: a region where everyone—no matter their background — has access to the knowledge, relationships, and resources they need to build a stable, successful life. That's what we mean by economic mobility: the power for people to rise.

We are advancing what we call an "opportunity economy"—one where the local workforce is equipped and empowered, and employers have access to job-ready, diverse talent. JobTrain is not only preparing individuals for in-demand careers, we're connecting the entire ecosystem: people,

employers, and communities.

Our new strategic plan builds on the strong foundation we laid over the past three years. With expanded partnerships, deeper support systems, and a sharper focus on long-term outcomes, we are accelerating the momentum toward an inclusive economy — one that works for everyone.

Thank you for walking this path

with us.

**This plan accelerates  
the momentum we've  
built — toward equity,  
dignity, and impact.**




**Barrie Hathaway**  
President & CEO, JobTrain

**Mission:** JobTrain creates pathways from poverty to stability by providing the job training and wraparound supports people need to reach financial security.

**4,338**  
people served

**\$27.36**  
average hourly  
wage post-training

**75%**  
job retention  
after one year

# Four Transformational Strategies Driving Our Work

## 1 Economic Mobility

*Beyond jobs — building long-term economic independence*

JobTrain's mission is to help community members achieve full economic mobility—defined as attaining the income and benefits needed to thrive in the communities where they live. This goes beyond traditional workforce development, which often focuses narrowly on short-term job placement. To meet today's realities, JobTrain is pioneering a new paradigm: one rooted in long-term economic independence. We are building an ecosystem of best practices, programs, and partnerships that support not just entry into the workforce, but sustained success and stability over time.

### Strategy in Action:

- Launching the Mobility Mentoring model
- Expanding alumni advancement programs
- Building a partner ecosystem
- Rolling out our Impact Employer initiative

### Clients served:

CY25: 75 → CY27: 310

### Projected Investment:

\$108K (CY25) → \$564K (CY27)



## 2 Program Replication & Growth

*Expanding where opportunity is needed most*



JobTrain is delivering best-in-class outcomes while continually expanding programs to reach under-resourced individuals and communities. To prepare more people for meaningful careers — and to help local employers meet their talent needs — we are deepening our expertise, scaling sustainable programs, and addressing both individual and systemic barriers to employment.

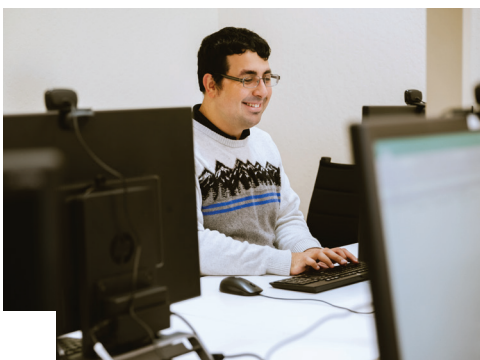
### Strategy in Action:

- Geographic growth into new areas
- Strengthening career centers and training programs
- Design and launch mobile workforce development center
- Develop economic mobility outcomes measurement

**Clients served:** CY25: 625 → CY27: 1,145

**Cost:** \$386K (CY25) → \$2M (CY27)

## 3 Program Evaluation



### *Proving what works—and scaling it*

JobTrain is committed to evolving with the changing world—adapting our programs to reflect shifts in the labor market, client needs, and community realities. As we grow, we’re investing in a stronger foundation for continuous improvement through data-driven program evaluation, and building the tools, methods, and mindset needed to deepen our impact and make smarter decisions.

#### **Strategy in Action:**

- Deepening data culture
- Continue evolving our evaluation tools and training
- Embedding continuous quality improvement

**Projected Investment:** \$52.5K (CY25) → \$139.7K (CY27)

## 4 Workplace Excellence

### *Because staff success equals client success*

JobTrain recognizes that our single greatest asset is our staff. We thrive when we are emotionally and physically well, fairly compensated, empowered to grow, and recognized for our contributions. By investing in staff development, well-being, and a workplace culture where everyone can flourish, we not only strengthen our organization—we create lasting benefits for our clients and advance the economic mobility of our employees.

#### **Strategy in Action:**

- Programs to advance staff wellness and economic mobility
- Expanded professional development
- Strengthening inclusion, belonging, and internal communications

**Projected Investment:** \$95K (CY25) → \$119K (CY27)



**“We want to make a difference in people’s lives, and to leave a legacy that our children and grandchildren will continue.”**

Rebecca “Becky” Morgan  
Strategic Advisory Committee Member,  
Former State Senator, and Philanthropist





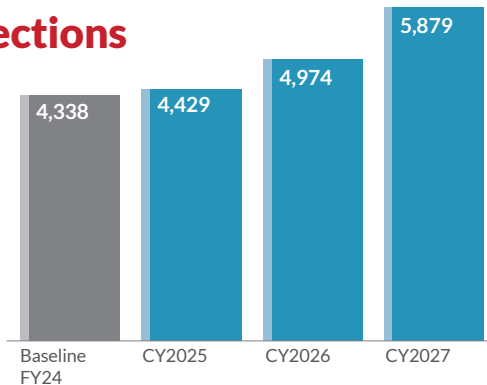
# A Future Fueled by Momentum

## What Success Looks Like in 2027

- 38% more clients served, with expanded reach in underserved communities
- Data-driven outcomes that track true economic advancement
- Thought leadership influencing regional and national workforce strategy
- A deep bench of supported and sustained staff talent



## Clients Served Projections



## Our Vision

With this plan, JobTrain is building on solid ground — advancing the systems, strategies, and relationships we already have in place. This is a moment of momentum. And it's carrying us toward a Bay Area where economic opportunity is not a privilege, but a right.

Let's get there together!