

JANE ADDAMS RESOURCE CORPORATION

STRATEGIC PLAN 2021 - 2025

www.jane-addams.org
www.jarcbaltimore.org

JARC

JANE
ADDAMS
RESOURCE
CORPORATION

JARC and JARC Baltimore

VISION

The Jane Addams Resource Corporation (JARC) promotes strong communities, businesses and households to ensure that people who work do not live in poverty.

MISSION

JARC provides high-quality skills training and support services to help lower-income and unemployed workers achieve self-sufficiency. JARC provides economic and workforce development to businesses to improve their competitiveness.

VALUES

WE BELIEVE...

- Everyone who works has the right to a living wage; that training leads to better-paying jobs; and that the key to long-term, substantive change for people is a focus on careers.
- Business and employee success are inextricably tied; we work to bridge economic activity and people.
- In supporting the regional manufacturing base because it is a source of careers and living wages.
- Best practices should inform public policy and that JARC has a role in shaping that policy.
- Systemic and institutional racism have created racial inequities that have prevented communities of color from achieving their full potential; this impacts the work that we do. We are committed to actively and continuously working to dismantle these barriers.

WE VALUE...

- Our clients' efforts to be better prepared for work and life and we present them with opportunities and support them in pursuing their goals.
- A warm, welcoming, and inclusive environment.
- Best practice programs and services.

WE MAINTAIN...

- High standards and high expectations for ourselves, our clients, and our partners.
 - Unquestionable ethics demonstrated through transparency, honesty, and fairness.
 - A nimble organization that responds quickly to changes in our environment and the needs of our customers.
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JANE ADDAMS RESOURCE CORPORATION STRATEGIC PLAN 2021-2025

A NOTE FROM JARC LEADERSHIP

Dear Friends,

The Board, Associate Board and Staff of the Jane Addams Resource Corporation (JARC) and JARC-Baltimore are proud and excited to present our new JARC Strategic Plan. Effective Strategic Planning helps an agency and its partners meet important goals by:

- Ensuring the continued alignment of mission, strategies, and programs;
- Evaluating the execution of our lead strategies, and;
- Improving the efficacy and relevance of our workforce development programs.

In Phase One of our planning process, we evaluated the initiatives of our last plan, carefully debriefing on the successes, failures, and lessons learned. We knew that there would be substantial continuity with the themes: scaling impact through replication and partnership, deepening the synergy between lead strategies (the Sector Model and the Center for Working Families Model), and elevating our public profile.

In Phase Two of our planning process, Board and Staff working groups developed new initiatives that update these themes and expand on new ones. We collected feedback from key stakeholders, conducted scans of our changing environment, and researched emerging best practices in the field. In the new plan JARC will:

- Evaluate programs and activities through the lens of **social inclusion and equity**, including racial equity, gender equity, and LGBTQ+ equity;
- Build expertise and capacity to use **data** to capture longer-term and disaggregated outcomes and impacts;
- Continue to develop **Two-Generation** approaches to workforce development that engage the whole family, and;
- Update our **policy advocacy** agenda.

Sadly, this planning process coincided with the outbreak of the COVID pandemic and widespread civil unrest, the likes of which the U.S. hasn't seen in decades. The subsequent implosion of the U.S. economy - a disastrous end to ten years of economic growth - saw the unemployment rate grow from sustained, historic lows, to double digits seemingly overnight.

While many Americans were waking up to new realities, the landscape was all-too depressingly familiar. As in every previous economic meltdown, it has been Black and Brown people who have suffered the most by every measure - unemployment, wealth gaps, and life expectancy, to name a few.

In communities of color, the trauma, and tragedy of COVID and the resulting economic collapse has been the backdrop to mass protests, demands for social justice and a reckoning on race following the police killings of George Floyd, Breonna Taylor, Philando Castille, Freddie Gray, Eric Garner, and too many others. These murders have placed a spotlight on the systemic and institutional racism that has created barriers for JARC's clients.

A focus on equity means a conscious break with color-blind practices that ignore systemic inequalities in every aspect of our society. Acting on this perspective means that we will proactively seek to identify, mitigate and remove systemic barriers that marginalize underserved populations and perpetuate inequality. Our equity work will be the thread that ties this plan together. We will continue, with our partners, to build a collaborative workforce system that is relevant and high-performing for our stakeholders.

With your support and partnership, we will rise to this historic moment of crisis and opportunity.



Regan Brewer-Johnson
President, JARC



Guy Loudon
Outgoing President, JARC (2009 - 2020)



AGENCY PROFILE



Founded in 1985, the Jane Addams Resource Corporation (JARC) is a private, not-for-profit workforce development corporation based in Chicago, Illinois. In 2015, JARC launched an affiliate in Baltimore, Maryland.

JARC helps low-income workers, job seekers, and community residents attain financial self-sufficiency through skills training and comprehensive financial support services. JARC's training programs target middle-skills career paths in advanced manufacturing and metal fabricating such as CNC machinist, welder and press brake programmer-operator, and serve a variety of populations.

JARC has two key families of programs:

- The **Careers in Manufacturing Programs** provide job training and placement for unemployed adults, including dislocated workers and job seekers with barriers to employment.
- **Business and Workforce Services** designs and executes customized incumbent worker training for manufacturing companies and their employees.

JARC executes its programs with two models, the **Sector-Based** workforce development strategy leverages a **Center for Working Families** approach that integrates supportive services into the training program design and curricula, including income supports, financial coaching, employment services, and digital literacy. JARC builds stronger communities, companies, and households by providing workers and job seekers with the skills they need to succeed at work and in life.

JARC's dual customer strategy targets middle-skills gaps because they represent an intersection of employer demand and opportunity for workers and job seekers. These occupations offer family-sustaining wages, benefits, and career paths; they are accessible for job seekers with a range of backgrounds and experiences.

JARC is well-positioned within the workforce ecosystem and in national conversations on policy, best practices, and public investment. Our programs have flourished in recent years due to a variety of factors, including favorable economic conditions, effective strategies, and a vital network of committed partners.



STATEMENT OF CURRENT POSITION

SCALING OUR IMPACT

A signature achievement of JARC's Strategic Plan 2015-2017 was the launch of an affiliate, JARC-Baltimore, in 2015 and an elevated national perspective. Other growth measures include:

- The budget for JARC Chicago has grown from \$1.3 million in 2009 to \$3.2 million in 2019.
- Staff size grew from 11 to 35 full-time employees during that same period.
- The Baltimore affiliate represents an additional \$1.2 million in budget and 11 staff.
- JARC replicated its Careers in Manufacturing Programs in the Austin neighborhood on Chicago's west side in 2017.
- The agency improved the diversity of its funding streams and decreased its dependence on government funding from over two-thirds to under one-half of the budget.

These gains reflect the strength and relevance of JARC's programs as well as the favorable context presented by the economic growth of the last decade. Economic recovery and job growth in the manufacturing sector strengthened JARC's industry employer base and drove demand for its job training and worker training programs.

SKILLS GAPS IN MANUFACTURING

In last year's follow-up to their landmark study, Deloitte and The Manufacturing Institute now project that the skills gap in manufacturing will widen significantly from their original 2012 assessment of 600,000 unfilled jobs to 2.4 million unfilled jobs by 2025 (Skills Gap and Future of Work Study, Deloitte and The Manufacturing Institute, 2018). For the past decade, JARC has flourished in an external environment that has prioritized job training for middle-skill jobs and career paths in high-growth sectors like manufacturing. Bipartisan efforts to update and scale the federally invested workforce system began with the passage of the Workforce Innovation and Opportunity Act (WIOA) in 2013. In fact, JARC's innovations in workforce development were cited as a best practice model by the Obama administration in the policy narrative resulting in WIOA.

National manufacturing trends and opportunities are corroborated by studies at the state and regional levels for the Chicago and Baltimore metropolitan regions.

- The Chicago Metro region has the second-largest manufacturing cluster in the United States and ranks first in value-added metal fabricating (*Locating Chicago Manufacturing: The Geography of Production in Metropolitan Chicago*, Center for Urban Economic Development at the University of Illinois-Chicago, 2013). All told, the manufacturing sector posted 61,000 jobs in 2017, fourth across all sectors in the Chicago region resulting in 30,000 hires (*Revitalizing Manufacturing and Expanding Opportunities for Chicago's Black and Latino Communities*, The Century Foundation, 2018).
- The Baltimore Metro region has a much smaller manufacturing cluster with less than 60,000 jobs; however, the concentration of middle-skills jobs in value-added manufacturing is a rich source of good-paying jobs and career paths (*Regional Skills Training Center of Excellence: Report and Recommendations*, Baltimore Mayor's Office of Employment Development, 2014; also, *Analysis of Patterns of Employment by Race in Baltimore City and the Baltimore Metropolitan Area*, Associated Black Charities, 2018).

These local trends in the manufacturing sector are also consistent with larger trends in the U.S. labor force, revealing which reveals a shortage of middle-skill workers across all sectors.

- The National Skills Coalition (NSC) projects that 48% of U.S. job openings in the period 2014-2024 will be middle-skill, as opposed to high (20%) or low-skill (32%). Projected demand at the state level shows middle-skills at 50% of new jobs for Illinois and 42% for Maryland over the same 10-year period; less than 1 in 5 new jobs will be low-skill in either state (*United States' Forgotten Middle*, National Skills Coalition, 2019).
- Moreover, NSC's most recent analysis of U.S. Bureau of Labor Statistics occupational data analysis shows that there are more middle-skilled jobs than there are middle-skilled workers, nationally and in both Illinois and Maryland. In contrast, there is a surplus of workers at the high and low ends, nationally and in both states (*Skills Mismatch Fact Sheets for the U.S., Illinois, and Maryland*, National Skills Coalition, 2020).

IMPACT OF COVID ON MANUFACTURING SECTOR

COVID's impact on the U.S. economy has been immediate and devastating for all sectors, including manufacturing. Unemployment has surged to double digits after a half-decade under 5%. Some of JARC's employer partners have been severely impacted, including company closures, deep layoffs, and hiring freezes. However, most of JARC's industry partners are stabilizing, adopting a lean posture in the current climate, and planning for a return to the longer-term growth trajectory of the last decade.

There can be no doubt that COVID will continue to affect the economy, the labor market, and every other aspect of the manufacturing sector for many years to come. It is clear that workforce development will be focused on recovery and restoring gains that have been erased by the events of 2020.



INTERSECTION OF POVERTY, RACE, AND GENDER

By most indicators, the economy of the past decade was strong. JARC's last two Strategic Plans coincided with the most sustained economic recovery in modern U.S. history. The official unemployment rate fell by more than half – from 10% to 4.8% - between 2010 and 2016 and has hovered at or below 4% for much of the last two years. And yet, one in eight Americans is living in poverty. Gains in employment and job creation have not improved household income and financial security for America's working families.

The poverty rate declined from 12.7% in 2016 to 12.3% in 2017 – only 0.4% improvement (Income and Poverty in the United States, U.S. Census Bureau, 2017). There are several factors at work:

- Wages have not grown in line with the recovery. According to the Brookings Institute, real wages have actually declined for workers in the bottom fifth. They show only modest growth for the third and fourth brackets (Real Wage Growth and Decline, Brookings Institute, cited in U.S. News and World Report, February 12, 2019).
- Unemployment data does not include discouraged workers: adults who ceased looking for employment and therefore have left the labor market.
- Improved numbers for employment and job creation include part-time and temporary jobs that do not typically offer family-sustaining wages and benefits. These factors underscore the need to combine skills training and wealth building. Employment is only one-half of the equation to move the dial on poverty.



Poverty rates also widen by race and gender.

- In 2017, the poverty rate was 8.7% for White/Caucasian, compared to 21.2% for Black/African American and 18.3% for Hispanic. Additionally, the unemployment rates for Black men (6.7%) and women (5.6%) remains more than twice the rates for their white counterparts (3.2% and 3.1%, respectively) (Labor Force Statistics from the Current Population – 4th Quarter 2018, Bureau of Labor Statistics).
- In 2017, the poverty rate was 11.0% for men, compared to 13.6% for women. According to the Institute for Women’s Policy Research (IWPR), women continue to earn around 80% of what men earn (Women’s Median Earnings as a Percent of Men’s, IWPR, 2020).

The continued patterns of disparate outcomes for people of color and women inform the agency’s focus on social inclusion, including racial equity, gender equity, and LGBTQ+ equity.

JARC and its stakeholders are well-positioned and committed to making meaningful progress in this critical work as the agency builds and looks to the future.



STRATEGIC INITIATIVE – SOCIAL INCLUSION

JARC will evaluate our work through the lens of social inclusion. We'll work to ensure our programs, organization, policies, and partnerships are racially, gender, and LGBTQ+ equitable. This will optimize our effectiveness and impact to serve job seekers, households, and communities.

BACKGROUND AND RATIONALE

Systems of oppression and cultural bias impact our graduates at work and life, including career advancement and asset development. Issues of inequality – including = race, gender, and LGBTQ+ identity – are evident at the personal, institutional, and systems levels. JARC's own wage data shows a statistically significant difference in starting hourly wages for white graduates compared to black and brown graduates.

JARC must examine all components of its programs and activities to support more equitable services. This includes on the individual level, examining programmatic shortcomings, and addressing bias within the systems that we work. We are committed to actively and continuously working to dismantle these barriers.

ACTION STEPS

JARC will continue to move away from “universalist” policies and strategies to ones that understand the particular needs of – and prioritize – populations affected by institutional oppression. JARC will also work to identify and break down structural barriers facing our clients.

1. JARC WILL BUILD SOCIAL INCLUSION COMPETENCIES TO HAVE GREATER EQUITY IMPACTS.

Deepen expertise in inclusion and equity.

- Develop a comprehensive, agency-wide curriculum of staff training on topics like diversity, racial equity, unconscious bias, trauma-informed care, anti-stigma, and more.
- Access program design and engage with subject matter experts.
- Seek input and feedback from our clients as part of ongoing quality improvement.
- Develop our understanding of structural systems of oppression and inequality.
- **Internal diversity.** JARC will continue to prioritize diversifying its staff and board to better align with our clients' demographics. This will include examining our internal hiring, retention, and advancement practices.

2. JARC WILL EVALUATE ITS PROGRAMS AND SERVICES THROUGH THE LENS OF SOCIAL INCLUSION.

- **Disaggregated data.** JARC will learn to better disaggregated data to view programmatic outcomes and impacts for specific populations, including people of color and women. JARC will identify key measures and evaluate the efficacy of its programs for these different populations to close gaps and build equity for all its clients.
- **Access.** JARC will be innovative and intentional in its efforts to identify and remove barriers to accessing our programs. This includes targeted outreach, evaluating intake requirements and other activities.
- **Community focus.** We will continue to focus on serving disinvested communities and choose future sites in communities that need our services the most.
- **Collective impact through partnerships.** JARC will continue to participate in coalition efforts to scale equity initiatives in Chicago, Baltimore and nationally.

3. JARC WILL SUPPORT EMPLOYER PARTNERS IN IMPROVING THEIR OWN INCLUSION EFFORTS AND PRIORITIZE INDUSTRY PARTNERSHIPS WITH COMPANIES THAT SHARE OUR EQUITY GOALS AND VALUES.

- **Socially responsible partners.** JARC prioritizes work with businesses that offer our graduates economic stability and are committed to creating inclusive workplaces for their employees.
- **Human Resources.** JARC's Industry Advisory Councils will organize and host HR round tables focusing on social inclusion to help employers improve their internal practices and policies.
- **Best practice resources.** JARC will help its industry partners to identify and resolve cultural bias in their organizations. JARC will help employer partners connect with subject-matter experts who can further advance their equity and inclusion efforts.

For more detail on these Action Steps, see **Addendum.**

SUCCESS MEASURES

We will know we have succeeded in this strategy when:

- Our organization and our work reflect the **diversity** of our clients.
- We meet the needs of our clients in a more **equitable** way.
- Staff can consistently apply an **equity framework** across all elements of our work.
- Employer partners engage in **inclusive** policies and practices.

IMPACT

Neither race, gender, nor LGBTQ+ identity will be predictors of clients' outcomes.



STRATEGIC INITIATIVE – TWO-GENERATION

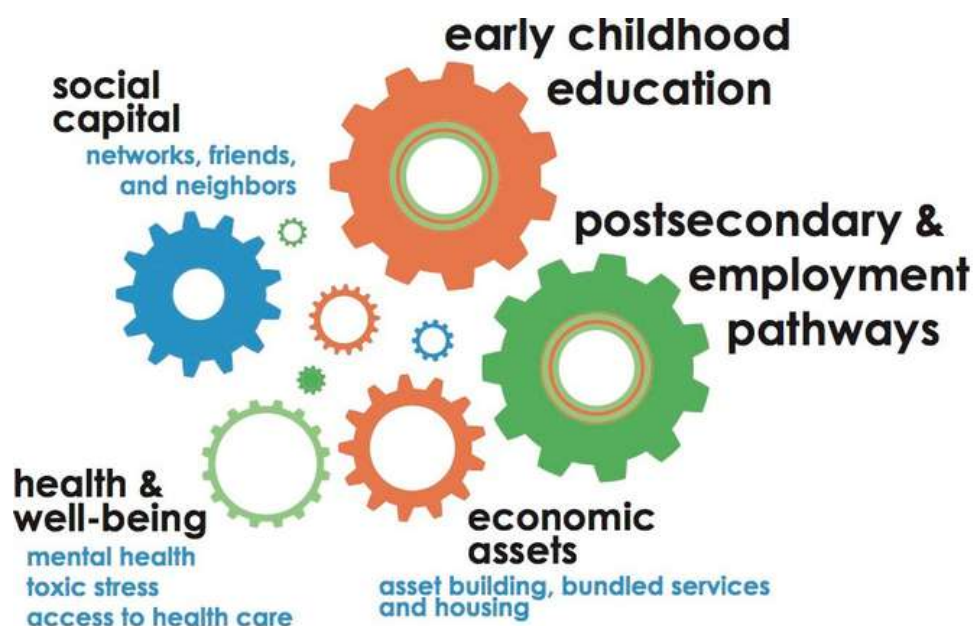
JARC will continue to advance its Two-Generation strategy through internal efforts and external partnerships. Two-Generation strategies help our clients build their careers, achieve their goals and lead to thriving families.

BACKGROUND AND RATIONALE

Through our commitment to gender inclusion in the manufacturing industry, JARC and key partners had developed innovative strategies and resources to support parents in the Careers in Manufacturing Programs. Based on these experiences, JARC implemented a Two Generation approach to strengthen the household's chance of attaining sustainable, generational change. The Two Generation approach was a logical complement to JARC's long-standing implementation of the Center for Working Families model.

JARC has seen first-hand how families' outcomes improve when they have access to high-quality early education for children, supportive networks, bundled services, postsecondary training, and asset building tools. For examples of JARC's previous changes to increase our Two-Gen focus, see [Addendum](#). The recent COVID-19 pandemic's effects on workplaces and childcare have reminded us all of the need for flexibility and recognition of how the realities of life impact work and the workplace.

The Two-Generation Ecosystem:



*What is 2Gen? Ascend at the Aspen Institute. Accessed at <https://ascend.aspeninstitute.org/two-generation/what-is-2gen/>

ACTION STEPS

JARC will view our clients not just as individuals but as part of a family and the larger community. JARC will improve and adapt our services to reflect the dynamic relationship between work and family. JARC will seek to emulate and educate on best practices for our business partners, including the most family-friendly, human-centered practices and reducing unnecessary practices that put work and family at odds.

1. JARC WILL BUILD OUT INTERNAL PROGRAM ACTIVITIES TO MAXIMIZE THEIR RELEVANCE FOR PARENTS.

- **Recruiting.** JARC will be intentional about recruiting specific populations such as mothers, single parents and fathers.
- **Assessments.** We will work from an assets-based position rather than on an individual's weaknesses or challenges.
- **Training.** JARC will consider and implement creative solutions that facilitate students' full participation, recognizing family and personal commitments but not losing the demand-driven simulated workplace with real-world expectations and open-entry/open-exit formats that have long been the hallmarks of our success.

JARC will enhance our soft skills sessions with workshops on topics related to family well-being like childcare, elder care, and custom content for women, single fathers and new parents.

- **Support Networks.** We will foster community among students and alumni through activities such as holiday gatherings, parent-child socials, and network-building opportunities to build their social capital.
- **Retention.** Retention coaching will be in the context of supporting our clients and their families. Services will include more in-depth "checkups" of individual and family well-being, including economic, personal, developmental, health and mental well-being.

2. JARC WILL CONTINUE TO KEEP OUR STRONG FOCUS ON THE THINGS WE DO WELL, WHILE MAXIMIZING THE ADDED VALUE TO OUR CLIENTS BY BUILDING AND STRENGTHENING RELATIONSHIPS WITH STRATEGIC PARTNERS ACROSS OUR COMMUNITIES.

- As we identify client and family needs, we will be intentional about building deep and ongoing relationships with organizations that can best respond to those needs. Some examples of strategic partnerships JARC will pursue for families include legal aid, childcare, child development, housing, domestic violence, youth and community violence, and racial and economic justice.
- We will also share our own informational presentations with partners to ensure their clients have a ready pathway to JARC training programs.

SUCCESS MEASURES

We will know we have succeeded in this strategy when:

- Services for parents and families are woven throughout the program and evaluated continuously.
- All staff will understand how their role impacts clients' families, and all staff will see their role as part of the Two-Generation approach.
- Outcomes for our clients' children (academic, developmental, health, etc.) are demonstrating progress.
- JARC's employers are more family-friendly and cognizant of their employees' needs and responsibilities.

IMPACT

JARC will meet the needs not only of individual clients but also of their families. JARC clients will feel they have been holistically served and assisted in meeting their career, family and personal goals, and that their family's well-being has been important to JARC.



STRATEGIC INITIATIVE –DATA

JARC will build its data capabilities to track longer-term outcomes, better evaluate the impact of our programs, verify best practices, guide planning and decision-making, and share our accomplishments with stakeholders.

BACKGROUND AND RATIONALE

JARC, its investors, and other stakeholders seek quality data on longer-term metrics to assess our program model's efficacy and quantify the social return on investment of our work. JARC maintains robust tracking of performance metrics and analyzes its data to prepare reports to stakeholders, plan activities, and guide process improvements.

However, we must improve JARC's capacity to fully and efficiently gather, use, and present data. Staff spend a great deal of time entering client data into multiple data systems to meet our funders' demands. This is both inefficient and inconsistent as these systems do not align well with one another.

As key components of JARC's efforts to improve its data management, we intend to gather more complete demographic data that better reflects the people we serve and improves our ability to disaggregate our data. Disaggregation will allow the organization to better understand how we perform in "moving the needle" for people of color, women, and individuals who are LGBTQ+. These improvements will also help drive our Social Inclusion strategy.

Disaggregated Data Defined: Outcomes are reported by breaking them out according to different demographic or population groups. For example, job placement percentage is broken out by gender, showing our placement rates for women and our placement rates for men; rather than reporting out a combined placement rate for all participants. Disaggregating performance outcomes by populations helps to examine factors that contribute to their success, plan for the future based on specific needs, and allocate resources in a more equitable manner.

ACTION STEPS

JARC will focus its Data Strategy in four main areas: gathering, using, presenting and sustaining.

The agency will:

1. IMPROVE OUR CAPACITY TO GATHER RELEVANT DATA.

We will improve processes to reduce duplicative data entry, allow for easier disaggregation and perform data audits to ensure accuracy.

2. USE DATA TO SUPPORT AND ENHANCE JARC'S WORK.

JARC will use its data to know more about each client, their unique needs and how best to support them. Our data will drive programmatic and service improvements.

3. IMPROVE JARC'S CAPACITY TO PRESENT COMPELLING DATA TO ALL OF ITS STAKEHOLDERS.

The ability to present compelling information on our work will help fully demonstrate our scope and impact. This will allow us to better advocate for our clients and market the return on investment of our service model.

4. JARC WILL SUSTAIN A DATA-CENTRIC CULTURE THROUGH STAFF TRAINING AND ONGOING PRACTICE.

We will empower all staff and board to be stewards of data, capable of gathering, using and presenting data in support of JARC's mission.

For more detail on these Action Steps, see [Addendum](#).



SUCCESS MEASURES

We will know we have succeeded in this strategy when:

- The organization has developed and maintained a coherent data repository that incorporates content in a consistent, standard manner across our programs and functions.
- Our data supports our Social Inclusion strategy and all program goals by providing data that reflects our client populations and maximizes outcomes for our clients.
- All staff are conversant with our data and able to work within our data systems.
- We can capture longer-term outcomes on our clients that demonstrate their financial stability and growth. We can readily share our story and demonstrate our impact through clear, compelling and comprehensible data reports and visualizations.

IMPACT

We will see tangible improvements in our ability to deliver high quality services for the people we seek to serve as a result to better understanding those populations and our services through use of our data.

STRATEGIC INITIATIVE – POLICY ADVOCACY

JARC will advocate for policies that facilitate and enhance our work. This includes broad, flexible workforce funding focused on sector-based initiatives, access for workers to benefits and social programs, and more inclusive workplaces with equal access to opportunity.



BACKGROUND AND RATIONALE

JARC's programs have flourished in recent years due to the strength and relevance of its workforce strategies, as well as favorable external trends, including gains in public policy, such as WIOA and sector-based strategies and career path programs. However, the current political environment presents a great risk. The national political scene is volatile, polarized and unpredictable. JARC and its allies must be vigilant advocates for WIOA, SNAP, and other vital workforce programs.

JARC will leverage its position as a national leader to advocate on issues of importance to our work, our clients and their families, and the communities we serve. JARC will continue to promote sector strategies as a best practice approach for our public workforce system, and the importance of holistic bundled services. Our state and federal workforce systems must continue to prioritize industry partnerships and training programs that align with middle-skills gaps and career paths in high growth sectors, like manufacturing. Social inclusion will be an overlay that guides the agency's approach to specific policy conversations and choices.

ACTION STEPS

1. JARC WILL DEVELOP AND PROMOTE A POLICY ADVOCACY AGENDA AT FEDERAL AND STATE LEVELS.

- State agenda. JARC will update and customize its agenda to address the reality of state level funding for training programs in Illinois and Maryland. In Illinois, JARC will renew its fight to restore disinvested training programs and continue to champion under-resourced programs in adult education. In Maryland, JARC will continue to advocate for the EARN program as a vital resource for job training and employment programs, incumbent worker training and industry partnership.
- Federal agenda. JARC will work to preserve and scale funding streams for job training, worker training and supportive services, focusing on federal programs such as WIOA and SNAP Employment and Training. Within this broader conversation, JARC will advocate for scaled emphasis on sector and Center for Working Families strategies. JARC will advocate for equitable distribution of federal public programs and funding through the lens of our social inclusion priorities.

For more detail on our Federal and State agendas, see [Addendum](#).

2. JARC WILL ADVOCATE FOR WORKERS, THEIR RIGHTS, AND BENEFITS THAT ALIGN WITH OUR MISSION AND VALUES.

This will be guided by our commitment to equity and include lending our voice to issues of housing, healthcare, childcare, and economic policies that prevent our clients from thriving in their careers. JARC will educate our trainees on key issues related to their own rights as workers, recipients of public benefits, and as citizens and residents.

3. JARC WILL BUILD AND STRENGTHEN ITS RELATIONSHIPS WITH LEADERS IN POLICY ADVOCACY.

We will learn from these organizations and their perspectives, especially those that can build our understanding of communities that have been historically disinvested. We will support them by joining our voice to key advocacy efforts and provide important “on the ground” facts, narratives, and stories that give meaning to their policy positions.

4. JARC WILL USE TOOLS TO EVALUATE THE QUALITY AND EQUITY OF BOTH WORKFORCE OUTCOMES AND OUR EMPLOYER PARTNERS.

This will include evaluating the impacts of our employer partnerships and their diversity practices.

5. JARC WILL EDUCATE OUR STAFF AND EMPLOYER PARTNERS ON POLICY ISSUES THAT IMPACT THEM, THEIR WORKERS AND OUR PROGRAMS.



SUCCESS MEASURES

We will know we have succeeded in this strategy when:

- JARC staff will be knowledgeable and able to promote a coherent position for the organization in our discussions with policymakers, national and regional partners, funders and peer organizations.
- JARC will have measured improvement on our employers' practices around inclusion, diversity, wages, benefits and other hiring and workplace practices.

IMPACT

The public workforce system and its partners continue to prioritize and scale sector strategies and will become more intentional about evaluating and implementing strategies through an equity lens.



Recognition and Gratitude

JARC expresses our heartfelt thanks to all those who participated in our Strategic Planning process. This includes external partners from organizations who participated in interviews to share their expertise and guidance. This effort was led by Consultant Jeff Marcella from Marcella Consulting Corporation and four Working Groups who met from the fall of 2019 through summer of 2020 to form this Strategic Plan.

Social Inclusion Working Group

Lead – Guy Loudon

Staff – Britt Bartholomew, Cat Pumphrey, Elizabeth Odderstol, Emily Peters, JD Lipa, Katherine Sanders, Liz Czarnecki, Wednesday Quansah, Yewande Peters, Regan Brewer Johnson

Board of Directors – Darnell Shields, Linda Dworak, Michael Fisher, Timm Hipp, Sequane Lawrence, Teaera Strum

Associate Board– Briana Eames

Two-Generation Working Group

Lead – Emily Doherty

Staff – Britt Bartholomew, Emily Peters, Ema Mailhot-Beutel

Board of Directors – Chrisie Burke

Associate Board – Jessica Newsome

Data Working Group

Lead – Regan Brewer Johnson

Staff – Alan Caldwell, Britt Bartholomew, Cat Pumphrey, Elizabeth Odderstol, Emily Doherty, Liz Czarnecki, Mallory Zilligen, Patricia Arias

Board of Directors – Andrew Bray, Linda Dworak, Udayan Das

Associate Board – Jessica Newsome, Shantanu Sonparote

Policy Working Group

Lead – Guy Loudon

Staff – Liz Czarnecki, Wednesday, Ema Mailhot-Beutel, Elizabeth Odderstol, John Gleason Teske, Cat Pumphrey, Elaine Carroll, Britt Bartholomew

Board of Directors –McKenzie Garvin, Sequane Lawrence

Addendum to the JARC Strategic Plan 2021-2025

Introduction

Throughout the Strategic Planning process, each of the four subcommittees generated a significant amount of suggestions, action items and context for their recommendations within their initiatives. We are capturing these ideas here so we can revisit them and vet if and how they will be implemented.

Social Inclusion

The social Inclusion team has identified the following set of recommendations for implementation.

• Programs/Services

- Conduct a comprehensive inventory of current efforts to include and serve diverse populations. Evaluate our performance.
- Maintain an ongoing list of issues surrounding diversity, inclusion and discrimination, and how JARC is addressing them.
- Examine JARC's logic model to ensure improved outcomes and impacts for targeted populations. We will consider potential unintended adverse outcomes, and what is missing in our processes that can better support inclusion.
- Gather information and feedback, including surveying, on how JARC is doing at social inclusion.
- Focus on retention and advancement following job placement on the firm side— our retention work has to continue longer than it currently does and be more intensive with the worker, their supervisor, and senior company leadership.
- Re-engage Women in Manufacturing workshops. Organize affinity groups; for example, our Women-focused alumni events were a way for female graduates to network and support each other in the manufacturing sector, and in life.

• Partnership Development

- Deepen partnerships with legal aid organizations such as Cabrini Green Legal Aid and Maryland Legal Aid, recognizing that justice involvement and other legal difficulties disproportionately impact people of color.
- Extend partnerships with experts and thought leaders in areas of social inclusion such as Associated Black Charities, Race Matters Institute, Trans Works, and Women Employed.
- Deepen partnership with Austin Coming Together (ACT), to support workforce development goals in the Austin Quality of Life Plan.
- Continue to participate in the CBO Collaborative. CBOC pulls together leading organizations to focus on driving better equality of outcome for people by race and has a Work-stream that is firm-facing.
- Expand facilitation of Employee Assistance Programs (EAPs) at our employer partners to support workers' challenges. Good examples: The Source (Grand Rapids, MI), Shorebank.

• Policies and Procedures

- Make a list of policies and procedures to be evaluated and reviewed through a social inclusion lens.
- Have external partners like Associated Black Charities and others review our policies.

- Hiring/HR Policies:
 - Develop strategies to reach a more diverse pool of applicants when sending out job postings.
 - Measure statistics on promotions by race, gender, etc.
 - Make sure staff receive equality of professional development opportunities and approvals.

- **Diversity**

- Board of Directors: The JARC Board has made real strides in diversity in recent years and will be 43% people of color at the start of this plan. Diversity and community remain priorities in the board's recruitment plan. The board also adopted term limits as a mechanism to drive diversity and the opportunity to participate.
- Staff: Racial diversity remains a priority in Chicago, with opportunities to improve diversity among the management and front-line staff. This opportunity will involve a long-term and ongoing effort and will be done with sensitivity but determination, as the outward-facing picture of an organization is the most visible and literal evidence of its commitments and priorities.
- Race Equity and Inclusion Group: JARC's Race Equity and Inclusion Committee will be the home for work on this strategy. It will continue actions already in place and work to build a detailed agenda and timeline to work toward the goals of this Strategy.

- **Training and Professional Development**

- The Professional Development Committee will lead work on staff training and related activities with guidance from the Race Equity and Inclusion Committee.
- Continue/Expand:
 - Transgender training
 - Women Employed training/partnerships
 - CURL partnership to disaggregate data and consultation on capturing longer-term outcomes
- New Trainings
 - Continue to build training awareness around issues of intersectionality; JARC trainees often have multiple circumstances which can become the basis for discrimination.
 - Focus training could include unconscious bias, anti-stigma, and trauma-informed care.
 - Disabilities – some disabilities are harder to identify, but we should develop a stronger capacity to help address and serve a broad population.

Two-Generation Strategy

JARC has already taken the following steps to build a comprehensive Two-Generation approach:

- Expanded recruitment activities to reflect the populations we serve.
- Established an Advisory Panel to help us better customize services to support our clients as they address their whole-family needs.
- Enhanced our intake assessments to better consider childcare, child and family health, and other issues that impact clients as they participate in our programs.
- Expanded our income-support activities to help ensure clients have the best economic foundation.
- Expanded partnerships with key organizations with expertise and services for our clients' families.

A Two-Generation approach is more than simply recognizing students' support service needs, but also engaging them in their role as a parent.

- JARC acknowledges the importance of families in our clients' lives and careers.
- JARC commits to better understand our clients' families and networks as they define them, and how we can best support them.
- We strive to be welcoming and inclusive in our language, structures, and services for families.
- JARC is a recognized leader in workforce development and will use this position to more broadly advocate for families.

JARC recognizes that our clients know their skills, abilities, needs and “barriers” to success as well and better than we do. We will create opportunities for clients to advocate for themselves, take ownership of their life planning, and help guide our service strategies. JARC will continue to expand how we engage clients in planning and learn from them as we work to support them. Some methods may include:

- Including clients on the JARC Board and/or Associate Board to ensure representation at the highest levels.
- Implementing more ad-hoc focus groups and surveys to gain client and graduate input and guidance for program strategies, services, and activities.
- Enhancing assessment and ongoing case management dialogue with our clients to help ensure that students can be fully present to participate and learn in class/activities and that barriers/challenges that arise can be addressed organically and relationally, rather than transactional.

The Two-Generation Strategy Group has identified the following set of additional recommendations for implementation.

- Expand legal aid and legal assistance partnerships to include specialized assistance with child support, custody and family law issues.
- Strengthen partnerships related to childcare, including relationships for childcare subsidies, and support clients who are not eligible for subsidies.
- Enhance child development partnerships to support clients facing developmental, educational, mental health, and related issues with their children.
- Build strong, supported housing partnerships, understanding that complex family housing needs require a broad array of housing partnerships.
- Take on a more vital role to expand partnerships on issues of domestic violence, youth and community violence, and racial and economic justice that impact families.
- Expand on “Strengths and Barriers” assessment and add more custom questions on children, their health and welfare, their educational situation (especially considering disabilities, learning disabilities, discipline challenges, etc.) as these impact the whole family. Build on the “Ages and Stages” model.
- Friday Soft Skill classes: Integrate family topics. Some topics might include:
 - How training and future job will affect the student’s household
 - Childcare/eldercare and planning
 - Custom content for women as supported by Women Employed and beyond, including:
 - Handling the challenges of the culture in a manufacturing environment. AND, for men, how to be allies in such an environment.
 - Additional content for some things female students have acknowledged struggling with (recent example, physical training for some demanding jobs)
- Staffing and Role considerations:
 - Address/include additional family members in coaching role and services and in all regular case management and retention check-ins
 - Expand mental health training and referrals
 - Stipends for parent ambassadors who would be on a regular alumni panel talking to current trainees on Fridays; attend recruiting events as possible for program coordinators
 - Ongoing and intensive training for all current and new staff on Two Gen best practices, coaching, etc. (building on current professional development already in house)
- Intake, Forms (as part of the work planned under Social Inclusion to audit our own documents). Make changes that reduce limiting definitions of family and allow clients to think of their entire support network and all who they support.
 - “Who are the people inside and outside your household that you depend on and that depend on you?” – This helps recognize the many definitions of family but also gets at social capital and building, and recognizes clients’ whole networks.
 - “Who do you define as family?” and “Family as defined by the trainee” where possible, in addition to eligibility-based Federal-program definitions.

- Retention and Alumni Networking: Consider methods, social media, methods to help the community stay in touch over time, particularly cohorts from any given period of time, those with other commonalities.
- What Partnerships are needed:
 - What entities? Legal:
 - Cabrini Green Legal Aid (CGLA)
 - Lutheran Social Services
 - Legal Aid Chicago
 - Coordinated Advice and Referral for Legal Services (CARPLS)
 - The Justice Entrepreneurs Project
 - Illinois Bar Foundation Lawyer Referral Service
 - Westside Justice Center
 - What entities? Childcare
 - IL Action for Children
 - Need to find other options, especially for clients who are not eligible for the subsidized through IL Action for Children.
 - What entities: Housing
 - Coordinated entry point to help navigate the process. This exists now for housing city-wide and has list of updated housing options.
 - Breakthrough Urban Ministries
 - Northside Housing – Good housing counseling. They have in-house assessment through the coordinated entry point process.
 - YWCA in Evanston
 - What entities? Other
 - Food pantries and other poverty services
 - Domestic violence services organizations
 - Eldercare support
 - Child Development -
 - Voices for Illinois Children
 - Intern from Adler
 - Erickson Institute

Data

As a non-profit service provider and recipient of public and private funds, JARC acknowledges the importance of maintaining high quality data and producing reports that accurately reflect our programs' efficacy. It is the responsibility of all JARC staff and board members to ensure we are faithful stewards of our data. JARC will empower all staff and board to work with data and use it to contribute to the initiatives outlined in this plan.

Key activities will be launched and developed over time, but will include establishing and maintaining a working group to continue to improve data processes. We will clarify staff roles in JARC's data management process and develop internal training; and establishing a process to assess the quality of the systems we use and the data we collect.

JARC's Data Strategy will be led by the Data Implementation Group (DIG), which has already been formed. This group, made up of staff who most regularly work with JARC's data and board and associate board members with a particular interest and capacity in data and information technology, will be the institutional home for work outlined in JARC's Data Initiative and for further development of the Data Strategy.

Key Actions and Tasks

1. JARC will improve and enhance its Dashboard to include data related to all of the organization's goals, with a particular focus on tracking racial, gender, and other demographics to drive our Social Inclusion initiative.

We will also pursue the development of organizing a "Data Pond" or "Data Warehouse" – a coherent home for all JARC data that is well-organized, and accessible.

The Dashboard and our Data Warehouse will be:

- Comprehensive and organization-wide as well as detailed about each program or funder's expectations.
- Regularly updated to reflect the most current accomplishments in near-real-time.
- Long-term, to show the complete picture of our work over time, recognizing in particular that a given student's time with JARC may be measured in multiple years.
- Available and customized to all relevant platforms, including the JARC website, grant proposals, reports to funders.

2. The Data Implementation Group will have ongoing responsibility for:

- Coordinating data entry and data management across our multiple databases.
- Facilitating "Data Days" or other regular gatherings for staff to work on data quality and data entry activities to improve data completion but also to provide a positive, focused space for data work and build a "data-centric" and "data appreciative" culture for the organization.
- Ongoing staff training and skill development activities, including formal training sessions and informal mentoring and technical assistance to all JARC staff.
- Being the home for identifying new data needs, data elements, uses and methods for collecting information and reporting on our programs, in conjunction with the Marketing/Communications team.

3. The DIG will pursue the following in its initial phase:

- Develop internal trainings and a curriculum/calendar to provide a primer for all staff, as well as ongoing cross-training and group learning activities to continue to improve and learn from experts.
- Develop a regular process to periodically assess the quality of the systems we use and the data we collect.
- Work to build processes, so frontline staff sees the end-story and the importance of the data they're collecting.
- Identify tangible methods to empower staff to make the data useful for their roles and be effective storytellers for JARC.
- Consider implementing a Stability Matrix (see examples from CGLA and Arizona Self-Sufficiency Matrix) leveraging our existing Skills and Barriers Assessment
 - There is potential to use this model as part of an "exit interview" or as a retention tool to examine post-program gains

Policy Advocacy

Public policy areas of interest for JARC include:

- **WIOA (Federal, US DOL)**
 - a. Scale, or at least maintain, level funding for WIOA – the lifeblood of job training and employment programs.
 - b. WIOA should continue to prioritize Sector Strategies and middle-skills training and career paths; it should continue to elevate industry partnerships and best practices, including bridge programming and industry credentials.

c. WIOA should stop prioritizing dislocated workers (1D) at the expense of low-income job seekers with barriers (“Adult” or 1A) in a 50-50 approach when there is low unemployment; this practice is the opposite of racial / gender equity and is the type of systemic barrier that continues to under-serve our clients.

d. WIOA and all Federal programs should dedicate increased funding to supportive services that help reduce barriers to work, stability and economic success for families. Funding should be flexible enough to address a broad array of barrier reduction activities (including not merely traditional expenses like childcare and transportation, but also housing costs, legal expenses, etc.

- **SNAP (Federal, USDA)**

a. Study, expose and combat the effects of the benefits cliff – low-income job seekers, typically female, lose more in public benefits than they gain in wages in a new job.

b. ABAWD Policy weaponizes family food and nutrition to force adults into training and employment programs, to everyone’s detriment – the job seeker, the family, the employer and the workforce system

c. Moreover, programs are underfunded and not to scale; requiring all ABAWDS to enroll in training would exceed workforce systems’ capacity by 3000% - flooding it with people who may or may not be interested in and ready for training.

- **DCEO, DHS, SOS (State of Illinois)**

a. JARC will reinvigorate past efforts and coalitions involving industry partners, community partners and policy leaders to reverse the systematic disinvestment of competitive grant programs at the state of Illinois, including ETIP, JTED and EOG. JARC will broaden its state agenda to actively defend literacy and nutrition programs that are vital to our most vulnerable community residents.

b. As noted in the Federal policy, in light of the inequalities in our society and in social program access, with the WIOA Formula yet another barrier to inclusion that un-equally serves people of color, the State should fully utilize its flexibility to transfer funds from the Dislocated Worker to the Adult funding stream to more equitably target services where they are most needed.

- **DLLR (State of Maryland)**

a. The EARN program at Maryland DLLR is a national model and is well-funded; however, JARC and its allies, must continue an advocacy focus on supportive services and barrier removal for issues that affect our communities and our trainees. This includes expungement, drug addiction, homelessness, childcare, transportation and many others. JARC will not always be the “expert” in each of these conversations, but it needs to be present.

b. Same item on State fund transfer flexibility as above in Illinois.

Additional Policy Advocacy activities may involve:

- Expansion of workers’ rights for healthcare, flexible work schedules, parental leave, virtual work / healthy workplaces, paid family leave, etc.
- Eliminating punitive laws and legal barriers to work such as the License to Work Act and supporting expungements.
- Standing with LGBTQ+ communities and populations who struggle for access and equal treatment in workforce and economic policy and in the workplace.
- Tracking our involvement as policy leaders and advocates by measuring specific policy activity. This includes letters sent to elected officials and policymakers, references to JARC in key media, and instances when JARC testifies in public meetings. It also includes the level to which policy organizations seek our input and involvement in their work. These should increase annually and over the life of this Plan.
- Testing out new methods and initiatives in pilot programs. This is linked to our policy work, as our new initiatives are part of our role as a thought leaders and innovators.