



Jane Addams Resource Corporation

The Jane Addams Resource Corporation (JARC), a well-established job-training program, implemented the Center for Working Families (CWF) framework in Chicago in 2005¹ and in Baltimore in 2015.

Populations Served

CWF services are provided to enrollees in JARC's Careers in Manufacturing Program (CMP), nearly all of whom are low to moderate income.

When JARC Chicago implemented the CWF framework, the organization sought to provide integrated services to a broad group of clients. In 2009–2010, however, after a strategic planning process, JARC concluded that the organization should concentrate its resources on its strengths and on the services that seemed most effective in helping individuals move toward careers and build assets. JARC refined its services, focusing on employment opportunities in the manufacturing sector and holistic CWF support. The CMP and CWF services continued to function within the organization as separate but complementary activities. Then, as part of JARC's 2014–2015 strategic plan — which called for increased alignment between the respective efforts — the CWF services were fully integrated within the CMP.

At the time of the Great Recession, unemployed workers and immigrants made up a substantial portion of the enrollees in JARC's manufacturing training programs. With improvements in the economy, however, JARC's clientele shifted to include more individuals who were returning from incarceration or dealing with issues such as substance abuse, mental health concerns, trauma and housing instability.

Service Delivery Methods

At JARC's two locations in Chicago, program staff directly provide all three core CWF service strands — employment, income support and financial coaching. In Baltimore, JARC staff provide the employment and financial coaching services, but a separate agency has been contracted to provide

onsite public benefits screening and income support counseling to JARC's enrollees on a weekly basis.

JARC believes it is crucial that CWF employment counseling and financial coaching services are provided by the same organization and that its program sites benefit from being "small shops" where program staff work close to one another and interact frequently.

In addition to the core CWF service areas, the JARC program sites have partnerships with other agencies that provide legal services and social work services to JARC enrollees.

JARC clients first meet with a counselor who conducts an employment services and barriers assessment. The clients are then referred to income-support counselors and financial coaches who customize and sequence services based on that individual's needs.

To maintain active status in the JARC training programs, enrollees must participate in at least one meeting with each type of coach. JARC seeks to maximize the percentage of those who receive counseling in all three service areas within their first 30 days. The organization also encourages enrollees to have multiple meetings with their employment counselor and their financial coach, enabling staff to support their longer-term goals. In 2018, 97% of JARC enrollees were receiving bundled services.

Lessons and Adaptations

In addition to embedding the CWF services within its workforce development platform, JARC's service refinements and special program features include the following:

- Improving enrollee engagement by beginning the sequence of service strands with employment counseling and a barriers assessment. (JARC had previously started with financial coaching.) Financial coaching now emphasizes building relationships with enrollees and having them identify their financial aspirations and goals before delving into their personal finances.
- Ensuring job training programs have an open enrollment and open exit policy, which encourages the organization's training graduates to return for additional vocational certifications and services. JARC also provides continuing support services following job placement.
- As a supplement to individual counseling at program sites, offering weekly group trainings on digital literacy and financial education (part of JARC's efforts to weave financial education into its job training programs).
- Increasingly applying a two-generation approach to serve whole families by providing an additional set of resources for parent-enrollees and their children.
- In 2008, as part of its employment services, developing an interim manufacturing program for individuals not yet ready for the organization's advanced training programs. These classes, taught by a team of manufacturing industry experts and adult education practitioners, are designed to expedite trainees' readiness to move into JARC's advanced training courses within an average of six weeks.

- In 2018, establishing an asset-building and career developer staff position for its two Chicago program sites. This staffer visits manufacturing companies that have hired JARC graduates, providing continuing support to promote longer-term outcomes.
- Holding alumni events for training graduates and encourages alumni to share their experience and knowledge with current enrollees through presentations and volunteer mentorship.

Performance Metrics

For each of its enrollees, JARC tracks the following metrics for up to three years (if possible):

- **Employment-related measures:** industry certifications received, training programs completed, job placements, job retention and wages
- **Financial-related measures:** credit score increases (enrollees' credit reports are pulled every six months), net income increases, net worth increases, "bundling" rate (receipt of services across all three strands) and number of coaching sessions attended

On average, 91 percent of individuals who complete JARC's training programs go on to be placed in a job. Once employed, those who work with a financial coach are more likely to make financial gains than those who do not. For example, the average credit-score increase for 2017 graduates who worked with a coach after placement was 56 points.

Expansion Efforts

One of the priorities of JARC's most recent strategic plan is to take the organization's efforts to greater scale. JARC is pursuing that goal in large part through geographic replication, including opening additional JARC program sites and assisting other organizations in Chicago, New York and Houston to design and implement their own integrated workforce development and holistic supportive services programs.

In addition, JARC has sought to have a voice in public policy discussions, highlighting its best practices as models for policymakers to incorporate in system change. JARC believes the strong results of its integrated services approach helped to influence the design of the federal Workforce Innovation and Opportunity Act (WIOA) legislation. In particular, JARC points to WIOA's emphasis on employer-driven and industry-relevant training for middle-skill career paths and to the inclusion of financial coaching as an eligible WIOA service.

JARC also has actively engaged funders to break down funding-stream silos, stressing the alignment and integration of its sector model and the CWF model and asking them to support those efforts as a whole, rather than just funding one side or the other.

¹ JARC's Chicago CWF programs are part of the LISC Financial Opportunity Center national network.