



WHERE WE'RE HEADED

Strategic Plan 2024-2026



MEETING THIS MOMENT

We've come to a critical inflection point for our region. Massachusetts is facing the tightest job market in fifty years and the lowest unemployment rate since the 1970s, with growing demand for new workers to enter and remain in the workforce. At the same time, new investments and policies in the life sciences, health services, and clean energy industries promise to transform Boston's employment landscape.

JVS is uniquely positioned to scale and accelerate the professional success and economic well-being of underserved communities through this unprecedented convergence of market need and opportunity.

The Work Ahead—the most successful fundraising campaign in our organization's history—enabled us to scale up our services to an unprecedented degree. We have identified new priorities for growing the potential of the region's workforce by accelerating our unique model and deepening the partnerships that make our work possible. Our decades of experience in every economic climate have prepared us to identify where the needs of workers and employers intersect—and to develop solutions that produce lasting change.

THERE'S NO TIME LIKE THE FUTURE

Through our strategic planning process, we outlined a vision of Boston's employment landscape in 2026 and developed goals that will help JVS and our partners make that vision a reality. In our vision, the region's previously untapped workers will secure high-quality jobs that allow them to sustain their families and communities. Local employers will thrive thanks to tools and strategies that support, retain, and empower their workers.

By 2027:

- **Workers with unrealized potential across Eastern Massachusetts will have greater access to high-quality entry-level jobs.** Through partnerships that provide training in life sciences, clean energy, and health services, JVS will be a leader in connecting candidates to quality jobs.
- **Forward-thinking employers across sectors will regularly rely on JVS to help support and retain workers by increasing job quality.** Our coalition of employer partners will serve as both advocates and beneficiaries of JVS's proven models of workforce development.

- **Job seekers will continue to turn to JVS as their one-stop shop for maximizing their economic potential.** From English language acquisition and access to credentials and licensure, to job training and skill building we provide essential services that help advance workers regardless of immigration status and at every level of education and language proficiency.
- **Communities across Greater Boston will benefit from trusted partnerships with JVS.** Increased earnings allow residents to revitalize their local economy and build generational wealth.
- **JVS will be a regional and national thought leader for workforce development.** Our coaching model will serve as a best practice for supporting job seekers facing the greatest barriers to achieve their goals.

STRATEGIC PRIORITIES

The five pillars of our 2024-2026 Strategic Plan provide a road map for JVS to evolve the employment landscape. By focusing on these five priorities, JVS will achieve our 2026 vision for workers and employers.

1 Elevating Our Distinctive Coaching Model

JVS's distinctive coaching model supports workers who face the greatest barriers to advancement. We work closely with job seekers to help them identify their personal and career goals and provide longitudinal coaching and skills training to help place them in promising entry-level roles and launch rewarding careers.

A former therapist for children who were victims of abuse, **Angela** arrived in Boston as a refugee from El Salvador in 2017. She took English language classes with JVS, and her personal career coach helped her determine that although she had begun the nurse's aide training program, she still felt called to work with children. She enrolled in JVS's early childhood education training program, and now works as a teacher for two- and three-year-old children.



2 Targeting Barriers to Employment

There are 400,000 unemployed or underemployed Massachusetts residents with vast untapped potential. We've tailored our approach to create opportunities for the groups with the greatest barriers to employment, which include workers of color, foreign born workers, older workers, young adults, caregivers, justice-involved individuals, and individuals with disabilities. Through coaching and training, combined with wraparound services to remove barriers, job seekers will secure quality employment, allowing them to build income, create stability, gain experience, and over time, advance in their careers.

Vernee had been unemployed for six years and experienced homelessness before coming to JVS. Her career coach helped her enroll in MassHire Downtown Boston's Carpentry Apprenticeship Program, which led to a job as a carpenter and eventually as a painter. She received a housing subsidy and lives in a new apartment with her children while she uses JVS's financial coaching to save for a house of her own.



Focusing on High-Growth Sectors and Quality Jobs

When workers secure jobs that match their skills and provide ample opportunity for advancement, everybody wins. JVS is committed to expanding our partnerships with employers in rapidly growing sectors, including in locations outside of Boston with high concentrations of jobs and workers. By focusing on strong pipelines and high-quality jobs with career potential, we can more effectively build a system that benefits everyone and creates lasting change.



*In 2010, **Mojgan** and her 12-year-old son made the difficult journey from Iran to the United States, where she learned English through JVS. She later returned to complete our nurse's aide program, which enabled her to secure a job at Beth Israel Deaconess Hospital-Needham. Thanks to support for her ongoing education, Mojgan still works as a CNA at the hospital and has enrolled at Lasell University with plans to become a certified surgical technician.*

Growing Education and Training Partnerships

Building intentional and strategic relationships with like-minded education and training partners will create even greater opportunities for our clients to advance along their career pathway. Through initiatives like ArLab—our groundbreaking healthcare and biotechnology career institute in partnership with Quincy College—job seekers can receive the necessary training to secure promising entry-level jobs in high-demand industries, and workers can take advantage of continuing education opportunities to advance their careers over time.

*A certified blood lab technician back in Afghanistan, **Amine** knew he would need additional education to continue working in healthcare after he immigrated to the United States in 2021. He enrolled in JVS's biotechnology pathway, which gave him the skills and expertise to transition to college and secure a job that matched his experience. He now works as a technician at MilliporeSigma while continuing his education at Quincy College.*



Advocating for Change

Truly transformative, generational change begins with an individual—but it can't end there. As our job seekers transform their lives through economic advancement, we recognize the systemic challenges that impact families, communities, and the workforce. We will expand our advocacy for funding and public policy changes that will benefit this and all future generations by focusing on access to training and credentials, improvements in service models and job quality, and policies that help sustain families over time.



←..... **Steven** was referred to JVS's Access to Recovery program after overcoming many years of addiction. He then enrolled in our Substance Addiction Pathway, which allowed him to seamlessly transition to Quincy College and work toward becoming a Substance Addiction Assistant. He has secured a position managing a halfway home and is committed to continuing his education so he can give back to people struggling with addiction as he once did.

THE JVS WAY

More than a decade of innovation has resulted in a scalable, comprehensive model for matching workers with untapped potential to high-quality jobs that set them up for success—what we call The JVS Way. Our 2024-2026 strategic plan will grow, accelerate, and expand this model to meet the urgency of this singular moment. In doing so, we will transform the employment landscape in Eastern Massachusetts and shape a brighter future for individuals, families, and communities.

I'm really excited about this moment and where JVS is heading. We have the potential to make a real impact on people's lives. It's crucial that we're intentional about understanding how every person can thrive in our labor market, while also meeting the needs of previously "untapped workers." At the same time, we will identify high-quality job opportunities by partnering with employers in growing sectors and educational institutions with established expertise. The JVS community will continue to advocate for policy and systems changes that will improve financial stability for the people we serve. Together, we can accomplish our goals and change lives for the better.

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