

GIVING VOICE,
SHARING STORIES,
SPEAKING OUT



2013 Annual Report



CJC Board of Directors FY 2013:

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Emeritus:

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CJC Staff FY 2013:

Angela M. Bailey, Policy Associate
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Etta Davis, Operations Manager
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Ellen Johnson, Director of the Frontline Focus Training Institute
Jennifer Keeling, Director of Policy
America Lewis, Administrative Assistant
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Crispina Ojeda Simmons, Policy Associate
Greg Shirbroun, Research Associate
Steve Simmons, Senior Policy Associate
Carrie Thomas, Associate Director
Megan Winzeler, Director of Administration
Robert E. Wordlaw, Executive Director

FY 2013 Financial Support:

Alphawood Foundation
Bank of America
Chicago Tribune Charities – Holiday Campaign,
a fund of the McCormick Foundation
Field Foundation of Illinois
Grand Victoria Foundation
Harris Bank
Joyce Foundation
JPMorgan Chase Foundation
Lloyd A. Fry Foundation
Open Society Foundations
Polk Bros. Foundation
Searle Funds at The Chicago Community Trust
TJX Foundation
The UPS Foundation
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Dear Colleagues:

CJC believes that with sufficient resources, political leadership, and employer engagement our workforce development system can respond more effectively to moving unemployed low-skilled workers into an ever changing labor market. With the support of many, CJC has been able to continue its advocacy on behalf of under and unemployed low-income job seekers. CJC has given them a voice, shared their stories, and spoken out on their behalf at places where decisions are being made by policymakers and administrators. These decisions directly impact the ability of disadvantaged workers to move into the labor market and onto career paths that lead to financial and family stability.

At the City level, efforts by the City Colleges of Chicago to partner with local community-based organizations to provide adult education and occupational bridge programs to low-skilled residents with barriers to employment are a major step forward. The Chicago Cook Workforce Partnership has maintained a commitment to supporting a community-based affiliate system. Through this system The Partnership can maximize its resources and ensure the implementation of effective job training and placement programs, including bridge programs, that meet the needs of low-skilled job seekers. The Chicago Department of Family and Support Services continues to demonstrate a strong commitment to investing in workforce services targeted to the most disadvantaged job seekers with a special focus on individuals with criminal records, individuals with limited English proficiency, and individuals who are experiencing homelessness. All of these efforts are crucial to moving low-income, low-skilled individuals into the labor market and helping them advance along career pathways. Yet there is still much work to do, as evidenced by the high unemployment rates in our low-income communities.

Significant gains at the state level involve the restoration of funding for the Job Training and Economic Development program and Economic Opportunity Grant Program. However, until the state can solve its pension problems and overall budget deficit, the challenges of protecting further cuts to human services remain foremost.

At the federal level any significant legislation aimed at having a meaningful impact on workforce development has been lost in partisan politics.

In spite of all the barriers and obstacles confronting local community-based employment and training providers, they continue to strive to provide quality workforce development services to all who walk through their doors. The value that community based organizations and other employment providers offer to the residents of Illinois cannot be measured in placements only. The work that these organizations are doing is helping to change lives and communities. Thanks for your steadfast commitment in these challenging times!

Again, thanks to all of you for your continuous and unwavering support of CJC!

Sincerely,



Robert E. Wordlaw
Executive Director



GIVING VOICE

...to the experience of low-income job seekers

Launching a Collective Voice in Springfield

Thirty community stakeholders gathered at Lincoln Land Community College in Springfield on April 30, 2013 to officially launch the newly formed *Springfield Jobs Council (SJC)*. *SJC* is modeled after CJC's Workforce Development Working Group and was the result of an [Illinois Works for the Future](#) community meeting. *SJC* will advocate for low-income job seekers, serve as a vehicle for increased communication and collaboration between stakeholders, and work on projects that address workforce and economic development barriers. *SJC* joins a statewide network of active jobs councils that exist in Rockford, Aurora, Decatur, Chicago, and DuPage County.

Workforce Providers Express Concerns about CTA's Ventra Implementation

The Chicago Transit Authority's (CTA) transition to the new Ventra payment system raised many questions from workforce providers due to the potential impact of its associated fees on low-income riders. Provider organizations were concerned that Ventra fees would make it difficult for them to provide transportation to job seekers. In order to raise the profile of these challenges with policymakers, CJC staff testified at an Illinois House of Representatives hearing and had a [letter to the editor](#) published in the *Chicago Tribune*. As a result, CJC met with representatives from the CTA, the Department of Family and Support Services, and the Chicago Housing Authority in order



to learn more about Ventra implementation and share provider concerns. Subsequently, CJC convened a meeting for CTA to hear directly from workforce providers and their specific concerns about how new Ventra fees and policies could interfere with their ability to help jobseekers with transportation assistance.

Advocating to Improve Employment Opportunities for Ex-offenders

With advocacy partners from across the state, CJC has sought improvements to state laws that allow the sealing of criminal records. In 2013, House Bill 3061 sponsored by Representative LaShawn Ford (D-Chicago) passed with bi-partisan support and was signed by Governor Pat Quinn. The final version of the bill allows a person to petition the court to order the sealing of selected Class 3 and Class 4 felony conviction records. CJC was also active in promoting the elimination of questions regarding criminal records on initial applications for public employment at the state and local level. “Ban the box” policies are in the process of being adopted by the Illinois Central Management Services and by the Chicago Transit Authority.



Supporting Low-Income, Non-Custodial Fathers

CJC continued to lend support and acted as the fiscal agency for the Fathers, Families and Healthy Communities (FFHC) demonstration project. A collaborative effort amongst social service and community development agencies, researchers and academics, and public policy experts, *FFHC* improves the opportunities and outcomes for children of low-income non-custodial African American fathers by enhancing these fathers’ engagement with their families. Through employment and training opportunities, supportive services, peer-to-peer support, and legal assistance *FFHC* is working to remove barriers to fathers fulfilling their responsibilities to support and care for their children and families.



Collaborating to Restore Training Funds

CJC and workforce providers joined together and led advocacy to restore state funding to the Job Training and Economic Development (JTED) program. \$9 million in funding was restored to the Department of Commerce and Economic Opportunity's (DCEO) line item in the state. The success of the advocacy was the result of training providers and their employer partners' year-long campaign to educate legislators about the consequences of eliminating DCEO's funding for training, including JTED.

SHARING STORIES

...from workforce stakeholders' experiences

CJC's Forum for Workforce Stakeholders

In 2013 CJC's [monthly working group](#) meetings gave stakeholders an opportunity to discuss local workforce policy and program changes with representatives from the Chicago Cook Workforce Partnership, the Chicagoland Workforce Funders Alliance, the Office of Federal Contract Compliance Programs, and Skills for Chicagoland's Future. In addition, CJC organized presentations on a wide range of topics: best practices in manufacturing workforce training, the Community Anti Violence and Restoration Effort (CARE) Program, supportive services for individuals living with HIV/AIDS, the City of Chicago's Plan to End Homelessness employment strategy, the City College of Chicago's Career Bridge Programs, as well as advocacy campaigns to improve services for ex-offenders and increase the minimum wage in Illinois. Monthly meetings engage a wide

range of practitioners and advocates from across the Chicago region and highlight the work of workforce organizations that serve low-income jobseekers.



Improving Workforce and Economic Development across Illinois

CJC actively supported jobs councils across Illinois in their efforts to improve workforce and economic development in their communities. Members of the *Rockford Jobs Council (RJC)* advocated for local policy changes to a newly developed WIA Youth request for proposals released by the Boone and Winnebago Counties Workforce Investment Board. The *Aurora Area Jobs Council (AAJC)*, *RJC*, the *Decatur Jobs Council (DJC)*, and Springfield community organizations sponsored community meetings to feature bridge programs as a best practice for serving low-income job seekers. Following the *AAJC* community meeting on bridge programs, the River Valley Workforce Investment Board decided to use WIA funding to support a bridge program at Elgin Community College. *DJC* also partnered with CJC's *Frontline Focus Training Institute (FFTI)* to host the first *FFTI* training in Decatur, Employment Law and Workplace Rights. The course brought together many organizations from Decatur and Springfield. The *West Suburban Jobs Council* continues to actively engage community organizations, employers and elected officials including hosting a forum with human resources representatives from DuPage County companies and writing a quarterly advocacy letter to their elected officials asking them to support workforce development programs and legislation.

Investing in Frontline Workforce Professionals

The *Frontline Focus Training Institute (FFTI)*'s professional development trainings continued to be the “go to” capacity building for workforce organizations across the region. This year also saw an increase in the use of various marketing tools, one of which highlighted notable figures and statistics on *FFTI* for 2013:



This year marked the third year of the [Frontline Workforce Association \(FWA\)](#) and its free continuing education and networking workshops. Led by a new steering committee of Frontline Focus alumni, *FWA* hosted several workshops including: “pastries with your peers” networking meeting, how to deal with difficult clients, and how to build trust with clients. Over 100 individuals from 59 organizations throughout the Chicago regions attended workshops, of which 60 percent were new to Frontline Focus.



Providing Information for the Workforce Development Field

CJC’s online [Workforce Information and Resource Exchange \(WIRE\)](#) made a successful transition to a new website designed to enhance the user experience. Web-traffic analysis indicated that since the transition there’s been an increase of 100 visits per month. The number of organizations on the *WIRE*’s Provider Directory and publications on the *WIRE*’s Publications Catalog also increased and additions were made to state, city, and neighborhood level unemployment and poverty rates. The *WIRE* continues to provide a range of up-to-date budget and grantee information about publicly-funded workforce programs, including Workforce Investment Act and the Community Development Block Grant program funding.

Collaborating on Chicago's South Lakefront Communities

Lending support to the [741 Collaborative](#) remained an integral part of CJC's work in 2013. The Collaborative's Employer Services Group convened job developers on a regular basis to coordinate outreach efforts culminating in the first 741 hiring fair. This fair was attended by 34 employer representatives and 150 pre-screened clients and resulted in more than 20 hires with all employer partners showing interest in future 741 events. A second hiring fair hosted 36 employer representatives and 142 clients. The group plans to continue having two hiring fairs per year to continue to connect employers to the residents of Chicago's North Kenwood, Oakland, Douglas, and Grand Boulevard communities.



SPEAKING OUT

...for workforce policies that support low-income job seekers

Protecting Federal Workforce Investments

2013 began with continuous threats of automatic spending cuts (also known as sequestration) to federal programs that support workforce development services. Many of CJC's member organizations were negatively impacted by federal spending cuts, which in turn affected many low-income residents in communities across Illinois. CJC worked with its

members and supporters to ensure that their voices were heard on the impact such cuts would have on communities across Illinois, including a published [letter to the editor](#) in the *Chicago Tribune*. CJC also joined organizations across the country to protect federal funding for workforce programs and other services for low-income job seekers and their families through the National Skills Coalition's [Save Our Skills](#) campaign. Leading outreach to the offices of Senator Dick Durban (D-Illinois) and former Representative Judy Biggert (R-Illinois), CJC staff made three short videos showcasing community members in [Aurora](#), [Rockford](#), and [DuPage County](#), Illinois speaking out against cuts to workforce funding. Members and supporters used our 2013 Spring Member Meeting as an opportunity to speak out on wide range of topics including the negative impact of cuts to workforce programs. Meeting participants had the option to communicate their messages either by signing onto letters to Illinois congressional members, drafting letters to the editor, having their photo taken for social media (as part of the [#AmericaBelieves](#) & [#TalkPoverty](#) online campaigns), or going on video to say a short message to Congress that was targeted to them via social media.



Securing Skills Training Resources

CJC's [Illinois Works for the Future](#) campaign convinced the Illinois Legislature to create the [21st Century Workforce Development Fund](#) in order to secure new resources for skills training for individuals in underserved communities and to

fill demand for skilled workers in growing business sectors. In 2013 final appointments were made to its Advisory Committee by Governor Pat Quinn, and DCEO Assistant Director Dan Seals and CJC Associate Director Carrie Thomas were named as co-chairs of the committee. The Advisory Committee includes state officials, legislators, and workforce development specialists from across the state and is tasked with supporting the development of workforce strategies that will contribute to Illinois economic growth.

Advocating for Low-Skilled Adults

By 2020, 67 percent of Illinois jobs will require a college degree or certificate, yet three million Illinois adults don't have education beyond high school. To address this gap, CJC and Women Employed launched the [Pathways to Careers Network](#), an initiative to increase college and career success for adult learners with low basic skills. Building on innovation across Illinois, the initiative networks with workforce providers, community colleges, adult educators, and other organizations that want to make post-secondary education and career paths accessible to the lowest-skilled adults in Illinois. The Network held a total of three webinar series in 2013 and hosted three community meetings across Illinois including Rockford, Central Illinois, and Aurora.



FISCAL YEAR 2013 FINANCIALS

Chicago Jobs Council Statement of Financial Position

Period ending June 30, 2013

ASSETS

Current Assets:

Cash and cash equivalents	\$922,674
Cash – restricted	11,218
Certificate of deposit – short term	41,197
Contributions receivable	260,000
Fee for service and other receivables	54,464
Prepaid expenses	51,163

Total Current Assets	\$1,340,716
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Noncurrent Assets:

Property and equipment, net	\$7,728
Certificate of deposit – long term	47,138

Total Noncurrent Assets	\$54,866
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TOTAL ASSETS	\$1,395,582
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LIABILITIES AND NET ASSETS

Current Liabilities:

Accounts payable and accrued expenses	\$61,328
Accrued payroll and related expenses	41,498
Custodial funds payable	11,218

Total Current Liabilities	\$114,044
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Net Assets:

Unrestricted:

General operating	\$523,243
Board-designated operating reserve	52,508

Total unrestricted net assets	575,751
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Temporarily restricted	705,787
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Total Net Assets	\$1,281,538
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TOTAL LIABILITIES AND NET ASSETS	\$1,395,582
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FISCAL YEAR 2013 CJC MEMBERS

Organizational Members

A Safe Haven Foundation
A.G. Kellum and Associates
ABJ Community Services, Inc.
African American Christian Foundation
Albany Park Community Center, Inc.
Allied Health Care Career Network
Alternative Schools Network
America Works of Illinois, Inc.
Association House of Chicago
Bethel New Life, Inc.
CJG Communications, Inc.
California Indian ManPower Consortium, Inc. (CIMC)
Calumet Area Industrial Commission
Career Transitions Center of Chicago
Catholic Charities
Center for Changing Lives
Central States SER
Chicago Area Project
Chicago Citywide Literacy Coalition
Chicago Cook Workforce Partnership
Chicago Federation of Labor Workers Assistance Committee
Chicago House and Social Service Agency
Chicago Lawyers' Committee for Civil Rights Under Law, Inc.
Chicago Urban League
Chicago Women in Trades
Chicagoland Chamber of Commerce
Chinese American Service League
City of Evanston Department of Health and Human Services
Community Assistance Programs
Developing Communities Project
DuPage Workforce Board
Easter Seals Chicago

El Valor Corporation
Employment and Employer Services
Erie Neighborhood House
Fathers, Families in Transition
Franciscan Outreach Association
Goldie's Place
Goodwill Industries of Metropolitan Chicago, Inc.
Greater Southwest Development Corporation
Greater West Town Community Development Project
Growing Home, Inc.
Harborquest, Inc.
Haymarket Center
Health and Disability Advocates
Healthcare Consortium of Illinois
Heartland Alliance
Hire Learning Career Development Academy
Holsten Human Capital Development Corporation
Indo-American Center
Industrial Council of Nearwest Chicago
Inspiration Corporation
Instituto del Progreso Latino
Jane Addams Resource Corporation
Jewish United Fund
Kaleidoscope, Inc.
Korean American Community Services
LePenseur Youth & Family Services, Inc.
Lincoln Park Community Shelter
Literacy Works
MacCormac College
Mercy Housing Lakefront
Metropolitan Family Services
National Able Network, Inc.
National Council of La Raza

Near West Side Community Development Corporation
Neumann Family Services
New Horizons Computer Learning Centers of Chicago
New Moms Inc.
North Branch Works
North Lawndale Employment Network
OAI, Inc.
Pan-African Association
Phalanx Family Services
Poder Learning Center
Prologue Incorporated
Safer Foundation
Saint Augustine College Institute for Workforce Education
Sargent Shriver National Center on Poverty Law
St. Leonard's Ministries
St. Sabina Employment Resource Center
Strategic Human Services
StreetWise
The Cara Program
The Renaissance Collaborative Inc.
Trilogy, Inc.
UCAN Chicago
United Way of Metropolitan Chicago
Volunteers of America of Illinois
WRD Environmental, Inc.
West Suburban Jobs Council
West Suburban PADS
Women Employed
Workforce Investment Board of Will County
World Relief Chicago
YWCA of Metropolitan Chicago
Youth Connection Charter School
Youth Job Center of Evanston, Inc.

FISCAL YEAR 2013 CJC MEMBERS (CONTINUED)

Individual Members

Joseph Antolin
 Madeline Bikus
 Regina Boyd
 Scott A Brown
 Edith Crigler
 Kelli Fernandez
 Cheryl Francis
 Lisa Hampton
 Matthew Hoffmann
 Jeff Janulis
 Noah Temaner Jenkins
 Jan Kay
 Andre Kellum
 Judith Kossy
 Kay Leane
 Lynn Maloley
 Marcia Medema
 Arlene Mitchell
 Sandy O'Donnell
 Richard Olds
 Annette Ortiz
 Theresa Pallanti
 Ray Prendergast
 Becky Raymond
 Pilar Trejo
 Sandra Watson-Smith
 Matthew Weis
 Betty Willhoite
 Yvonne Wolfe
 Jane Young
 Taleda Young
 Karen Youngblood

Working Group Participants

Roberto Abeldano
 Erika Aguirre
 Dena Al-Khatib
 Shaniece Alexander
 Maren Alitagtag
 Sherri Allen-Reeves
 Dalia Almanza
 Oswaldo Alvarez
 Nicole Amling
 Allison Angeloni
 Angela Bailey
 Molly Baltman
 Rita Balzotti
 Alida Baranowski
 Ana Bedard
 Deborah Bennett
 Dan Bianchi
 Ed Bickham
 Colleen Boraca
 Leticia Boughton
 Richard Boykin
 Dagene Brown
 Richard Brown
 Scott Brown
 Matthew Bruce
 Nancy Burrows
 Walter Bush
 Sandy Bykowski
 Amanda Cage
 Shannon Callahan
 Brian Caminer
 Leatrice Campbell
 Michael Chuffo
 Nanette Cohen
 Sarah Colaric Morgan
 Jerome Collins
 Amy Condic

Chris Conley
 Joyce Cooper
 Alexander Costakis
 Joseph Costello
 Eric Courts
 Hayley Crabb
 George Cruise
 Tai Cruse
 Lynne Cunningham
 Jazmin Curiel
 Paul Cusimano
 Ann Darnton
 Felicia Davis
 Lisa Davis
 LaVerne Davis
 Marcel Davis
 Marita DeMarinis
 Trinity Dishmon
 Harry Dispensa
 Emily Doherty
 Mollie Dowling
 Kathleen Dowling
 Kim Drew
 Zachary Durst
 Honna Eichler
 Kelly Evans
 Myisha Farris
 Stephanie Ferguson
 Constanza Fernandez
 Andrew Fernandez
 Larry Fitzpatrick
 Dan Fitzpatrick
 Patricia Forbes
 Jeneen Ford
 Sameer Gadkaree
 Eduardo Galvez
 Jaime Garcia
 Tony Garritano
 Jeremy Geiger

Judith Gethner
 David Gianfrancesco
 Earlene Giles
 Allison Glaubke
 Margie Gonwa
 Sharod Gordon
 Sarah Gould
 Andrea Grabemeyer
 Yonina Gray
 Sarah Greenberg
 Marva Hall
 Christa Hamilton
 Lisa Hampton
 Ian Hardie
 Robert Herley
 Astar Herndon
 Joe Hollendonner
 Sheryl Holman
 Kimberly Ingram
 Surabhi Jain
 Anita Jenke
 Emily Jensen
 Martina Jones
 Edde Jones
 Joanne Jones
 Blanca Joo
 Val Jordan
 Tom Jurlina
 Ivan Kamdar
 Liliiana Kaminski Bradford
 Janice Kaufman
 Jan Kay
 Andre Kellum
 Malachi Kelly
 Diptika Khanal
 Licia Knight
 Carole Ko
 Judith Kossy
 Cindy Larson

Sita Laville
 Kay Leane
 William Leavy
 Eun Lee
 Phaedra Leslie
 Daniel Loftus
 Guy Loudon
 Anthony Lowery
 Michelle Lydigsen
 Chris Manheim
 Jeff Marcella
 Guadalupe Martinez
 Dennis McCann
 Shannon McClellan
 Taylor McKinley
 Bill McVey
 Lisa Meyer
 Brandon Miller
 Jennifer Miller Rehfeldt
 Sandra Mirque-Morales
 Karen Moore
 Eddie Moreno
 Teneshia Morgan
 Maxamillia Moroni
 Sheryl Morris
 Edward Morrow
 Jose Mosqueda
 Shimika Muldrow
 Jeffrey Mullins
 Haydee Nascimento
 Divida Newson
 Karin Norington-Reaves
 Casey Nunes
 Abu Nuruddin
 Patrick O'Connor
 Amy O'Connor
 Andrea Ott
 Randall Payne
 Rosa Peña

Diana Perez-Domencich
 Gail Perry
 Wesley Perry
 Maria Pestalardo
 Diana Peters
 Tom Peters
 John Plunkett
 Wendy Pollack
 Alex Prentzas
 Guadalupe Preston
 Edgar Ramirez
 Lorena Ramos
 Martha Rashedi
 Becky Raymond
 Richard Reeder
 Shawna Reid
 Jennifer Reid
 Megan Reid
 Grace Rink
 Hank Roberts
 Diana Robinson
 Megan Roddy
 Jesus Rodriguez
 Nathalie Rosado
 Jamie Roth
 Betsy Rubin
 Bernie Ryan
 Sulayman Sambou
 Caitlin Schnur
 Margaret Schultz
 Courtney Scott
 Alice Setrini
 Joyce Shanahan
 Tashika Sledge
 Carolyn Sliwa
 Jacqueline Smith
 Kendra Smith
 Greg Smith
 Stephanie Sommers

Ivette Sosias
 Ted Stalnos
 Susan Stanley
 Peter Starzynski
 Suzy Stockton
 Kathie Stokes
 Juliana Stratton
 David Swanson
 Daniel Swope
 Amy Terpstra
 Archana Thakkar
 Cindy Tomei
 Karlijn Tummers
 Sam Tuttle
 Sarah Vanderwicken
 Larry Vaughn
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 Eileen Vesey
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 Starbely Inc
 Photography:
 CJC Staff
 Fathers, Families and
 Healthy Communities
 k + b photography

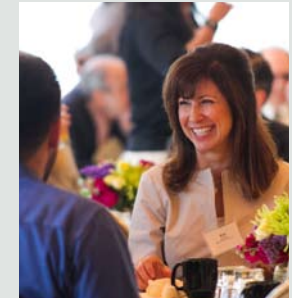
Left: Cheryl Hester (far left) and Ellen Johnson (far right) with the 2013 Frontline Focus Certification Recipients (L-R) Eric Courts, Carolyn McDaniel, & RJ Douge (not pictured: Adrienne Cox & Kalyn Travis)



Middle: Bernie Ryan, CJC's 2013 Betty Willhoite Volunteer of the Year

Right: Edith Crigler being honored as a CJC Emeritus Board Member

Left: Dan Lyonsmith presenting CJC's Partner of the Year award to Sam Tuttle and Kim Drew on behalf of Heartland Alliance's Policy & Advocacy Team



Middle: CJC FY 2013 Staff (Top Row, L-R) Steve Simmons, Dan Lyonsmith, Jennifer Keeling, Andrés Moreno, Ellen Johnson, Carrie Thomas, & Robert Wordlaw (Bottom Row, L-R) America Lewis, Crispina Ojeda Simmons, Greg Shirbroun, Liz Czarnecki, Cheryl Hester, Megan Winzeler, Etta Davis

Right: Kim Dorn

Left: CJC Board Members: (Top row, L-R) John Plunkett, Andre Kellum, Matt Weis (Bottom row, L-R) Wendy Pollack, Margie Gonwa, Guadalupe Preston, Debra Walker Johnson, Gwendolyn Mackel Rice (not pictured: Joseph Antolin, Cheryl Francis, Sheryl Holman, Anita Jenke, Bill McVey, Shannon Stewart, Barbara Tartaglione, Esther Wong)



Middle: (L-R) CJC's 32nd Annual Meeting keynote speaker, Women Employed's Anne Ladyk with Robert Wordlaw

Right: (L-R) Debra Walker Johnson and Grace Jenkins

ABOUT CJC

The Chicago Jobs Council works with its members to ensure access to employment and career advancement opportunities for people in poverty.

Founded in 1981 with 18 original members, CJC has grown to include over 100 community-based organizations, civic groups, businesses, and individuals committed to helping disadvantaged Illinoisans gain access to the education and training they need to enter the labor market, secure stable employment at a living wage, and pursue sustainable careers.

CJC advances its mission through advocacy, applied research, public education, and capacity-building initiatives focused on influencing the development or reform of public policies and programs.



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