The Vision for Baltimore’s Citywide Workforce Landscape
A little about me...
2016-17 Workforce Funding in Baltimore

Total = $48.5 million

Source of Workforce Investments

- Public: $32,502,298
- Private: $15,974,668
Workforce Statistics in Baltimore

Informal Survey of Workforce Programs

• Over 100 nonprofit workforce training programs
• 90% or more of residents served are Black
Workforce Statistics in Baltimore

2017 Employment Rate
57%

2017 Employment Rate by Race
Black = 52%
White = 66%

2016 Median Earnings
$63,000

2016 Median Earnings by Race
Black = $38,688
White = $76,992
Black Butterfly
- Racialized disparities across ALL social and economic outcomes align with historical housing redlining map in Baltimore
One Baltimore for Jobs: Demonstration Network At-a-Glance

Resource Deployment, Evaluation & T/A

Legal Services
- MLSC

Behavioral Health
- Baltimore City Department of Health
- Baltimore Mayor's Office of Correctional Oversight
- WCAO

Supplemental Assistance
- Central Scholarship

*Occupational Skills Training
- HumanM
- JOTF
- MND

*Neighborhood-Based Outreach, Readiness & Triage
- NewPathways
- Baltimore Alliance for Careers in Healthcare
- Civic Works
- BUILD

*Fundied by One Baltimore for Jobs

Child Support
- DHR

*Adult Education

Co-convening/REI
- Living Classrooms
- Associated Black Charities

Ingoma

*Fundied by One Baltimore for Jobs
### One Baltimore for Jobs - update

**Baltimore Demonstration Grant**

**Overall Unduplicated Outcomes**

<table>
<thead>
<tr>
<th>DOL Measure</th>
<th>Goal</th>
<th>Outcome</th>
<th>% of Outcome Reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants Enrolled (OST, Comm Conn, Ad Ed)</td>
<td>700</td>
<td>1373</td>
<td>196%</td>
</tr>
<tr>
<td>Participants Enrolled in Occupational Skills Training</td>
<td>700</td>
<td>1021</td>
<td>146%</td>
</tr>
<tr>
<td>Participants Receiving an Industry Recognized Credential</td>
<td>525</td>
<td>834</td>
<td>159%</td>
</tr>
<tr>
<td>Placement into Unsubsidized Employment OST (Placed into Unsubsidized Employment – All)</td>
<td>455</td>
<td>641 (745)</td>
<td>141% (164%)</td>
</tr>
<tr>
<td>Average Wage of Occupational Skills, Job Readiness, and Adult Ed Providers</td>
<td>$11.00</td>
<td>$12.45</td>
<td>113%</td>
</tr>
<tr>
<td>Total #- Participants retaining unsubsidized employment for 60 days after placement</td>
<td>295</td>
<td>592</td>
<td>200%</td>
</tr>
</tbody>
</table>
People Over Performance
February/March 2017 Provider Focus Groups: Overarching Themes

**More coordination, Less competition**
- Providers should do what they do best (i.e., programs)
- Providers often compete for the same pools of funding
- Providers want to collaborate and partner for more collective impact
- Job seekers’ needs and pathways are complex, and no single provider can see or fill all the gaps
- Need for a central connector/convener that sees the entire landscape (gaps, duplication, opportunities)

**MOED is well positioned to facilitate the system**
- Need for more comprehensive solutions
- More connections with tangential systems - education, penal, mental health – in order to better prepare job seekers
- Help employers understand the realities of the local talent market
- Anticipate opportunities and connect the dots (Casino, construction, urban/econ development)
- Bring everyone to the table
- 1B4J is a great concept and a good start

**Current funding structures are burdensome, inefficient**
- Current funding is short-term but the work is long-term
- Funding streams emphasize training and immediate placement rather than longer-term goals such as career.
- Providers spend too much time/energy on administration
June 2017
BWDB
Idea Generation Session
Stats

25 Idea submissions
18/25 = need for collaboration

Other themes
• Need for business involvement
• Need to use data strategically
• More career pathways
• Stronger communications
“New Ways of Working”
Grounded in Theory: Diffusion of Innovation

Subgroups based on propensity to accept and adopt new ideas, concepts or practices

- Innovators (looking for something cool)
- Early Adopters (looking for a breakthrough)
- Early Majority (looking for improvement)
- Late Majority (believe in tradition)
- Laggards (not looking to change)
Without coordination and alignment amongst the Workforce Partners, Job Seekers and Employers would not have transparent access to the services they need.
In the “backstage”, Workforce Partners strive to create alignment. While each group can function individually, only with coordination and communication can there be harmony.

The 7 platforms represent each Workforce Partner and the different functions within.
The central platform and features represent the new ways in which stakeholders are working together to create meaningful change for Baltimore’s workforce.

By bringing each Workforce Partner from the “backstage” together, we begin to understand that we are stronger in partnership.
Goal and Population-level Outcomes

Increase equity in employment and wage outcomes in Baltimore

1. Increase the employment rate
2. Increase the percentage of workers earning a family sustaining wage
Getting to HA/HA

Agreement on the goal/outcomes

Understanding of the strategy

Understanding of our roles

Acting in HA/HA
Strategy

1. Develop a coordinated, citywide workforce system to align and standardize the service delivery process and data

2. Build an integrated data system to aggregate data from across the coordinated system and inform workforce system improvements
   • Common Performance Metrics – standardize data collection

1. Engage in a continuous improvement process to drive results over time
<table>
<thead>
<tr>
<th>Takes actions that contribute to results</th>
<th>High action, low alignment</th>
<th>High action, high alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>A leader working actively and independently to contribute to the result, but not reaching out to build relationships with others to achieve complementary efforts.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• A leader acting on their own agenda</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• A leader uninterested adapting to maximize impact</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Low action, low alignment</td>
<td>Low action, high alignment</td>
</tr>
<tr>
<td>Low</td>
<td>A leader observing what is going and not engaging in either relationship building or taking action that can contribute to result.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• A leader sitting on the fence</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• A leader not connecting with others</td>
<td></td>
</tr>
<tr>
<td>Works to be in alignment with others</td>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>

Taken from PolicyLink: [file:///C:/Users/astjean/Downloads/High%2520Action%2520High%2520Alignment%2520Handout.pdf](file:///C:/Users/astjean/Downloads/High%2520Action%2520High%2520Alignment%2520Handout.pdf)
Demonstration of Systems Approach

- 1BAJ Launched
- Training Comenced
- Wraparound Services Commenced

June 2015

Recognition of the Value of Systems Approach

- BWDB Systems Building Committee Launched
- Provider Focus Groups Held
- BWDB Idea Meeting Held
- Systems Visioning Sessions Held

September 2016

Engagement in Systems Approach

- Vision 2020 Launched
- Building Systems Features
- Launch Access Points

December 2017

December 2020