



Partnering for Success: Baltimore City & ARRA

Karen Sitnick

*Director, Mayor's Office of
Employment Development*

Guiding Principles: ARRA's Primary Intent

- Create jobs and assist those most impacted by the recession
- Retool the skills of American workers and re-establish them in viable career pathways
- Develop marketable skills of Baltimore City residents to enable them to compete more effectively in the labor market

Step 1: Begin with End in Mind

- Diverse training menu reflective of Baltimore's high growth industries
- Target those most affected by recession
- Engage our training vendor community
- Transparent, open and inclusive
- Measurable performance outcomes
- 70% adult/dislocated worker ARRA \$ to create 350 training opportunities

Step 2: Engaging Key Stakeholders

- Solicited Workforce Investment Board active participation
- Informed all MOED departments and staff to improve referral process and promotion of opportunities for customers
- Appointed project lead to orchestrate project
- Met with relevant city agencies

Step 3: Developing and Presenting Training Expectations

- Employer-driven training in high demand industries leading to jobs with good wages and benefits
- Experienced training providers that have demonstrated well documented performance
- Targeted opportunities for special populations
- Developed RFP

Step 4: Inform, Engage, Promote Partnerships

- Hosted ARRA Training Forum with WIB for more than 100 workforce partners including higher education, non-profits, CBOs and other training vendors
- Shared details about ARRA & RFP process
- Encouraged partnerships between adult education providers and occupational skills training providers

Step 5: Formal RFP Process

- Advertised in newspapers
- Posted RFP and weekly Q & A on MOED and WIB web sites with link to and from Baltimore City Government site
- Identified and trained raters (WIB only)
- Received 27 proposals from 17 vendors representing 41 occupational skills
- 14 vendors selected for 350 slots



Sampling of Training Options

- Biotechnology
- Culinary arts
- Healthcare
- Hospitality
- Green jobs
- Construction trades



Selected Vendors

- America Works
 - Call Center Training
- Baltimore Alliance for Careers in Healthcare
 - Medical Practice Reps
- Baltimore City Community College
 - Construction
- Bio Technical Institute
 - Lab Technicians
- Caroline Freiss Center
 - Pharmacy Technicians



Selected Vendors

- Civic Works
 - Green Industry
 - Community College of Baltimore County
 - Skills Scholarships
- Humanim
 - Environmental Service Workers
- Job Opportunities Task Force
 - Pre-Apprenticeship Construction Trades
- Keller Professional Services
 - Hospitality and Concierge



Selected Vendors

- SEIU Training Fund
 - Upgrade Skills Training for Workers in Dietary, Laundry, and Housekeeping in the Healthcare Industry
- Sinai Hospital VSP
 - Food Service, EVS, Patient Transport
- St. Ambrose Center
 - Culinary Arts
- Year Up
 - Information Technology/ Helpdesk



Step 6: Contracting

- Ongoing negotiation and education on process
- Tied to existing local governmental procurement processes and procedures
- Elevated capacity of training vendors

Step 7: Roll Out Trainings

- Hosted *Provider Information Session* for our workforce system partners to connect with ARRA training providers
- Clarified referral, recruitment and selection process, including eligibility requirements
- Training Vendor display tables – Q&A

Step 8: Employment Connection

- Hired two dedicated ARRA Training Project staff – a career development facilitator and a job developer
- All contracts include job placement and job retention expectations

Results to Date

- 128 city residents enrolled in training in 11 occupational training areas
- 60 completed training
- 47% of completers are already employed or have moved to stage two of the training curriculum
- Remaining completers are actively involved in the employment connection process
- Five more training programs to launch in coming months



Timeline Review

- February 2009
 - Received funding allocations and guidelines
 - Engaged WIB in identifying best and most efficient ways to use funding
- March 2009
 - Developed Request For Proposal
 - Coordinated process with city's procurement practices



Timeline Review

- April 2009
 - Hosted *ARRA Training Forum* for more than 100 workforce partners
- May 2009
 - Released & posted RFP on MOED and WIB websites
 - Posted updated questions and answers online throughout process



Timeline Review

- June 2009
 - Received proposals which were opened in public by Board of Estimates
 - WIB members rated proposals
 - Notified selected training vendors of awards
 - Began contracting process



Timeline Review

- July – August 2009
 - Hosted *Provider Information Session* for workforce system partners and ARRA training providers
 - Internal training for all MOED staff
- September 2009 to Present
 - Contracts finalized; ongoing customer referrals
 - Trainings conducted (first class in November)

Lessons to Share

- Engage internal staff and external stakeholders early and often
- Effective use of WIB members
- Literacy and academic credentialing are essential for many training opportunities
- Contracting with a variety of vendors is challenging

Lessons to Share

- Spend money on training – not infrastructure
- Continue to work with training providers who demonstrate success
- Partnerships generate goodwill