

The **Baltimore Workforce
Funders Collaborative**

STRATEGIC FRAMEWORK

JANUARY 2023

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Executive Summary

This document presents a new strategic and operating framework for the Baltimore Workforce Funders Collaborative. The process of developing this strategic framework has evolved over a longer period of time than any of us would have anticipated. The work commenced in the fall of 2020 out of a collective understanding that an authentic commitment to racial equity must be at the center of our work – not only in terms of what we do, but in terms of how we function.

We came to understand that how we organize as a group of funders, engage with one another and our partners, wield and share power, make our decisions, and choose our strategies is determinant of what impact we can have together. And so, we began a journey towards racial equity that took us through moments of discomfort and moments of inspiration. Along the way were aided by insightful facilitators and consultants, buoyed by national thought partners, and challenged by our own colleagues to shift our work in ways that felt transformative and responsive to this moment.

At last, the BWFC is ready to share this new strategic and operational framework. This document sets forth a new vision, mission, and set of values. It recognizes the rich history of the BWFC dating back to 2006 and then sets forth a new set of strategic principles, pillars, and tactics for the future. This framework also lays out a plan for how the Collaborative is structured to operate.

We are excited to have come this far but recognize that we are just beginning this new chapter of our work together. As we move forward, we welcome likeminded investors to join this vibrant collaborative. We aspire to open new avenues for shared conversation, co-creation, and action by engaging with a broader set of community partners.

This framework could not have come together without the dedication of a group of individuals and organizations who are committed to economic inclusion and mobility in the greater Baltimore region. I am grateful for the generous contribution of their resources, time, and thought partnership. This work advances because of the willingness of those who came to the table with a spirit of mutual understanding, patience, flexibility, and trust.



Linda Dworak,
Director,
Baltimore
Workforce
Funders
Collaborative

Acknowledgements

Maryland Philanthropy Network / Baltimore Workforce Funders Collaborative would like to thank the many individuals and organizations that contributed their time, ideas, and passions to this Strategic Framework.

Discovery Task Force: Sheldon Caplis, Caplis Family Fund; Elizabeth Periello Rice, France-Merrick Foundation; Marci Hunn, The Harry and Jeanette Weinberg Foundation; Windy Deese, United Way of Central Maryland

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Strategy Consultants: Sally Loftis and Maegan Scott, Wayfinding Partners

Additional Consultants and Advisors: A. Adar Ayira; Loh-Sze Leung; Samantha Mellerson and Michael Findley, Burns Institute; Hollie Marston, National Fund for Workforce Solutions; Rob Hope, ReWork the Bay; Melissa Curtin.

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Maryland Philanthropy Network: Maggie Gunther Osborn, LieChelle Robinson Hernandez, Charlotte Haase, and Kevin McHugh

Special thanks to Trabian Shorters, Founder and CEO of BMe Community for his work on Asset Framing. We drew from his work to develop one of our 6 Guiding Strategic Principles.



What is the BWFC?

The Baltimore Workforce Funders Collaborative (BWFC), a collaborative of the Maryland Philanthropy Network (MPN), involves philanthropy and public workforce systems aligned to support the mission and vision of BWFC.

The BWFC is a signed partner to the National Fund for Workforce Solutions. marylandphilanthropy.org/baltimore-workforce-funders-collaborative.

Mission

The BWFC convenes to develop strategies and invest resources to advance equity, job quality, and systems change to impact workforce outcomes in the greater Baltimore region.

Vision

We envision an equitable greater Baltimore region where everyone can earn family-sustaining wages, access quality jobs, and build wealth.

Values

Racial Equity, Justice, and Inclusion: The systematic fair treatment of all people through transformative and reparative action as the foundation of our work, resulting in prosperity for Black, Indigenous and People of Color who have been excluded from the benefits of our regional economy.

The Power of the Collective: The amplified and increased impact that occurs when we bring our ideas, expertise, and resources together as a group.

Continuous Learning: The importance of an ongoing journey as a collective includes personal, professional, and organizational growth for Collaborative members, learning from grantees, policy makers, community, and individuals with lived experience.

Courage to Take Risks: The responsibility to show up as a leader in support of residents with assets and aspirations and the willingness to support early innovation in the field.

Trust: The commitment to being honest with each other, stakeholders, partners, and grantees; and to strive to achieve transparency and integrity in our decision making and grantmaking.

History

Industry-Sector Workforce Development in Baltimore

Baltimore has played a leading role nationally in the development of effective industry focused workforce strategies, having spearheaded some of the first workforce initiatives in the country to adopt the sectoral approach, and contributing to the growing body of research to support its efficacy.

Members of the Baltimore Workforce Funders Collaborative (BWFC) have helped promote and support industry-sector workforce development models for over 25 years. Baltimore began developing strong industry-sector workforce approaches when the Abell Foundation helped create the BioTechnical Institute of Maryland (BTI) in 1996, and more local philanthropic and industry leaders came together to help launch the Baltimore Alliance for Careers in Healthcare in 2005 and Project JumpStart in 2006. In 2015, members of the BWFC helped replicate the Jane Addams Resource Corporation's successful Careers in Manufacturing programs from Chicago to Baltimore. (For more about this model and its outcomes, please see BWFC's publication: *Strengthening Baltimore's Workforce: Reflections and Lessons Learned*, 2017.)

Acknowledging initial successes from the Baltimore sectoral programs and similarly designed approaches in a handful of other cities, the Annie E. Casey, Ford, Hitachi and The Harry and Jeanette Weinberg foundations collaborated to create the National Fund for Workforce Solutions (National Fund) in 2007. A primary goal of the National Fund was to increase investment in industry-focused workforce development strategies throughout the United States. Baltimore was one of the National Fund's first participating cities where private and public funders joined forces to collect and report participant outcomes data from emerging sectoral initiatives. Baltimore's workforce outcomes became part of a national data set that served as proof of concept for the sectoral approach and paved the way for replications of the model throughout the county including state-led grant programs such as Maryland's EARN program.

Over 25 years of
workforce
funder
collaboration in
Baltimore.

History

A Funders Collaborative

As early as 2006, a small and informal group of funders began to meet periodically to discuss adult- and youth-oriented workforce funding strategies in Baltimore. The group included Program Officers from the Abell Foundation, the Annie E. Casey Foundation, The Harry and Jeanette Weinberg Foundation as well as the Director of the Baltimore Mayor's Office of Employment Development. In 2008-2009, the Annie E. Casey Foundation contracted ABT Associates to work with the group to develop a workforce change model. The emerging collaborative drafted a set of Common Performance Metrics and began to seek funding support through the National Fund.

After joining forces and formalizing as the Baltimore Workforce Funders Collaborative under the National Fund umbrella, the group secured \$600,000 in funding from the Social Innovation Fund of the Corporation for National and Community Service to support the expansion of industry sector workforce models in Baltimore. Over time through contract renewals, this funding award doubled in size to \$1.2 Million. The contract also leveraged matching funds through the Living Cities-sponsored Baltimore Integration Partnership (BIP).

The BIP, which engaged with a range of Baltimore's private and public stakeholders to establish economic inclusion as the business culture of norm in the Baltimore region, supported Baltimore's sector programs through a \$900,000 Training Fund administered in partnership with BWFC. Together, these external grants leveraged local public and private investments and supported the hiring of the first full-time Director of the BWFC and the expansion of the sectoral model into other industries in Baltimore. The original philanthropic members have been ongoing supporters of this work over many years, while the number of additional public and private investors has expanded over time. Over the past decade, the BWFC has progressively widened its focus to addressing systemic issues of job quality and racial equity. Since its creation, BWFC has pooled and aligned tens of millions in local and national funds to support workforce strategies in Baltimore City.

Taking Risks and Catalyzing Innovation

The BWFC believes that it can play an important role by taking risks to catalyze and incubate new approaches and ideas.

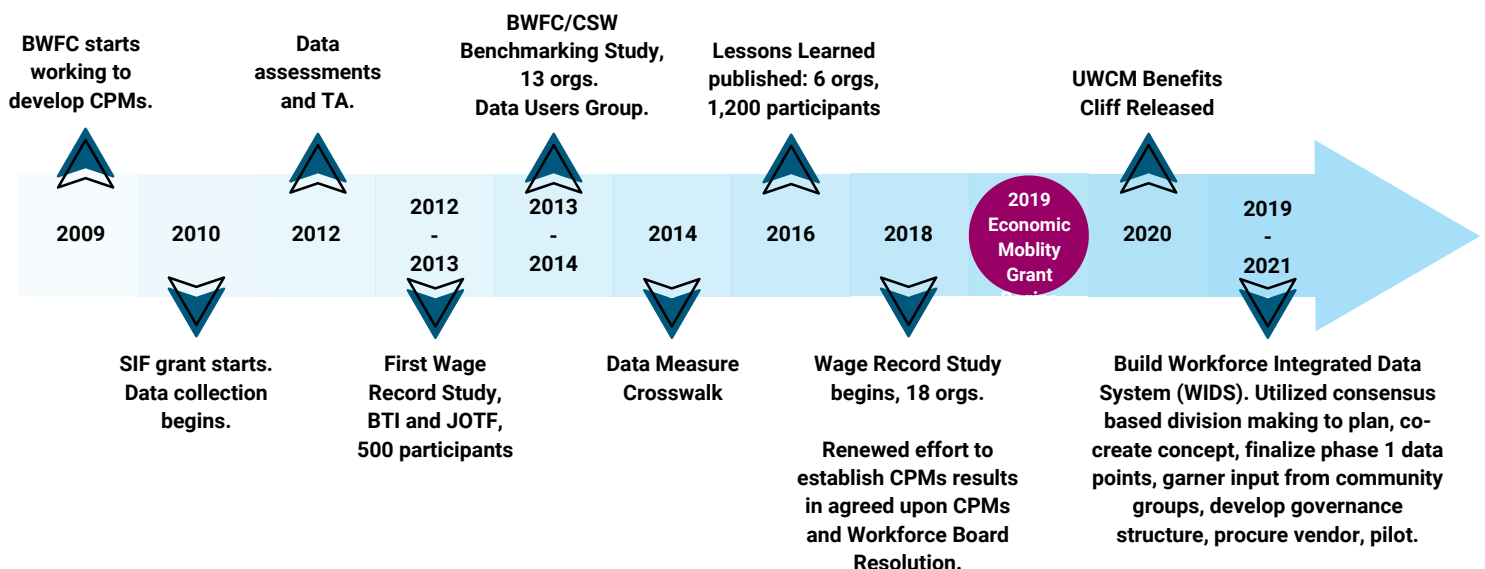
History

At times, this includes initial investments in work that is then spun off and adopted by other partners. BWFC's workforce data efforts are a prime example of this role. As early as 2009, BWFC began work to create a unified set of workforce development measures for local philanthropy. This work continued over time and eventually led to the collaborative creation and adoption of a set of Common Performance Metrics (CPMs) by the Baltimore Workforce Development Board and the BWFC in 2018. Along the way, the BWFC piloted a Wage Record Study, a Data Users Group, developed a cloud-based workforce data collection system, and led a collaborative effort to create a city-wide Workforce Integrated Data System (WIDS). In 2021, the BWFC began to pass these systems to the Baltimore Mayor's Office of Employment Development where they will be sustained as part of the City's workforce systems building efforts.

BWFC Publications

Periodically, BWFC Staff research and write publications to advance knowledge of key issues and to help shape local narratives and actions. Past BWFC publications include:

- [Scaling Workforce Development Programming in Baltimore](#)
- [Advancing Careers in Retail Baltimore: Labor Market Analysis](#)
- [Strengthening Baltimore's Workforce: Reflections and Lessons Learned](#)
- [A Call To Action: Creating New Opportunities for Baltimore City's Disconnected Youth](#)
- [Expanding Sector Employment Opportunities for Young Adults in Baltimore](#)



History

National Fund for Workforce Solutions

The National Fund for Workforce Solutions is a nonprofit organization that supports a dynamic national network of 30+ diverse local and regional partnerships, collaborating with workers, employers, and communities to advance a skilled workforce, promote good jobs, and invest in equitable outcomes. At the local level, the National Fund's partner organizations contribute resources, test ideas, collect data, and improve public policies and business practices that help all workers succeed and ensure that employers have the talent they need to compete. Leveraging the expertise of its local leaders, the National Fund shares learning across the network and identifies trends, opportunities, and best practices.

The National Fund operationalizes its mission through its solutions framework. At the foundation is its national network, which brings together a wide range of partners aligned with its mission, vision, and core values.

The National Fund leverages this network to pursue five integrated solutions. It activates employers to invest in the workforce and adopt

policies and practices that make jobs better. It equips workers for success and changes the systems that hinder their access to opportunity and advancement. And it catalyzes the network to co-invest in these solutions, so communities have the resources they need to do the work. Together, these solutions are intended to lead to prosperous and thriving workers, employers, and communities.

Through partnership, we're helping change the conversation around workforce development in Baltimore and beyond.

History

Together, the National Fund network is changing the conversation around workforce development to promote equity and drive greater impact. Learn more at NationalFund.org.

Funders in Baltimore have partnered with the National Fund since its inception. The BWFC entered into a first funding contract with the National Fund in 2010. The partnership was reaffirmed through a signed agreement in 2018 and renewed in September 2020.

The agreement lays out expectations for both the Fund and its signed partners. Member fulfillment of the expectations is required to be considered a member in good standing and apply for National Fund grants.



Two of BWFC's founding members, Marci Hunn (The Harry and Jeanette Weinberg Foundation) and Patrice Cromwell (Annie E. Casey Foundation), join Linda Dworak (BWFC) and the original BWFC grantees: Baltimore Alliance for Careers in Healthcare, the BioTechnical Institute of Maryland, and JOTF's Project Jumpstart to receive the Outstanding Workforce Collaborative award from the National Fund for Workforce Solutions. (Chicago, National Fund 4th Annual Meeting.)

What We Do

Guiding Strategic Principles

The BWFC strives apply the following set of strategic principles in the selection, development, and implementation of our work:

- Race should not be a determinant of one's employment outcomes or wealth. We recognize and work to dismantle systemic racism, bias, and anti-blackness.
- We apply an asset framework to our work and our communications. We acknowledge all people's aspirations, gifts, and excellence. We do not define people by their challenges.
- Employers are essential partners in this work. Advancing worker wellbeing and closing racial wealth gaps often requires changes in employer practice.
- We use a systems approach to workforce problems and solutions. This means that we look across our ecosystem at interconnected policies, practices and mindsets that sustain inequities.
- Those who do the work of providing services and solutions are our partners in this work and we, as funders, commit to listening to these partners and approach them with humility and respect.
- The adults and youth most impacted by the work need to be heard and have agency. Jobseeker and worker voice is essential.

*Acknowledging
all people's
aspirations,
gifts, and
excellence.*

Our Roles

The BWFC is comprised of private and public funders. Together our primary roles in this work are to:

- Provide resources and thought partnership to support strategies and tactics that are aligned with the BWFC's mission and vision,
- Help increase overall investment by aggregating funds, attracting external resources, and forging partnerships,
- Take risks to catalyze and incubate new approaches and ideas,
- Create and sustain local momentum to change narratives, expand practices, and improve policies to support workforce equity,
- Drive aligned grantmaking and collective action, and
- Share learnings to help improve outcomes and support our grantees.

Strategic Frame

Identifying the Strategy

The BWFC undertook a strategic planning process in 2021 with support from Wayfinding Partners. Through that process, the following three strategies were identified as priorities for the group.

Each of the three strategies has its own page included in this report with a supporting description and related tactics. The BWFC has also outlined related impact measures and descriptions of the BWFC operations and sustainability that support this strategic frame. An overview page is included at the end of this report on page 20 for an easy review of the BWFC guiding strategic principles, strategies, tactics, and roles.



What is a "good job"?

A "good job" is one that provides Economic Stability, Economic Mobility, and Equity, Respect and Voice. In December 2022, the BWFC added its name to the signatories supporting this definition of a "good job" as defined by the Good Job Champions Group. See the definition of a Good Job here: AspenInstitute.org/Programs/Good-Jobs-Champions-gGroup/

Strategies

Create More Equitable Access to Good Jobs

The BWFC works collaboratively to make good jobs accessible to all Baltimore-area residents, particularly those who have historically been excluded from shared prosperity.

Recognizing the many talents and aspirations of community members, the BWFC seeks to:

- Increase the supply of effective **training and education** that leads to good jobs
- Support opportunities for **career progression** to occupations that can sustain families and build wealth
- Offer accessible, effective **supportive services**
- Support Baltimore and regional efforts to build more **coordinated workforce systems**
- Fund and advocate for approaches that eliminate **systemic barriers** to good jobs

Tactics

- Industry-sector training
- Work & learn models (stipends, internships, apprenticeships, incumbent worker training)
- Barrier mitigation and supportive services
- Literacy and numeracy education
- Evaluation and measurement (Wage Record Study, Common Performance Measures)
- Capacity building
- Research, communications, & advocacy
- Career exploration, job shadowing and mentoring



Strategies

Increase the Number of Good Jobs

The BWFC recognizes that good jobs are the foundation of an equitable economy, yet the lack of good jobs is one of the greatest barriers to economic stability and wealth-building in our region. In order to grow the number of good jobs, the BWFC seeks to:

- Support and incentivize **employer-based hiring, training, and workforce practices** that improve job quality
- Elevate worker / jobseeker **voice**
- Support good jobs **policy making and enforcement**
- **Educate and empower** workers and jobseekers to have agency in the labor market



Tactics

- Business assistance and learning for adoption of good employment practices (Good Business Works, social enterprises, apprenticeships)
- Building worker / jobseeker feedback loops (surveys, focus groups, Human Centered Design, Community Conversations)
- Empowering workers / jobseekers (know-your-rights education, co-op models, etc.)
- Policy, advocacy, legal support

Strategies

Support Equitable and Impactful Workforce Funder Practice

The BWFC provides a forum for private and public funders of workforce development to come together to work more impactfully and to embrace the group's core values of racial equity, justice, and inclusion; collective power; continuous learning; risk-taking; and trust. The BWFC will:

- **Facilitate peer learning, collaboration, alignment, and pooling of funds**
- Support adoption of **equitable workforce grantmaking practices**
- Collect and share **data about workforce grantmaking**
- Provide **learning opportunities** for funders

Tactics

- Regularly scheduled BWFC Member meetings
- Shared learning experiences (speakers, site visits)
- Data and research that informs BWFC members' work (grants tally, grantee diversity and outcomes data, special research/publications)
- Partner with workforce organizations to hold Community Conversations
- Explore best, promising, and emerging funder practices



Community Conversations

Fostering Dialogue

The Baltimore Workforce Funders Collaborative holds Workforce Community Conversations to advance multi-stakeholder discussions around investments in workforce development in the greater Baltimore region. These Workforce Community Conversations enhance the Collaborative's ability to operate in line with our values of racial equity, justice, and inclusion; harnessing the power of the collective; continuous learning; and the courage to take risks.

These meetings facilitate dialog among funders, workforce practitioners, businesses, and workers to:

- inform the vision and strategies of the Collaborative,
- influence grantmaking and public investments,
- increase access to funders for service providers,
- create a shared learning space about workforce development conditions, trends, and strategies, and
- build a shared sense of mutual understanding, accountability, and possibility among a range of stakeholders.

Mutual understanding, accountability, and possibility.

Participation

The frequency of and participation in Workforce Community Conversations is determined by the Workforce Community Conversations Sub-Committee.

Participants may include:

- Nonprofit organizations
- Foundations/philanthropic entities
- Organizers and advocates
- Community influencers and opinion leaders
- People with lived experience and expertise of workforce development
- Business associations and leaders and economic development practitioners
- Educational institutions (school systems, colleges, etc.)
- BWFC Members

Measuring Impact

Tracking what is funded by our members, at what level, and shifts over time.

Gathering data about the composition of the groups that are funded by Collaborative members. (size, # leaders of color, geography, type)

Using Common Performance Measures and Wage Record studies to analyze the outcomes of training programs.

Narrative reporting from grantees regarding employer practice changes, policy gains, supportive services, and other metrics established for specific grant types.

Collecting feedback from grantseekers, funded organizations and workers (ex.: Community Conversations).

Monitoring the level of participation/engagement of our members. (meetings attended, funding for the Collaborative)

Measuring the amount and type of funding attracted to Baltimore by the BWFC's external fundraising efforts.

Collaborating with City and County agencies to track systems coordination improvements.

Documenting stories of actions taken by BWFC members (philanthropic practice) and partners (service delivery and outcomes)

How We Operate

Membership Model

The BWFC involves Maryland Philanthropy Network (MPN) Members who fund workforce efforts in the Baltimore Region and do not seek grants from other members of the group, as well as public workforce funders. BWFC Members are aligned to support the mission and vision of BWFC.

The Collaborative meets monthly. Time sensitive issues may necessitate more frequent meetings.

Governance

The BWFC is composed of the Collaborative with Co-Chairs and Sub-Committees. The BWFC operates as a Funder Collaborative under the governance of MPN. MPN is governed by a board of, and elected by, its members.

Co-Chairs

The BWFC designates two Co-Chairs whose primary roles are: to provide support, guidance, and thought partnership to staff for overall strategic and fiscal management of the BWFC; to serve as an ambassador for the BWFC when appropriate; and to assist staff to run Collaborative meetings. Co-Chairs serve two-year renewable terms.

Subcommittees

The BWFC forms sub-committees as needed to manage specific programs and initiatives. Sub-committees may involve both BWFC members as well as community partners. A standing **Workforce Community Conversations Sub-Committee** is composed of local partner organizations and at least one BWFC member. The Sub-Committee develops agendas and a shared facilitation plan for each Workforce Community Conversation. The Sub-Committee is led by three Co-Chairs (two service providers/ intermediaries and one BWFC member). If appropriate and feasible, the Sub-Committee may opt to bring in outside facilitators and/or guest speakers to support Community Conversations.

Staffing

The BWFC is staffed by a Director employed by MPN. The Director works to ensure that the strategic goals and objectives of the BWFC are accomplished and in alignment with the mission and values of MPN. The position oversees general and day-to-day operations of the BWFC as well as the Maryland Workforce Affinity Group and serves as an active member of the MPN staff team. Additional support is provided on a limited basis by MPN staff members and contractors for personnel, accounting, communications, data, and affinity group program functions.

How We Operate

Mindset, Skills, and Values

Our alignment, and thus our effectiveness and efficacy as a collaborative, is grounded in several key factors. For our group to be successful, we ask group members to:

- Have a commitment to the BWFC values
- Have an ability to rise above feelings of separateness to act in collaboration with a spirit of mutual understanding, patience, flexibility, and trust
- Be invested in the future of workforce development in the greater Baltimore region
- Contribute to support the core budget at a level that is consistent with their capacity to do so
- Make sweat equity contributions (Members have the ability to act in addition to providing thought partnership and expertise)
- Approach collective work and relationships with a high degree of trust and commitment to mutual accountability
- Engage in authentic and open relationship-building
- Participate actively in meetings
- Balance a desire to make information about our work open and while protecting relationships of trust among members and with applicants and grantees.

Where appropriate, maintain the confidentiality of discussions, recommendations and paperwork related to grant review and investments

- Collaborative members agree to not publicly disparage or discredit Collaborative activities

Opting In and Opting Out

Occasionally, BWFC will release statements regarding certain policies, practices, or decisions, or engage in other activity that may fall outside of the scope of Collaborative members' organizational goals and/or commitments. Any press releases or official public comments must be approved by the President of Maryland Philanthropy Network (MPN) in accordance with policies set forth by the MPN Board of Directors.

While members are committed to the vision, operating principles, and objectives of the Collaborative, they may opt out of specific Collaborative activity.

Opting out can include leaving the abstaining organization's logo from releases and media announcements, or other activities as discussed by the members.

How We Operate

Decision Making

The BWFC utilizes a blended decision-making model. For decisions that have broad impact for group function and direction we engage in consensus decision making and utilize a “testing for agreement” model. For smaller operational decisions, we will use voting.

Members agree to recuse from participation in decision-making where the organization they represent may be competing for the allocation of grant funds or have other personal or monetary interest in the outcome.

Agreement

- I support the proposal and am willing to help implement it.

Reservations

- I am willing to let the proposal go ahead but have reservations about it that I need to be acknowledged.

Stand Aside

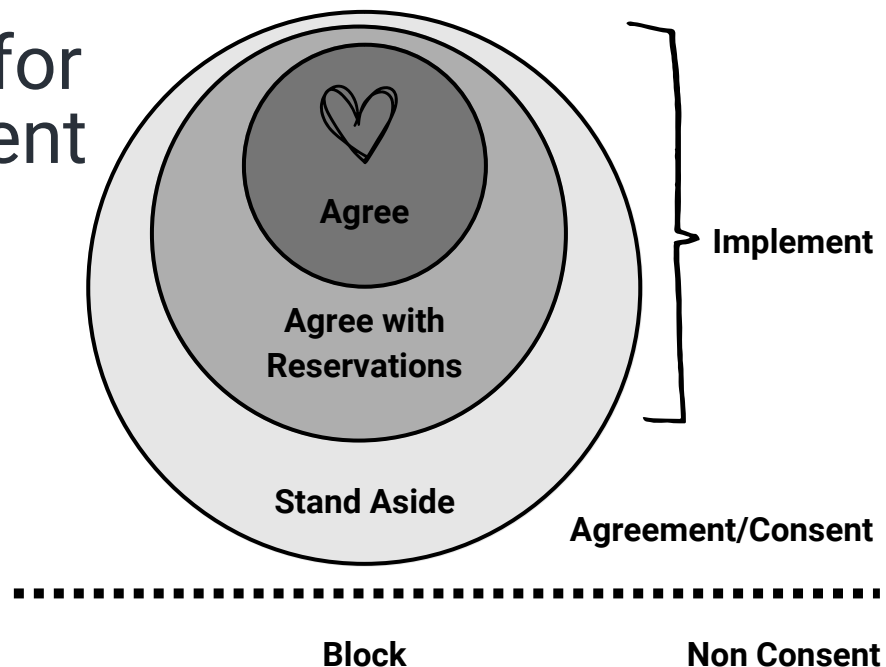
- I have objections, but I will not block the proposal. Or, I like the decisions but don't have the time or authority to implement it.

Block

- I have a fundamental objection to the proposal. I may need to leave the group if this goes ahead.

Testing for Agreement

*Adapted from
Seeds for Change*



How We Operate

Sustainability

The BWFC members contribute to support the core budget at a level that is consistent with their capacity to do so. Additionally, BWFC conducts fundraising to secure additional grants to support core operations and special projects, primarily through its affiliation with the National Fund for Workforce Solutions.

We recognize that each member of the Collaborative has distinct abilities to contribute based on their organizational structure and policies. Therefore, we offer several types of funding opportunities.

Core Funder

Supports general operations of the Collaborative including:

- Facilitation of the Collaborative
- Grant writing activities (bringing in national funds to Baltimore)
- General project oversight
- Operating costs – accounting, office space, meeting expenses
- Communications
- Grants Tally
- Other special initiatives of the Collaborative

Event Sponsor

Supports special events such as:

- Workforce Community Conversations
- BWFC Peer City Site Visits
- Sponsor BWFC Staff and Partners to attend national conferences

*Events Sponsors support work of the Collaborative. A portion of these sponsorships cover core expenses such as salary and fringe for management of these activities.

Project Funder

Supports core budget through project-based grants including:

- Wage Record Study
- Job Quality Initiatives
- Special Research and Publications
- Worker Voice – Human Centered Design Initiative
- Community Conversations
- Other projects aligned with Strategic Pillars

*Project Funders support work of the Collaborative. A portion of these grants cover core expenses such as salary and fringe for management of these activities.

Other

Provides in-kind support such as:

- Catering for monthly BWFC meetings
- Travel costs for BWFC Staff (national meetings or BWFC Peer City Site Visits)

Guiding Strategic Principles

Race should not be a determinant of one's employment outcomes or wealth. We recognize and work to dismantle systemic racism, bias, and anti-blackness.	Employers are essential partners in this work. Advancing worker wellbeing and closing racial wealth gaps often requires changes in employer practice.	Those who do the work of providing services and solutions are our partners in this work and we, as funders, commit to listening to these partners and approach them with humility and respect.
We apply an asset framework to our work and our communications. We acknowledge all people's aspirations, gifts, and excellence. We do not define people by their challenges.	We use a systems approach to workforce problems and solutions. This means that we look across our ecosystem at interconnected policies, practices and mindsets that sustain inequities.	The adults and youth most impacted by the work need to be heard and have agency. Jobseeker and worker voice is essential.

STRATEGIES

CREATE MORE EQUITABLE ACCESS TO GOOD JOBS*	INCREASE THE NUMBER OF GOOD JOBS*	SUPPORT EQUITABLE AND IMPACTFUL WORKFORCE FUNDER PRACTICE
<ul style="list-style-type: none"> • Increase the supply of effective training and education that leads to good jobs • Support opportunities for career progression to occupations that can sustain families and build wealth • Offer accessible, effective supportive services • Support city and county efforts to build more coordinated workforce systems • Fund and advocate for approaches that eliminate systemic barriers to good jobs 	<ul style="list-style-type: none"> • Support and incentivize employer-based hiring, training, and workforce practices that improve job quality • Elevate worker / jobseeker voice • Support good jobs policy making and enforcement • Educate and empower workers and jobseekers to have agency in the labor market 	<ul style="list-style-type: none"> • Facilitate peer learning, collaboration, alignment, and pooling of funds • Support adoption of equitable workforce grantmaking practices • Collect and share data about workforce grantmaking • Provide learning opportunities for funders
<p>*See Good Jobs Working Definition below</p> <p>TACTICS</p> <ul style="list-style-type: none"> -Industry-sector training -Work & learn models (stipends, internships, apprenticeships, incumbent worker training) -Barrier mitigation and supportive services -Literacy and numeracy education -Evaluation and measurement (wage record study, WIDS) -Capacity building -Research, communications, & advocacy -Career exploration, job shadowing and mentoring <p>ROLES: Provide resources and thought partnership to support strategies and tactics; Increase overall investment by aggregating investments, attracting external resources, and forging partnerships; Catalyze and incubate new approaches and ideas; Create and sustain local momentum around narratives, practices, and policies; Drive aligned grantmaking and collective action;</p>	<p>*See Good Jobs Working Definition below</p> <p>TACTICS</p> <ul style="list-style-type: none"> -Business assistance and learning for adoption of good employment practices (Good Business Works, social enterprises, apprenticeships) -Building worker / jobseeker feedback loops (surveys, focus groups, Human Centered Design, Community Conversations) -Empowering workers / jobseekers (know-your-rights education, co-op models, etc.) -Policy, advocacy, legal support 	<p>TACTICS</p> <ul style="list-style-type: none"> -Regularly scheduled BWFC Member meeting -Shared learning experiences (speakers, site visits) -Data and research that informs BWFC members' work (grants tally, grantee diversity and outcomes data, special research/publications) -Partner with workforce organizations to hold Community Conversations -Explore best, promising, and emerging funder practices

Baltimore Workforce Funders' Collaborative

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