Economic Development Working Group: Session 3
July 17, 2017
Session Structure

1. Workforce Best Practices
   - Review best practices for workforce development from across the United States to inform additional strategies for Cambridge.
   - 20 minutes

2. Strategies & Actions
   - Confirm list strategies and actions generated during Working Group #2, and identify and fill any gaps.
   - 70 minutes

3. Indicators & Targets
   - Discuss proposed indicators and targets for the City’s Economy goals.
   - 45 minutes

3. Next Steps
   - Discuss process for evolving strategies, actions, indicators, and targets before fall Working Group meetings.
   - 10 minutes
Essential Definitions

**GOAL**

- **GOAL**: Broad, aspirational statement of what we want to achieve

**Strategy**

- **Strategy**: Approach or approaches that we take to achieve a goal

**Action**

- **Action**: Specific policy, program, or tool we take to achieve a strategy

**Indicator**

- **Indicator**: Quantitative measure(s) used to assess performance against goal

**Target**

- **Target**: Desired level of performance
**GOAL**

Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage so that they can share in the City’s prosperity.

**Strategy**

Build robust entry-level pathways to jobs in Cambridge’s core sectors.

**Action**

Expand the Biomedical Careers Training Program. 
Strengthen Career and Technical Education pathways for students in Cambridge that offer apprenticeships with major employers.

**Indicator**

Increase the number of Cambridge workers that have less than a bachelor’s degree and undergo training through City-sponsored programs who are being placed in jobs that make at least $15 per hour.

**Target**

100% of Cambridge workers who have less than a bachelor’s degree and undergo training through City-sponsored programs are being placed in jobs that make at least $15 per hour.
Strategies & Actions
Translating Proposed Strategies & Actions Into Matrix

During Meeting #2 (June)

Develop proposed new strategies and actions to help the City and its partners achieve goals.

WG Members

Between Meeting #2 and #3

Conduct preliminary prioritization of strategies and actions, identify potential new strategies and actions, and consider timeframe for implementation.

Consulting Team & City Staff

During Meeting #3 (July)

Refine proposed strategies and actions and determine next steps.

WG Members, Consulting Team, & City Staff
Review Criteria

The strategies and actions proposed during Working Group #2 were advanced into the next round of discussion based on the following factors:

**IMPACT**

Their ability to have a major impact on the City’s capacity to meet the goals set out by Envision Cambridge.

**FEASIBILITY**

Their feasibility, in terms of Cambridge’s ability to successfully implement them, either independently or in partnership with other entities. Feasibility is impacted by implementation costs and the capacity to engage other partners among other factors.

**NEED**

Their ability to serve the populations in Cambridge in greatest need of economic development assistance.
Strategy 1 & Supporting Actions

**STRATEGY**  Support the growth of core sectors that drive Cambridge's and the region’s prosperity.

**ACTIONS**

A. Collaborate regionally to invest in essential infrastructure that will bring businesses and residents to the region.

B. Collaborate regionally to create a comprehensive, integrated workforce development system that will educate and train a qualified labor force for core sectors.
Strategy 2 & Supporting Actions

STRATEGY
Expand hiring of Cambridge residents by Cambridge businesses, with a focus on opening up new pathways of opportunity for underserved residents.

ACTIONS
C. Expand employer partnerships to offer more “learn and earn” opportunities to Cambridge residents, so they can gain experience and learn new skills while earning a living wage.

D. Publicly recognize Cambridge employers that provide living wages or equal pay.
Strategy 3 & Supporting Actions

STRATEGY

Build a comprehensive, integrated workforce development approach that targets specific key sectors and intentionally creates career pathways for Cambridge residents.

E. Develop closer collaborations with major employers to gather ongoing feedback on their workforce needs, including education and skill requirements.

F. Encourage major employers to commit to hiring graduates of City-supported workforce development programs.

G. Enhance coordination between City economic development and workforce development efforts to identify and pursue opportunities for collaboration with employers and academic institutions.

H. Expand employer and academic institution partnerships to offer Cambridge students internship opportunities that provide career exposure and skill-building.

I. Expand the number of employers working with the City’s adult education provider to offer workplace education to their current employees, thereby increasing employees’ ability to move onto the next level of employment.

J. Provide a forum for academic institutions to share best practices in workforce development, both from research and their own experience in the Cambridge community.

ACTIONS
Strategy 4 & Supporting Actions

STRATEGY

Establish the City as a leader in attracting and retaining firms, including those in emerging industry clusters.

ACTIONS

K. Streamline City-business coordination, especially during the recruitment process.

L. Conduct ongoing tracking (i.e., regular surveys) of the factors that are bringing firms to Cambridge and monitor the city’s ability to meet their needs.

M. Streamline permitting and licensing requirements, especially for small businesses.

N. Conduct public education about the economic and social benefits of preserving light industrial land uses.

O. Consider using land trusts, investment loans and funds, and business incubators to preserve land and buildings for light industrial uses.

P. Conduct public education about Cambridge’s capacity to accommodate home-based businesses.
Strategy 5 & Supporting Actions

STRATEGY
Make investments in social and economic inclusion that support Cambridge’s desirability as a place to live and work and its long-term economic competitiveness.

ACTIONS
Q. Provide universal affordable early childhood education (e.g., expand pre-K to all 3 year olds).

R. Share best practices from the City’s efforts to establish paid paternity leave, equal pay, and living wages for employees with private employers.

S. Reduce “digital divide” by supporting affordable broadband access in the City.
Strategy 6 & Supporting Actions

**STRATEGY**

Provide necessary multi-modal transportation, public infrastructure, and built environment improvements where job density and growth is desired.

**ACTIONS**

T. Explore new partnerships with the MBTA, employers, and academic institutions to expand bus and shuttle service to fill gaps.

U. Develop a coordinated capital improvement plan, including transit, bike & pedestrian infrastructure, streetscape, broadband, community space, in designated growth areas.
Strategy 7 & Supporting Actions

Maximize effective use of public and private real estate to mitigate real estate pressures and support small business growth and community purposes.

V. Selectively add density along major corridors to increase available commercial space.

W. For large commercial development projects, establish community benefits agreements that focus on inclusive growth through potential job training, local business support, infrastructure, and affordable housing commitments.

X. Expand use of creative financing mechanisms, including tax increment financing and business improvement districts, to facilitate transformative development.

Y. Perform City-led site assemblage as necessary to facilitate transformative development.

Z. Encourage rapid reuse of empty storefronts with the proposed City vacant and abandoned property ordinance.

AA. Research new uses for underutilized private spaces so they can be opened up to various entrepreneurs and startups as available.
Strategy 8 & Supporting Actions

**STRATEGY**

***Encourage the provision of affordable commercial space.

**ACTIONS**

AB. ***Provide tax exemptions to property owners that offer affordable commercial space and offer fee waivers for new small and local businesses.

AC. ***Adapt the proposed commercial land use classification to allow for flexible retail formats, including revising the fast food order definition and classification for small-batch manufacturing.
Strategy 9 & Supporting Actions

**STRATEGY**

***Enhance the experience within Cambridge’s diverse commercial districts through necessary public realm improvements and the promotion of local events and activities.

**ACTIONS**

AD. ***Assess physical conditions in Cambridge’s commercial districts and support necessary public realm improvements.

AE. ***Consider providing competitive funding for events and programming held by local business organizations.
Strategy 10 & Supporting Actions

**STRATEGY**  Help small business owners prepare for a changing competitive environment.

**ACTIONS**  AF. ***Provide small business owners with online marketing, sales, and legal support technical assistance.
Full Set of Strategies

1. Support the growth of core sectors that drive Cambridge’s and the region’s prosperity.
2. Expand hiring of Cambridge residents by Cambridge businesses, with a focus on opening up new pathways of opportunity for underserved residents.
3. Build a comprehensive, integrated workforce development approach that targets specific key sectors and intentionally creates career pathways for Cambridge residents.
4. Establish the City as a leader in attracting and retaining firms, including those in emerging industry clusters.
5. Make investments in social and economic inclusion that support Cambridge’s desirability as a place to live and work and its long-term economic competitiveness.
6. Provide necessary multi-modal transportation, public infrastructure, and built environment improvements where job density and growth is desired.
7. Maximize effective use of public and private real estate to mitigate real estate pressures and support small business growth and community purposes.
8. ***Encourage the provision of affordable commercial space.
9. ***Enhance the experience within Cambridge’s diverse commercial districts through necessary public realm improvements and the promotion of local events and activities.
10. ***Help small business owners prepare for a changing competitive environment.
Indicators & Targets
Characteristics of a Good Indicator

An indicator is a quantitative measure used to assess performance against a goal. To guide the Working Group’s development of indicators, the following general characteristics of good indicators have been identified.

Simple to understand and communicate

Historic data is available and readily accessible

Indicator is a true reflection of performance

Indicators That Do Not Meet These Criteria

Gini coefficient

Data about income growth experienced by long-time Cambridge residents without a college degree

Median household income
A. Job growth rate

**What**

Describes the total number of jobs added in Cambridge over a specific period of time.

**Why**

Indicates Cambridge’s attractiveness to new businesses, its capacity to support the growth of existing businesses, and economic opportunities available to Cambridge residents.

**Potential Targets**

Total number of jobs to be added by XX date. Job growth rate that exceeds that of peer communities.

**Data Source**

Massachusetts Executive Office of Labor and Workforce Development

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Readily accessible data.</td>
<td>✓ Does not consider job quality (wage and benefits) or recipients.</td>
</tr>
<tr>
<td>✓ Enables comparison to peers.</td>
<td>✓ Dependent on macroeconomic conditions that are not fully in Cambridge’s control, creating need to benchmark against other places.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Precedents</th>
<th>Plan</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imagine Boston</td>
<td>Maintain job growth rate that outpaces national average and peer cities.</td>
<td></td>
</tr>
<tr>
<td>Somervision</td>
<td>Create 30,000 new jobs by 2030.</td>
<td></td>
</tr>
<tr>
<td>Portland Strategic Plan</td>
<td>By 2020, add 28,000 quality jobs, including 13,000 middle-wage jobs.</td>
<td></td>
</tr>
</tbody>
</table>
B. Disparities in unemployment rate by race and ethnicity

**What**
Measures differences in the unemployment rate of different racial and ethnic groups.

**Why**
Indicates how economic opportunity is being experienced by a diverse cross-section of Cambridge residents.

**Potential Targets**
Reduction in disparities, such that unemployment rates for all groups are brought below a threshold level.

**Data Source**
U.S. Census Bureau

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Tracks access to economic opportunity at a finer grain than other indicators.</td>
<td>✓ Considers jobs access in binary terms (unemployed vs. employed), and not job quality.</td>
</tr>
<tr>
<td>✓ Measures progress against persistent social inequities.</td>
<td>✓ Dependent on macroeconomic conditions that are not fully in Cambridge’s control.</td>
</tr>
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**Precedents**

<table>
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<tr>
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<tbody>
<tr>
<td><strong>DC Economic Strategy</strong></td>
<td>Reduce unemployment levels of African-American residents from 13.5% to below 10%.</td>
</tr>
<tr>
<td><strong>Portland Strategic Plan</strong></td>
<td>Close the unemployment rate gap between white workers and workers of color by 2020.</td>
</tr>
</tbody>
</table>
C. Wage growth among low wage-earners

**What**
Describes annual changes in wages among the lowest 20-25% of wage-earners.

**Why**
Indicates progress towards low-wage workers achieving a living wage.

**Potential Targets**
Steady annual wage increases above inflation rate.

**Data Source**
Massachusetts Executive Office of Labor and Workforce Development

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
</table>
✓ Measures economic resources available to low-wage earners. | ✓ Does not directly measure benefits to residents of Cambridge, as this metric is for Cambridge workers. |

**Precedents**

<table>
<thead>
<tr>
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<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imagine Boston</td>
<td>Increase median wages in low-wage occupations.</td>
</tr>
<tr>
<td>MAPC Regional Economic Strategy</td>
<td>Reduce income disparities between the top and bottom quintile of the population across the region.</td>
</tr>
</tbody>
</table>
D. Disparities in median or per capita income by race and ethnicity

*What*  
Describes differences between incomes between races and ethnic groups.

*Why*  
Indicates progress towards erasing economic inequities between different groups of Cambridge residents.

*Potential Targets*  
Steady reduction in disparities in household median income by race.

*Data Source*  
U.S. Census Bureau

### Advantages

- Tracks access to economic opportunity at a finer grain than other indicators.
- Measures progress against persistent social inequities

### Disadvantages

- Disparities reflect larger social inequities that are perpetuated over time, potentially including the period before the resident moved to Cambridge.

### Precedents

<table>
<thead>
<tr>
<th>Plan</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Imagine Boston</em></td>
<td>Reduce disparities in household median income by race.</td>
</tr>
</tbody>
</table>
E. Share of minority- and women-owned businesses

**What**
Describes the percentage of Cambridge’s businesses owned by minorities or women.

**Why**
Indicates Cambridge’s capacity to support attract and retain diverse business owners and support equal access to opportunity.

**Potential Targets**
Share of women- and minority-owned businesses that is proportional to their overall representation within the City.

**Data Source**
Cambridge Community Development Department

<table>
<thead>
<tr>
<th>Advantages</th>
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</tr>
</thead>
<tbody>
<tr>
<td>✓ Helps measure equal access to opportunity among entrepreneurs.</td>
<td>✓ Disparities in business ownership reflect larger social inequities that are perpetuated over time, potentially including the period before the business-owner entered to Cambridge.</td>
</tr>
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</table>

**Precedents**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>MAPC</td>
<td>Grow the number of businesses operated by Immigrant and Black/Latino entrepreneurs throughout the region.</td>
</tr>
<tr>
<td>Regional Economic Strategy</td>
<td></td>
</tr>
<tr>
<td>Portland Strategic Plan</td>
<td>Increase percentage of small businesses registered in Multnomah County founded or owned by women or people of color by 2020.</td>
</tr>
</tbody>
</table>
F. Post-secondary educational attainment by race and ethnicity.

What
Describes the portion of Cambridge residents who have obtained at least a Bachelor’s degree by different races and ethnic groups.

Why
Indicates progress by Cambridge residents in obtaining educational credentials to access quality job opportunities.

Potential Targets
Increase Bachelor’s Degree completion rate for Black and Hispanic residents by X rate annually.

Data Source
U.S. Census Bureau

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Provides a strong proxy for measuring future economic opportunity.</td>
<td>✓ Trends may be due to immigration and displacement rather than improved outcomes for existing Cambridge residents.</td>
</tr>
<tr>
<td></td>
<td>✓ Progress is likely to be incremental when measured at a citywide level.</td>
</tr>
</tbody>
</table>

Precedents

<table>
<thead>
<tr>
<th>Plan</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAPC</td>
<td>Increase the proportion of working-age Blacks and Hispanics with a 2 or 4-year college degree.</td>
</tr>
<tr>
<td>Regional</td>
<td></td>
</tr>
<tr>
<td>Economic</td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td></td>
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Overview

2. What Will Be the Outcome of the Final Occupational Analysis?
3. What Are the Preliminary Findings from the Occupational Analysis?
4. What Workforce Development Best Practices from Across the U.S. May Be Relevant to Cambridge?
5. Next Steps
Where Do Cambridge Workers Live, Where Do Cambridge Residents Work, and What Does Each Group Do?
LEHD Analysis: Cambridge Inflow/Outflow

LEHD = Longitudinal Employer-Household Dynamics, a program of the U.S. Census Bureau
LEHD Analysis: Where Do People Working in Cambridge Live?
### LEHD Analysis: Leading Industries for People Working in Cambridge

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Educational Services</td>
<td>26.3%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>25.3%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>10.0%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>8.1%</td>
</tr>
<tr>
<td>Construction</td>
<td>2.2%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>5.6%</td>
</tr>
<tr>
<td>Administration &amp; Support, Waste Management and Public Health</td>
<td>3.7%</td>
</tr>
<tr>
<td>Information</td>
<td>3.6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2.6%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>2.5%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>2.4%</td>
</tr>
<tr>
<td>Other Services (excluding Public Administration)</td>
<td>2.2%</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>1.9%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>1.7%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>1.2%</td>
</tr>
<tr>
<td>Construction</td>
<td>1.1%</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>0.9%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>0.8%</td>
</tr>
<tr>
<td>Utilities</td>
<td>0.1%</td>
</tr>
</tbody>
</table>
LEHD Analysis: Where Do People Living in Cambridge Work?

[Map showing work locations of Cambridge residents with color coding for different percentages]
LEHD Analysis: Leading Industries for Employed Cambridge Residents

- Educational Services: 18.7%
- Health Care and Social Assistance: 17.0%
- Professional, Scientific, and Technical Services: 15.5%
- Accommodation and Food Services: 8.2%
- Finance and Insurance: 6.0%
- Retail Trade: 5.9%
- Administration & Support, Waste Management and...: 5.1%
- Public Administration: 4.0%
- Information: 3.8%
- Other Services (excluding Public Administration): 3.3%
- Manufacturing: 2.9%
- Management of Companies and Enterprises: 1.9%
- Wholesale Trade: 1.8%
- Arts, Entertainment, and Recreation: 1.5%
- Real Estate and Rental and Leasing: 1.4%
- Transportation and Warehousing: 1.4%
- Construction: 1.4%
- Utilities: 0.2%
What Will Be the Outcome of the Final Occupational Analysis?
Occupational Analysis

Final regional occupational analysis will:

• Identify jobs that are in demand
• Project future occupational openings
  • Due to growth
  • Due to replacement
• Segment low and middle-skill job opportunities
What Are the Preliminary Findings from the Occupational Analysis?
Preliminary Occupational Analysis

• Three quarters of future job openings in Greater Boston will be due to replacements

Percentage of Average Annual Openings by Type
Greater Boston Area, 2014-2024

Source: Massachusetts EOLWD, Labor Market Information, 2014
Preliminary Occupational Analysis

• 39 percent of Greater Boston job openings are expected to require a Bachelor’s degree or higher.

Share of Job Openings by Typical Educational Attainment Required
Greater Boston Area, 2014-2024

Source: Mass. EOLWD, Labor Market Information, 2014
Preliminary Occupational Analysis

- Skill levels are high for current Greater Boston workers, indicating that people have greater job skills than the typical occupational requirements

Average Educational Attainment for Workers 25+ in All Occupations
Greater Boston Area, 2014

- Bachelor Degree or Higher, 44%
- Some College or Associate Degree, 28%
- High School or Less, 28%

Source: ACS PUMS 2011-2015
What Workforce Development Best Practices from Across the U.S. May Be Relevant to Cambridge?
Workforce Development Program Best Practices

Best Practice Categories:

• Connections to community colleges
• Partnerships with industry
• Partnerships with institutions
• Paid work training
• Opportunities for young adults with criminal records
Best Practices – Connections to Community Colleges

Broadening Advanced Technological Education Connections (“BATEC”, UMass Boston)

• Category: Connections to Community Colleges, Pathways
• Career-focused pathways in computer science, information technology, computer networking, and data analysis
• Bridge to Community College program functions as a technology education ladder for non-traditional students
• Early College STEM High Schools (Chicago Public Schools)
• ICT Pathways is a collaborative model aimed at creating and improving coherent and effective education and career pathways in information and communication technologies (ICT) related fields
Best Practices – Partnerships with Industry

Baltimore Alliance for Careers in Healthcare

• Category: Partnerships with Industry, Pathways
• Career pathways in healthcare
• Allied health career coaching at six hospitals and two long-term care facilities
• Web-based toolkit for employers to use in employee training and support
• Career maps for administrative, long-term and patient care, and technician positions
Best Practices – Partnerships with Industry

BostonPIC Summer Internship/Apprenticeship

• Category: Partnerships with Industry

• Mayor’s Summer Jobs Program: partnership with the City and Boston Public Schools where 3,000+ BPS high school students are hired to work in employer-paid jobs/internships at more than 200 private sector companies

• Tech Apprentice: six-week, paid summer internship program for tech-savvy Boston public high school students who want to work at local companies

• Re-Engagement Center: partnership with Boston Public Schools to provide outreach to high school dropouts to help them re-engage with school or other alternatives (GED, alternative program, etc.)
Best Practices – Partnerships with Industry

District 1199C Training and Upgrading Fund (Philadelphia area)

- Category: Partnerships with Industry, Pathways
- Career pathways for job seekers and incumbent workers in nursing, allied health, behavioral health, health information, and childcare
- Programs and classes are stackable credentials towards college level certificates and degrees
- Programs are open to union members, as well as low-income residents or those with obstacles to careers
- Coordinate the Greater Philadelphia Healthcare Partnership that offers subsidized on-the-job training, clinical programs, and skill building workshops
Best Practices – Partnerships with Institutions

Yale’s New Haven Community Hiring Initiative (New Haven)

• Category: Partnerships with Institutions

• A bridge between qualified, pre-screened New Haven Works participants (the City’s workforce development organization) and open positions at the University

• Works directly with Human Resources and hiring managers to assess candidates

• Program also provides training and skill enhancement opportunities for New Haven Works participants and local youth
Best Practices – Partnerships with Institutions

Drexel University’s Customized Job Training (Philadelphia)

• Category: Partnerships with Institutions

• Emphasizes employment for local residents in positions on-campus and with vendors and partners organizations

• Participants in adult education and workforce development programs are referred directly to these opportunities and are given strong consideration for employment

• Program currently focuses on positions for medical assistants in Drexel Medicine practices, food service positions with SodexoMagic, a food service vendor, and a construction trades pre-apprenticeship program
Best Practice – Paid Work Experience

Digital Service Fellows (Urban Technology Project, Philadelphia)

• Category: Paid Work Experience

• Digital Service Fellows (DSF) is an AmeriCorps program for recent Philadelphia high school graduates in information technology.

• DSFs work in the School District for a full year under the direct mentoring of I.T. professionals

• Provides on-the-job training, computer courses at the Community College of Philadelphia, and work towards industry certifications

• Outstanding DSFs can apply for the Computer Support Specialist (CSS) Program at UTP, a PADOL registered I.T. Apprenticeship program
Best Practices – Opportunities for Young Adults with Criminal Records

Jane Addams Resource Corporation (Baltimore)

• Category: Opportunities for Young Adults with Criminal Records

• JARC's Careers in Manufacturing Programs are free job training courses that can help you gain employment in the manufacturing or construction sectors — with skills in Computer Numerical Control (CNC), welding, and more.

• Free training for unemployed and low-income adult job seekers

• The majority of CNC and welding trainees have criminal backgrounds
Best Practices – Opportunities for Young Adults with Criminal Records

Next Course (St. Vincent de Paul, Baltimore)

• Category: Opportunities for Young Adults with Criminal Records

• Next Course is a 16 week, intensive competency-based food service training program that integrates classroom instruction with hands-on experience in the KidzTable production kitchen.

• The integrated curriculum immerses students fully in the production of 9,000 meals each school day and 6,000 meals each summer day for children in the Baltimore area.

• The Next Course is targeted at students who have barriers to employment and is predominately comprised of single, African-American adults who live at or below the poverty line. More than half of Next Course students are 30 years old or younger.
Next Steps

• Connect results of final occupational analysis and best practices research

• Incorporate input from this working group session to identify focus areas for recommendations