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**Baltimore Workforce Investment Board  
Quarterly Board Meeting  
December 11, 2007**

**Greater Baltimore Committee  
111 S. Calvert Street – Suite 1700  
Baltimore, MD 21202  
8:00 am – 9:30 am**

**Agenda**

8:00 – 8:05	Welcome, Introductions and Meeting Overview	John Ashworth, BWIB Chair
8:05 – 8:10	Approval of Minutes	John Ashworth, BWIB Chair
8:10 – 8:20	Discussion of 2008 Youth Works Campaign	John Ashworth, BWIB Chair Skipp Sanders, MSDE
8:20 – 8:45	Review and Approval of 2008 – 2010 BWIB Strategic Plan and Organizational Structure	Karen Sitnick, MOED Jeffrey Smith, MOED
	Review and Approval of 2007 – 2008 Public Policy Priorities	Larry Walton, United Way
8:45 – 8:55	Brief BWIB Updates	Jeffrey Smith, MOED
	<ul style="list-style-type: none"><li>• BRAC Project Coordinator Update</li><li>• Review of Outstanding RFPs</li><li>• Regional Employer Institute</li></ul>	
8:55 – 9:25	Presentation – Workforce Challenges in the Energy Industry	Jim Rzepkowski, Director, Workforce Development Constellation Energy
9:25– 9:30	Final Comments & Adjournment	John Ashworth, BWIB Chair



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**BWIB Strategic Planning  
September 19, 2007  
Meeting Minutes**

**Part One: Highlights from our Speakers**

**Andy Frank, Deputy Mayor**

Mayor's Priorities

- YouthWorks – All youth who apply for a summer job should have one. Summer employment provides a good foundation to prepare youth for the workforce.
- Steps must be taken to provide skills that prepare youth for 21<sup>st</sup> century jobs.
- The Baltimore City Residents First (included in all city contracts) requirements need to be more robust, and should be incorporated into the BWIB's work.
- The City's Comprehensive Master Plan matches the BWIB targeted industries, including BRAC, port related, and high growth jobs that include Building and Construction Trades. The City is looking toward redesigning and developing a transportation system that meets the needs of employees who are employed outside the City, i.e. Ft. Meade, etc.
- It is important to have a performance management/measurement matrix.
- The Mayor wants to cut the tax rate to make the City competitive with other jurisdictions. The goal is to shift the burden from real estate taxes to other taxes.
- The Mayor is developing a position on slots tied to the Hospitality and Tourism industry.

**Dr. Andres Alonso, CEO, Baltimore City Public School System**

- The school system must prepare students for college and life's work.
- Four units of analysis should be considered to influence schools and ensure collaboration in order to provide support to the schools:
  - **Community Collaboration.** The resounding theme was partnerships-business, parents, public agencies, etc
  - **Classroom** - Students are not meeting certain standards – what needs to be happening? The current structure needs to be redefined and changed to enhance the learning capacity of students at all grade levels. Nothing says that schools have to have grades – nothing says that kids have to be seated in rows. We need to examine what is being taught and how it's being translated in the classroom. The Community College should be in the schools. Curricula should coordinate/match that of the Community College with opportunities in place for students to earn college credits.
  - **School-** parents send their children to a school, not a system
    - Aggregate the allocation of resources and leadership.
    - Redesign schools to meet the needs of students, i.e., ACCE model.
    - Schools need to have autonomy
    - Increase and expand innovation.
  - **System-**

- Standards and accountability – There are over 1100 benchmarks to measure, we need to focus on the 4 or 5 things that matter the most in triggering how resources are allocated.
- There is not enough current investment into the school system.
- Earlier engagement with students and the workforce must take place.
- A considerable number of youth leave school at the end of the 9<sup>th</sup> and 10<sup>th</sup> grades. Efforts must be made to reach them earlier in order to retain them in school.
- Apprenticeships and internships must **radically** increase to stem the dropout rate. Of the 6335 originally enrolled in Cohort 2005, 1800 have dropped out.
- A strategy must be developed to engage students in the community earlier or re-engage them when they become disconnected from school.
- **Safety in schools**
  - How do schools connect to the larger issue of youth violence? There is great concern for students in our schools and for youth who are on their way to and from school.
  - Foundational pieces for change can and should be put into place right away and not take 2-3 years to implement.

**Carolane Williams, President, Baltimore City Community College**

- Coordination with the BWIB is a pivotal point. Both are in the workforce investment business.
- Three foci:
  - Partnerships
    - Partnership with BCPSS should be designed to create joint curricula in order to obtain and transfer college credits.
    - Alternative options such as GED, virtual learning can provide a safety net for dropouts.
    - Expand college access via virtual instruction on IPOD.
    - Create a focus group on construction to define needs and issues.
    - Create partnerships to provide more leverage.
    - Implement a collective look at the Healthcare industry to create non-fragmented structures.
    - Students must keep learning in order to meet changes in careers that require upgrades in skill levels.
    - Soft skills are important.
    - Movement towards a knowledge economy and away from the technology era is taking place.
  - Student Success
    - Must ensure retention and ability to meet workforce needs. We have to prepare students to learn and keep learning. BCCC has to broaden its focus to provide more than education – provide training to improve skills and help students function in the knowledge economy.

- BCCC is working with other colleges and universities to build pipelines of students from middle schools- over 70 articulation agreements have been completed.
- Focus on student success – it's not enough to just enroll students, but they must be retained and prepared for the workforce, based on workforce needs - not the college's idea of what the workforce needs.
- Culture of Evidence
  - Analyze data.
  - Evaluate what we're doing to provide measurement and accountability. If it's not working, change it! Continually question ourselves as to whether we are meeting the needs of students and employers.
  - Math skills of students are weak.
  - A Task Force has been created to examine institutional practices, including the role and efficacy of the ACCU Placer. Revisions will be made as needed.

**John Coleman, Apprenticeship Coordinator, AFL-CIO, Iron Workers Local**

- Unions are ready to partner with schools and workforce organizations to create entry into construction apprenticeships for both men and women.
- AFL is willing to make presentations and talk to students at the schools about construction jobs citing good pay and benefits.
- Must have a high school or GED and pass a drug test for any apprenticeship program.
- The Training Council (15 locals) for Iron Workers is associated with the Community College of Baltimore County. As part of this agreement, college credits are earned during apprenticeships.
- Math skills are very important for careers and many lack adequate skills in this area.
- Career days at high schools don't work as well as a presentation in a classroom setting.
- Construction in Baltimore is booming, but the industry lacks a skilled workforce.
- Those in apprenticeship programs must make a commitment to continue their education.
- Construction work is a viable alternative to college.
- There are usually 30 new openings each year in the Iron Worker's apprenticeship program, but there are currently 60. The number depends on the amount of available work. The union is currently seeking qualified applicants to fill openings in the pre-apprenticeship programs.
- Suggests mapping businesses within the City with a gap analysis. Number and kinds of business (small to large). BCPSS could match to schools and develop a plan.

**BWIB Strategic Planning  
September 19, 2007  
Meeting Minutes**

**Part Two: Workgroup Reports**

**Workgroup #1 – Building the City’s Workforce**

See flip chart.

- Promote career pathways by developing and clearly presenting options to entry level job seekers.
- Policy recommendation – Increase compulsory education requirements by raising the mandatory dropout age.

**Workgroup #2 – Increasing the City’s Labor Force Participation**

See flip chart.

- Educate employers
- Increase soft skills training for incarcerated individuals
- Provide job coaching (requires funding for new positions)
- Conduct an ROI study to show how viable programs reduce costs to the state.
- Include a youth on a BWIB Task Force to gain a different perspective on challenges and needs of this age group.
- Partner with AARP
- Policy recommendation – Promote expunging juvenile records for non-violent crimes. Security clearances require no offense record.
- Increase services for the disabled. John Stewart will expand the new group tasked with increasing services to senior citizens to include services to the disabled.

**Workgroup #3 – Increasing Business Engagement with Public Workforce**

See flip chart.

- Policy recommendation – include a training requirement in all contracts.
- Match business needs with those of programs (i.e. Jump Start)
- Include basic soft skills as part of customized trainings.
- Initiate a Business Speakers Bureau in middle schools.
- Have businesses identify the content of assessment tools. Have BCCC conduct the assessment and assist with recruitment.

**Workgroup #4 – Building Better Connections between Business and Higher Education**

See Karen’s notes.

- Collect current information on targeted industries, i.e. salaries, benefits, etc.
- Create a pipeline with BCCC, GWIB, and other workforce partners to meet the needs of the construction industry. (Construction is a priority.)
- Use the data on targeted industries to determine if a second pipeline for Hospitality and Tourism is needed.

- Include higher education as part of the BACH team.

Separate item – Establish a group within the BWIB to determine goals, establish timelines, and analyze outcomes to track progress.

## Baltimore Workforce Investment Board: 2007-2008 Public Policy Priorities

### Overview

The Mayoral-appointed Baltimore Workforce Investment Board (BWIB) designs and executes the strategic and policy frameworks for the cutting edge programs and initiatives that the City's workforce development system offers. The BWIB strongly supports efforts to mold and build the City's current and future workforce to meet the needs of Baltimore's new, knowledge-based economy. The members of the BWIB have acquired a very strong knowledge-base and familiarity with workforce issues over the years. As a result, our Board members are well equipped to bring to bear their experience and expertise in a variety of subject matter areas on public policy developments in the local, regional and national workforce development arena. A Public Policy Committee was established in 2001 to advocate for legislative and budgetary initiatives in Annapolis and Washington that promote the City's ability to connect target populations to employment and improve education and job readiness services for all job seekers, including people with criminal records and ex-offenders. The Board's voice has been heard regularly in Annapolis and in Washington on behalf of policies, programs and budgetary initiatives that promote, enhance and help sustain Baltimore's workforce development system.

The BWIB membership reviews and approves the Board's Public Policy Priorities, prepared in draft by the Public Policy Committee, during the annual strategic planning retreat that takes place each year in September. The Public Policy Committee then takes the lead in educating elected officials on the BWIB's key legislative and budgetary priorities, coordinating expert testimony and the presentation of written materials during hearings and in other forums.

## Baltimore Workforce Investment Board: 2007-2008 Public Policy Framework

Chief among the indicators of a City's economic vitality is its ability to generate and fill substantial employment opportunities. Baltimore has made significant strides in recent years in the economic development arena, bringing substantial business investment to the City and creating new employment opportunities for its citizens. However, like other large urban centers, Baltimore faces many daunting challenges in building its workforce, reflecting a very unique set of local conditions.

Declining federal support for the nation's local workforce investment areas has resulted in Baltimore losing millions in funds that support the innovative employment and training initiatives offered by the Mayor's Office of Employment Development (MOED), the City's workforce development agency and One-stop Career Center operator, and its workforce partners. The ongoing trend in reduced federal investments in local workforce areas occurs at a time when Baltimore City's unemployment and poverty rates remain stubbornly high, when thousands of ex-offenders in need training and jobs are returning to our neighborhoods each year, and when research shows that nearly 20,000 of the City's young people are not employed.

At the same time, Baltimore is confronting other significant workforce challenges. These include worker shortages across most industry sectors, the need to develop "on-ramps" to handle the job expansion that is anticipated in the coming years as a result of the Pentagon's 2005 Base Realignment and Closure (BRAC) decisions, and the need to create a continuous pipeline of workers to fill the thousands of job vacancies that will occur as the City's "baby boomer" generation retires.

Baltimore City's capacity to address both sides of the workforce equation – to ensure that businesses have a qualified pipeline of skilled workers and to connect job seekers to good jobs – underscores the vital importance and highlights the value of its local workforce development system. Every year, the City's One-stop Career Centers provide professional career and reemployment services to a record number of citizens and assist hundreds of employers to meet their staffing and training needs. Despite a precipitous decline in federal funding over the past six years, all federal Workforce Investment Act performance measures have been exceeded, thousands of training activities have been provided and more than 5,000 City's adult residents have obtained employment each year. Similarly, the local workforce system's school-based initiatives and programs for out-of-school youth enable thousands of young people to gain valuable summer work experience and connect to internships or career growth employment opportunities. Baltimore's workforce system, which is closely aligned with the City's economic development efforts, is poised to expand its capacity to leave no one behind and help guarantee the economic stability of the City's residents.

The BWIB's Public Policy Priorities for 2007-2008 recognize the serious challenges that the local workforce development system faces, chief among them declining federal appropriations and the need to advocate *against* recurring efforts in the U.S. House of Representatives to rescind carryover funds that remain in the federal Department of Labor's Workforce Investment Act (WIA) account. With little hope for the reauthorization of WIA before 2008, if then, it is imperative that the BWIB continue to endorse level WIA funding and oppose the \$335 million rescission in WIA funds that is included in the House-passed FFY 2008 Labor-Health and Human Services-Education spending bill. With these federal priorities in the forefront, and acknowledging the other workforce challenges that Baltimore is facing, the BWIB will continue to strongly advocate for budgetary and legislative initiatives in both the Maryland General Assembly and the U.S. Congress that will promote, enhance and expand Baltimore City's workforce development system.

## Policy Priorities for the 2008 Maryland General Assembly

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### State Funding for Maryland's Workforce Delivery System

Strongly advocate and promote the need for State general funds to ensure adequate resources are available to support Maryland's workforce delivery system.

### Full Funding for the Maryland Summer Youth Connection Program

Strongly advocate for full funding for the Maryland Summer Youth Connection program, established during the 2005 session of the Maryland General Assembly (Senate Bill 586, Chapter 322, Acts of 2005) to provide disadvantaged students with paid summer work experiences.

### Position Baltimore City's Existing and Emerging Workforce for BRAC

Strongly support legislative and budgetary initiatives that engage the workforce development and education systems in a partnership effort to prepare Baltimore City residents for BRAC employment opportunities and also for the tertiary jobs that will become available in the Construction and Building Trades and other industry sectors as a result of base realignment.

### Training for Job Seekers and Low-Wage Incumbent Workers, and Adult Literacy and Workplace Literacy Training

Continue to support legislation and budgetary initiatives that assist Baltimore's job seekers and low-wage workers to access training opportunities that help them overcome education and skills deficits and gain entrance into needed adult and workplace literacy programs.

### Training for Incarcerated Individuals and People with Criminal Records

Continue to support legislative and budgetary initiatives that promote the employability of previously incarcerated adults, including efforts to provide skills training and literacy services to a greater number than is presently served.

Continue support of legislative and budgetary initiatives that enhance the employability of incarcerated individuals and increase their likelihood to connect to employment quickly upon re-entry, including adult education and literacy services.

### Education, Training and Job Placement Services for Disconnected Youth

Support legislative and budgetary initiatives that provide youth who are disengaged from work and school with a menu of education and career development options that lead to positive employment outcomes.

### Increase Compulsory Education Requirements

Support legislative initiatives that would promote educational requirements that prepare youth for the 21<sup>st</sup> Century workforce and careers.

### Federal Appropriations

Oppose efforts in Congress to rescind \$245 million in Program Year 2005, 2006 or 2007 unexpended carryover funds in the Department of Labor's Workforce Investment Act (WIA) account. If enacted, the rescission could translate into a \$2 million cut in workforce funding for Maryland and a reduction of hundreds of thousands of dollars in WIA Adult, Dislocated Worker and Youth funding for Baltimore City.

### Reauthorization of the Workforce Investment Act

Support WIA reauthorization legislation that builds upon the progress already achieved in the evolving private sector-led local workforce investment system, strengthens the authority and flexibility of local elected office, increases funding for local workforce investment areas and excludes any semblance block granting or expenditure ceilings for formula funding grants.



# FY 2008 – 2010 Strategic Plan

Presentation for  
December 2007 Board Meeting

# Strategic Plan Components

- Organization Identity: Who We Are; What We Do; Why We Do It
  - Mission
  - Vision
- Two Year Strategic Direction: Where We Will Focus Our Efforts to Make a Difference
  - Two Year Priorities
    - Targeted Goals
      - Recommended Strategies to Reach These Targeted Goals
      - Potential Measurable Outcomes

# MISSION

*The Baltimore Workforce Investment Board, with the support of the political leadership and the commitment of the local and state partners, will build a workforce development system that drives and supports the local economy.*

# VISION

*The Baltimore Workforce Investment Board envisions a city where every person maximizes his or her full potential and all employers have the human resources to grow and prosper.*

# Strategic Priorities

- **Priority 1:** *Build the City's Future Workforce*
- **Priority 2:** *Increase the City's Labor Force Participation*
- **Priority 3:** *Increase Business Engagement with the Public Workforce System*
- **Priority 4:** *Build Better Connections Between Business and Educational Institutions*
- **Priority 5:** *Promote the Efficiency of Baltimore's Workforce System*

## *Priority 1: Build the City's Future Workforce*

**Goal: Work in partnership with relevant agencies to address the current low rate of high school completion in Baltimore City.**

**Goal: Expand and improve career development education and work-based learning opportunities for youth.**

## *Priority 2: Increase the City's Labor Force Participation*

**Goal: Promote a broadening of education and training opportunities for ex-offenders.**

**Goal: Develop a plan for increasing the labor force participation of mature workers.**

**Goal: Advocate for expanded education and training opportunities for job seekers and low-wage workers.**

## *Priority 3: Increase Business Engagement with the Public Workforce System*

**Goal: Support the development and/or continuation of initiatives that address workforce needs in target industry sectors (e.g. *bioscience; business services; computer, Internet, and data services; construction; health care and social assistance; hospitality/tourism; port services*).**

**Goal: Educate employers about new laws and regulations impacting the current and future workforce.**

*Priority 4: Build Better Connections  
Between Business and Educational  
Institutions*

**Goal: Assist in better aligning educational programs with the needs of the 21st century workforce.**

**Goal: Facilitate connections between target industry sectors and educational institutions.**

## *Priority 5: Promote the Efficiency of Baltimore's Workforce System*

**Goal: Identify research and data collection efforts to promote the BWIB's overall priorities and provide substantive information for quality decision-making.**

**Goal: Enhance collaboration among regional workforce investment areas (WIAs).**

# Organizational Structure

- **Executive Committee**
- **Public Policy Committee**
- **Youth Council**
- **Workforce System Effectiveness Committee**
- **Mature Worker Task Force**
- **Training & Postsecondary Education Committee**

# BWIB Committee Areas of Responsibility

*(By Goal)*

# Youth Council

*Chair: Skipp Saunders*

*Staff: Alice Cole*

**Goal:** Work in partnership with relevant agencies to address the current low rate of high school completion in Baltimore City. ***(Priority 1)***

**Goal:** Expand and improve career development education and work-based learning opportunities for youth. ***(Priority 1)***

**Goal:** Assist in better aligning educational programs with the needs of the 21st century workforce. ***(Priority 4)***

**Goal:** Facilitate connections between target industry sectors and educational institutions. ***(Priority 4)***

# *Public Policy Committee*

*Chair: Larry Walton*

*Staff: Jeff Smith*

**Goal:** Work in partnership with relevant agencies to address the current low rate of high school completion in Baltimore City. ***(Priority 1)***

**Goal:** Expand and improve career development education and work-based learning opportunities for youth. ***(Priority 1)***

**Goal:** Promote a broadening of education and training opportunities for ex-offenders. ***(Priority 2)***

**Goal:** Advocate for expanded education and training opportunities for job seekers and low-wage workers. ***(Priority 2)***

**Goal:** Educate employers about new laws and regulations impacting the current and future workforce. ***(Priority 3)***

# *Training & Postsecondary Education Committee*

*Co-Chairs: Carolane Williams; Pamela Paulk    Staff: Mary Sloat*

**Goal:** Promote a broadening of education and training opportunities for ex-offenders. ***(Priority 2)***

**Goal:** Support the development and/or continuation of initiatives that address workforce needs in target industry sectors. ***(Priority 3)***

**Goal:** Assist in better aligning educational programs with the needs of the 21st century workforce. ***(Priority 4)***

**Goal:** Facilitate connections between target industry sectors and educational institutions. ***(Priority 4)***

# *Mature Worker Task Force*

*Co-Chairs: John Stewart; Rosetta Kerr Wilson*

*Staff: Jeff Smith*

**Goal:** Develop a plan for increasing the labor force participation rate of mature workers. ***(Priority 2)***

# *Workforce System Effectiveness Committee*

*Co-Chairs: Patrice Cromwell; Melanie Styles*

*Staff: Abbe Curtain*

**Goal:** Promote a broadening of education and training opportunities for ex-offenders. **(Priority 2)**

**Goal:** Identify research and data collection efforts to promote the BWIB's overall priorities and provide substantive information for quality decision-making. **(Priority 5)**

**Goal:** Enhance collaboration among regional workforce investment areas (WIAs). **(Priority 5)**

# *Executive Committee*

## **Membership:**

**John Ashworth, BWIB Chairman**

**Alicia Foster, BWIB Vice-Chair**

**Dr. Skipp Saunders, Chair – Youth Council**

**Larry Walton, Chair – Public Policy Committee**

**Dr. Carolane Williams, Co-Chair – Training & Postsecondary Education Committee**

**Pamela Paulk, Co-Chair – Training & Postsecondary Education Committee**

**John Stewart, Co-Chair – Mature Worker Task Force**

**Rosetta Kerr Wilson, Co-Chair – Mature Worker Task Force**

**Patrice Cromwell, Co-Chair, Workforce System Effectiveness Committee**

**Melanie Styles, Co-Chair, Workforce System Effectiveness Committee**

# Concluding Remarks

- A complete listing of the various recommended strategies for each targeted goal for the five priorities are contained within the Strategic Plan itself.
- A series of potential measurable outcomes are provided within the plan as well.
- Questions or Comments?



BALTIMORE  
**WORKFORCE**  
INVESTMENT  
BOARD



# Baltimore Workforce Investment Board

## Strategic Plan for FY 2008 – 2010

- I. **Vision:** *The Baltimore Workforce Investment Board envisions a city where every person maximizes his or her full potential and all employers have the human resources to grow and prosper.*
  
- II. **Mission:** *The Baltimore Workforce Investment Board, with the support of the political leadership and the commitment of the local and state partners, will build a workforce development system that drives and supports the local economy.*

### **III. Strategic Priorities in Support of the Vision and Mission:**

*Priority 1: Build the City's Future Workforce*

*Priority 2: Increase the City's Labor Force Participation*

*Priority 3: Increase Business Engagement with the Public Workforce System*

*Priority 4: Build Better Connections Between Business and Educational Institutions*

*Priority 5: Promote the Efficiency of Baltimore's Workforce System*

**Priority 1: Build the City’s Future Workforce**

Goals	Recommended Strategies	Responsible Group and/or Person	Potential Measurable Outcomes	Specific Action Items (as developed by responsible group)	Status
1. Work in partnership with relevant agencies to address the current low rate of high school completion in Baltimore City.	Encourage and support the following initiatives: A) The expansion of alternative learning opportunities for all students, including disconnected youth.	Youth Council	<ul style="list-style-type: none"> <li>Number of students enrolled in alternative learning programs.</li> <li>Annual BCPSS expenditures on these programs. (Establish baseline in current year).</li> </ul>		
	B) The adoption of best practices targeted at reducing attrition.	Youth Council	<ul style="list-style-type: none"> <li>Improvement in annual dropout rate.</li> </ul>		
	C) Legislation focused on increasing compulsory education requirements.	Youth Council and Public Policy Committee	<ul style="list-style-type: none"> <li>Monitor legislation and advocate as appropriate.</li> </ul>		
2. Expand and improve career development education and work-based learning opportunities for youth.	A) Work with the BCPSS to document existing work-based learning programs, participating employers and unmet needs for work-based learning placements.	Youth Council	<ul style="list-style-type: none"> <li>Completion of documentation of programs.</li> </ul>		
	B) Craft a work-based learning plan which includes: overall guidance, appropriate documentation, and relevant technical assistance for interested schools.	Youth Council	<ul style="list-style-type: none"> <li>Learning plan developed.</li> </ul>		
	C) Work with employers to expand the number of placements and the quality of the work-based learning experience.	Youth Council	<ul style="list-style-type: none"> <li>Expanded number of placements.</li> </ul>		
	D) Advocate for full funding of the MD Summer Youth Connection Program.	Public Policy Committee	<ul style="list-style-type: none"> <li>Maintain current funding level for this program.</li> </ul>		
	E) Increase the number of summer youth employment opportunities; the number of youth who are ready to work.	Youth Council and BWIB	<ul style="list-style-type: none"> <li>Number of participants in Youth Works program; satisfaction of participating employers.</li> </ul>		
	F) Advocate for growth in the number of students enrolled in CTE programs.	Youth Council	<ul style="list-style-type: none"> <li>Number of participants in CTE program.</li> </ul>		

**Priority 2: Increase the City's Labor Force Participation**

Goals	Recommended Strategies	Responsible Group and/or Person	Potential Measurable Outcomes	Specific Action Items (as developed by responsible group)	Status
<b>1. Promote a broadening of education and training opportunities for ex-offenders.</b>	A) Work with DPSCS to expand the range of available training (on ramps) for incarcerated individuals, commensurate with BWIB goals.	Training & Postsecondary Education Committee	<ul style="list-style-type: none"> <li>• Number of individuals trained.</li> <li>• Number/type of training programs offered.</li> </ul>		
	B) Promote the sustainability and effectiveness of the Re-entry Center.	Training & Postsecondary Education, Workforce System Effectiveness, and Public Policy Committees	<ul style="list-style-type: none"> <li>• Number of individuals trained.</li> <li>• Number of placements made.</li> <li>• Recidivism rate.</li> </ul>		
<b>2. Develop a plan for increasing the labor force participation rate of mature workers.</b>	A) Create a task force to study the issues surrounding senior citizen workforce participation; devise a series of recommendations to cultivate the increased employment of mature workers.	Mature Worker Task Force	<ul style="list-style-type: none"> <li>• Submission of combined recommendations to BWIB by a defined target date.</li> </ul>		
<b>3. Advocate for expanded education and training opportunities for job seekers and low-wage workers</b>	A) Continue to support legislative and budgetary initiatives that assist Baltimore's job seekers and low-wage workers to access training opportunities that help them overcome education and skills deficits and gain entrance to adult and workplace literacy programs.	Public Policy Committee	<ul style="list-style-type: none"> <li>• Adoption of level or increased funding for these programs.</li> </ul>		

**Priority 3: Increase Business Engagement with the Public Workforce System**

Goals	Recommended Strategies	Responsible Group and/or Person	Potential Measurable Outcomes	Specific Action Items <i>(as developed by responsible group)</i>
<b>1. Support the development and/or continuation of initiatives that address workforce needs in target industry sectors.</b>	A) Within the hospitality sector, connect City residents to employment opportunities in the new Convention Center hotel.	Training & Postsecondary Education Committee	<ul style="list-style-type: none"> <li>Number of jobs filled by City residents (Establish baseline in current year).</li> </ul>	
	B) Within the construction industry, (a) continue to support the work of the JOTF/ABC – sponsored Construction Pre-Apprenticeship Program; and (b) support initiatives to connect city residents with construction opportunities for BRAC-related projects.	Training & Postsecondary Education Committee	<ul style="list-style-type: none"> <li>Number of individuals enrolling in the program.</li> <li>Number of individuals successfully completing the program.</li> </ul>	
	C) Within the healthcare industry, continue to support and monitor the work of the Baltimore Alliance for Careers in Healthcare.	Training & Postsecondary Education Committee	<ul style="list-style-type: none"> <li>Number of individuals participating in BACH programs.</li> <li>Turnover and vacancy rates for BACH target jobs in Baltimore.</li> </ul>	
<b>2. Educate employers about new laws and regulations impacting the current and future workforce.</b>	A) Support the efforts of relevant State agencies in educating employers about new security clearance requirements associated with the implementation of the Transportation Workers Identity Card (TWIC) and the federal Real ID Act.	Public Policy Committee	<ul style="list-style-type: none"> <li>Number of employers receiving service. (Establish baseline in current year).</li> </ul>	

**Priority 4: Build Better Connections Between Business and Educational Institutions**

Goals	Recommended Strategies	Responsible Group and/or Person	Potential Measurable Outcomes	Specific Action Items (as developed by responsible group)
<b>1. Assist in better aligning educational programs with the needs of the 21<sup>st</sup> century workforce.</b>	Encourage and support: A) The establishment of a continuum of career exploration activities, (beginning in the early grades and continuing through high school), developed as a product of a dialogue with BCPSS, area colleges, and training providers.	Youth Council	<ul style="list-style-type: none"> <li>Utilization of enhanced curricula which incorporates career exploration activities.</li> </ul>	
	B) Develop model articulation agreements that advance targeted employment sectors, from high school to the community college and beyond.	Training & Postsecondary Education Committee	<ul style="list-style-type: none"> <li>Utilization of model articulation agreements for programs in BWIB target sectors.</li> </ul>	
<b>2. Facilitate connections between target industry sectors and educational institutions.</b>	A) Work with BCCC on initiatives (such as the utilization of model articulation agreements) that serve the emerging workforce needs of Baltimore’s diverse industry sectors.	Training & Postsecondary Education Committee	1) Completion of related initiatives.	
	B) Foster linkages between businesses and the BCPSS Office of School Partnerships	Youth Council	<ul style="list-style-type: none"> <li>Number of Baltimore businesses establishing partnerships with the BCPSS (Establish baseline in current year).</li> </ul>	

**Priority 5: Promote the Efficiency of Baltimore’s Workforce System**

Goals	Recommended Strategies	Responsible Group and/or Person	Potential Measurable Outcomes	Specific Action Items (as developed by responsible group)
<b>1. Identify research and data collection efforts to promote the BWIB’s overall priorities and provide substantive information for quality decision-making.</b>	A) Catalogue the education and training providers by BWIB industry sector, including available outcomes data.	Workforce System Effectiveness Committee	<ul style="list-style-type: none"> <li>Task completion.</li> </ul>	
	B) Draft recommendations for the kinds of outcomes that should be required to be reported as a condition of receiving public or private grant funding.	Workforce System Effectiveness Committee	<ul style="list-style-type: none"> <li>Task completion.</li> </ul>	
	C) Develop a set of indicators to gauge the critical components of the workforce system and provide regular “dash board” data.	Workforce System Effectiveness Committee	<ul style="list-style-type: none"> <li>Task completion.</li> </ul>	
	D) Provide regular information updates regarding labor market trends, and emerging issues that will impact Baltimore’s workforce.	Workforce System Effectiveness Committee	<ul style="list-style-type: none"> <li>Presentation of materials to BWIB.</li> </ul>	
	E) Provide review, assessment, and reporting related to the progress made by various BWIB committees, task forces, etc. in achieving their respective elements of this Strategic Plan.	Workforce System Effectiveness Committee	<ul style="list-style-type: none"> <li>Produce Quarterly Progress Reports.</li> </ul>	
<b>2. Enhance collaboration among regional workforce investment areas (WIAs).</b>	A) Identify and pursue opportunities to partner with other regional workforce entities, such as the Baltimore Regional Employer Institute.	Executive Committee/ MOED	<ul style="list-style-type: none"> <li>Develop of various workforce-related initiatives with other regional WIAs.</li> </ul>	

# **Baltimore Workforce Investment Board**

## *Committee Sign-Up (as of 12/17/07)*

**Public Policy Committee:** Chair, Larry Walton

Function: identification of emerging policy issues associated with the workforce development system; advocacy on behalf of policies that are deemed to be beneficial for the City of Baltimore's job market.

1. Elaine Garven, Baltimore City
2. Ernie Grecco, Baltimore AFL-CIO
3. Larry Walton, United Way
4. Joanne Nathans, Job Opportunities Task Force
5. Phil Holmes, Goodwill
6. Diane Bell-McKoy, Associated Black Charities
7. J. C. Weiss, Univ. of Baltimore
8. Jonathan Thompson, Dept. of Human Resources
9. Mary Pat Fannon, Baltimore City
10. Donna Jacobs, Univ. of Maryland Medicine
11. Dana Stein, Civic Works
12. Melissa Broome, Job Opportunities Task Force
13. Nan Waranch, United Way
- 14.
- 15.

**Youth Council:** Chair, Dr. Skipp Saunders

Function: youth strategic planning and system building; youth policy development and advocacy; program planning and development; resource mapping; youth opportunity implementation; collaboration with BCPSS in the promotion and development of school to career linkages.

1. Existing Members, Plus
2. Elaine Garven, Baltimore City
3. Deidre Webb, Goodwill, [dwebb@goodwillches.org](mailto:dwebb@goodwillches.org)
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
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- 14.
- 15.

**Workforce System Effectiveness Committee:** Co-Chairs, Patrice Cromwell and  
Melanie Styles

Function: to continuously monitor and assess the effectiveness of Baltimore's workforce system, research promising and effective practices; support the BWIB board, its committees and task forces in developing metrics that can measure progress as they work to achieve their respective goals.

1. Bob Embry, Abell Foundation
2. Paul Taylor, Small Business Resource Center
3. Nancy Jordan-Howard, Baltimore Development Corporation
4. Joanne Nathans, Job Opportunities Task Force
5. Karen Pearson, Goodwill
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

**Mature Worker Task Force:** Co-Chairs, John Stewart and Rosetta Kerr Wilson

Function: to study and define the various issues associated with labor force participation by mature workers; identify strategies for broadening workforce participation by these individuals.

1. Deborah Knight-Kerr, Johns Hopkins Hospital, [dkkerr@jhmi.edu](mailto:dkkerr@jhmi.edu)
2. Michael Breeden, Division of Rehabilitation Services, [mbreeden@dors.state.md.us](mailto:mbreeden@dors.state.md.us)
3. Kevin Lew-Hanson, Baltimore City Community College, [klew-hanson@bcc.edu](mailto:klew-hanson@bcc.edu)
4. Valerie Myers, Department of Labor, Licensing and Regulation, State of Maryland, [vmyers@careernet.state.md.us](mailto:vmyers@careernet.state.md.us)
5. Ernie Grecco, Baltimore AFL-CIO, [BaltoClc@verizon.net](mailto:BaltoClc@verizon.net)
6. Kevin Moreno, Baltimore Community Foundation, [kmoreno@bcf.org](mailto:kmoreno@bcf.org)
7. Felicia Wells, Goodwill, [fwells@goodwillches.org](mailto:fwells@goodwillches.org)
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

**Training & Postsecondary Education Committee:** Co-Chairs, Dr. Carolane Williams and Pamela Paulk

Function: to define and implement systematic connectivity between employers and workforce development in Baltimore's various growth industries, identify measures that can improve existing training and postsecondary educational opportunities in preparing city residents to successfully enter or re-enter the workforce.

1. Laurie Schwartz, LC Consulting
2. Alicia Foster, Abrams, Foster, Nole & Williams. P.A.
3. Bob Kimmons, Whiting-Turner Construction
4. Melanie Styles, Abell Foundation
5. Robert Wallace, BITH Group
6. Avis Ransom, Morgan State Univ.
7. Bob Embry, Abell Foundation
8. Susan Butta, Verizon
9. Deborah Knight-Kerr, Johns Hopkins Hospital, [dkkerr@jhmi.edu](mailto:dkkerr@jhmi.edu)
10. Laurisa Salamache
11. Kevin Lew-Hanson, Baltimore City Community College, [klew-hanson@bccc.edu](mailto:klew-hanson@bccc.edu)
12. Barry Dunkin, Univ. of Baltimore
13. Joanne Nathans, Job Opportunities Task Force
14. Jim Rzepkowski, Constellation Energy
15. Lisa Rusyniak, Goodwill
16. J. C. Weiss, Univ. of Baltimore (2<sup>nd</sup> Choice)
17. Kate McShane, Streuver Bros. Eccles & Rouse

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7. Bob Embry, Abell Foundation
8. Susan Butta, Verizon
9. Deborah Knight-Kerr, Johns Hopkins Hospital
10. Larisa Salamacha
11. Kevin Lew-Hanson, BCCC
12. Barry Dunkin, Univ. of Baltimore
13. Joanne Nathans, JOTF
14. Jim Rzepkowski, Constellation Energy
15. Lisa Rusyniak, Goodwill
16. J. C. Weiss, Univ. of Baltimore (2<sup>nd</sup> Choice)
17. Kate McShane, Streuver Bros. Eccles & Rouse



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**BALTIMORE  
WORKFORCE  
INVESTMENT  
BOARD**

October 29, 2007

The Honorable Martin O'Malley  
Governor  
State of Maryland  
The State House  
Annapolis, Maryland 21401

Dear Governor O'Malley:

The members of the Baltimore Workforce Investment Board (BWIB) strongly support funding that facilitates programs essential for the development of Baltimore's current and future workforce. As you know from personal experience, the BWIB – in collaboration with the Mayor's Office of Employment Development – helps advance a wide array of workforce development initiatives that promote Baltimore's ability to connect target populations to meaningful work and occupational training experiences.

In the FY 2008 State operating budget, Baltimore City received \$500,000 to support operating costs of the Re-Entry Employment Center (ReC) in northwest Baltimore City. We request that the State continue to fund this important program outside of a new grant program for ex-offender funds that we understand the Department of Public Safety and Correctional Services will undertake. The ReC is a national model of former inmate transition, providing a full range of services to assist ex-offenders in successfully transitioning back to Baltimore's communities. It is our hope the State will make its relationship to the ReC permanent, by including \$500,000 in the State budget if the City of Baltimore agrees not to pursue the competitive grant funding.

Since 2005, the State of Maryland has also provided funding for the Maryland Summer Youth Connection Program, within the budget for the Department of Labor, Licensing and Regulation (DLLR). DLLR disburses these funds to local Workforce Investment Areas throughout the State, thereby assisting these communities in providing productive activities for their teenaged youth during the summer months. In 2007, Baltimore's Youth Works summer employment program identified 5,500 jobs for high school and college students who were eager to work. Across Maryland, summer employment programs like Baltimore's simultaneously benefit youth by allowing them to explore the world of work, while they also enrich business by providing them access to a pool of motivated young workers.

Sheila Dixon  
**Mayor**  
City of Baltimore

John W. Ashworth, III  
**Chairman**  
Baltimore Workforce Investment Board  
**Senior Vice President-Network Operations**  
University of Maryland Medical Systems

Karen L. Sitnick  
**Director**  
Mayors Office of  
Employment Development

Clearly, resources dedicated to the two programs noted above are an effective means for the State to help support the types of programs that will promote, enhance, and sustain Baltimore's workforce development system. Therefore, the citizen members of BWIB urge you to provide full funding for both the Baltimore City ReC and for the Maryland Summer Youth Connection Program as part of your budget proposal for FY 2009.

Sincerely yours,

A handwritten signature in black ink, appearing to read "John W. Ashworth III". The signature is written in a cursive, somewhat stylized font.

John W. Ashworth III  
Senior Vice President Network Development, University of MD Medical System  
Associate Dean, University of MD School of Medicine  
Chair, Baltimore Workforce Investment Board

cc: The Honorable Sheila Dixon, Mayor, City of Baltimore  
Secretary Thomas E. Perez, Department of Labor, Licensing and Regulation  
Eric M. Seleznow, Executive Director – Governor's Workforce Investment Board  
Karen Sitnick, Director – Mayor's Office of Employment Development  
Demaune Millard, Director, Mayor's Office of Government Relations

The Wall Street Journal

## Firms, Schools Team Up On Training Programs

By MELISSA KORN

November 7, 2007; Page B5A

With baby boomers starting to retire and visas harder to come by, recruiters in industries as varied as semiconductors and luxury goods are facing a labor deficit that can't be fixed by attending a few extra job fairs.

Schools are trying to offer courses to prepare the next generation for those jobs, but their efforts are lagging. As a result, some companies are taking things into their own hands.

After learning that 27% of its work force was eligible to retire in 2002 to 2007, **Public Service Enterprise Group** electric-and-gas utility PSE&G rushed to sign up new technicians and linemen. Unfortunately, the candidates were failing the math section on their pre-employment tests. Instead of expending resources hiring and training unprepared youngsters, the company paired with a half-dozen New Jersey community colleges and technical high schools to quickly create a new degree program in energy-utility technology.

Since starting the specialized degree at Mercer County Community College in 2003, PSE&G has hired almost all 85 graduates. An additional 90 students are currently enrolled in the program, and it is still expanding.

By funding majors or teaming up with schools to design course packets, companies such as PSEG, **Electronic Arts Inc.**, **Bristol-Myers Squibb Co.** and **International Business Machines Corp.** are shoring up their new-employee pipelines.

PSEG's start-up costs were just \$50,000 to \$60,000, and the company pays one manager's salary and \$20,000 a year in scholarships. The company said it has saved money hiring low-level employees this way, no longer needing to advertise much or spend money or manpower training the new hires on basics.

Drug developer Bristol-Myers Squibb is also cutting costs from training programs by building relationships with the Center for Technical Education, a Leominster, Mass., technical high school, and Mount Wachusett Community College near its still-under-construction Devens, Mass., biologics manufacturing plant.

The company initially planned on hiring a 350-person staff six months before the facility opens in 2010 so they could begin training.

"Now we might be able to go back and rethink that because we can get some of that training done in public institutions," said S. Joseph Tarnowski, senior vice president of

biologics manufacturing and process development.

Nothing is set yet, but the company may shorten training by three months. With nearly no monetary investment, Bristol-Myers has started to train students on maintenance and mechanical skills, technical writing and Food and Drug Administration-approved manufacturing practices, all by advising teachers and offering shadow programs with current employees through its community-outreach program.

While many company-sponsored programs lead to blue-collar jobs, some high-tech industries feeling the labor crunch have ventured into graduate-school classrooms. Electronic Arts, for example, has been pushing schools to incorporate more hard math and engineering into the gaming curriculum at places such as Carnegie Mellon University and the University of Southern California.

The Redwood City, Calif., videogame company has had two academic summits and published recommended course guidelines for both art and engineering educators. It gave \$8 million to USC in 2004. Most recently, Electronic Arts gave \$1 million to help fund the new masters of digital media degree at the Great Northern Way Campus, a Vancouver consortium of Canadian universities.

"It may seem like we're spending a lot of money, but the return that we get for it is for years and years and years," said Cindy Nicola, Electronic Arts' vice president of global talent acquisition. "Better-trained students means better gaming."

Ms. Nicola said university relations became a "pillar" of recruitment about five years ago, transforming from an employee-outreach program to an intern mill to a necessity in a tight industry.

Despite announcing layoffs Friday, the company, with more than 8,000 employees, takes 200 to 300 new hires straight from college annually, many from the schools with which it has built classroom ties.

IBM encourages schools to sign up for its service science, management and engineering curriculum, which studies IT in the service sector by frequently citing Labor Department numbers tracking the U.S. shift toward a service economy: 75% of all U.S. jobs are in the service sector, 90% of new jobs will be service-related by 2012.

"There's a huge gap between industry requirements and academic output. We're letting these professors know that what they're putting out there is a bit outdated," said Paul Kontogiorgis, IT Services curriculum program director, global SSME ambassador, and creator of the four-year-old curriculum.

More than 30 schools world-wide are already using Mr. Kontogiorgis's SSME intro courses. He hopes to have at least 24 schools with full IT Services degrees by next year.

The course material, which includes Mr. Kontogiorgis's slides and lectures, feeds directly into IBM's corporate strategy -- 55% to 60% of its business comes from IT services.

While it hasn't started official recruiting efforts under SSME, Mr. Kontogiorgis said that hiring people who took the classes would "save a bunch of ramp-up costs," freeing the company from training employees who don't have that specific background knowledge. He believes the SSME program should be taught to the widest range of students possible.

"At some point, I want to start working with high schools, or maybe even K-8," he said.

# *2008 Quarterly Meeting Schedule*



*Wednesday, March 12, 2008*

*8:00 am - 9:30am*

*Greater Baltimore Committee*

*111 South Calvert Street*

*Suite 1700*

*Tuesday, June 10, 2008*

*8:00 am - 9:30 am*

*Baltimore City Community College*

*710 E. Lombard Street*

*Room #30*

*Tuesday, September 9, 2008*


*Location to be decided*

*Wednesday, December 10, 2008*

*Location to be decided*

*Continental Breakfast will begin at 7:30am*

*Meeting will take place 8-9:30am*



**YouthWorks**  
Summer Jobs are  
Everyone's Business

**"YouthWorks was a positive learning experience. I had an opportunity to work in an office setting that exposed me to office decorum and the utilization of various types of office equipment. If given the opportunity, I look forward to participating next year."**

*Brittany Summers,  
YouthWorks 2007 Parking Authority  
of Baltimore City*



# Facts About Summer Jobs

- 📄 After 25 years of federal support, stand-alone summer jobs programs were eliminated in 2000.
- 📄 Baltimore City has over 76,000 youth 14-21 years of age. <sup>1</sup>
- 📄 Over 6,000 youth registered for YouthWorks 2007.
- 📄 5,070 of the 6,612 registered received summer employment.
- 📄 Low-income youth have a hard time finding summer employment.
- 📄 Participation in employment programs contributes to a safer environment and reduces high-risk behavior among teens.
- 📄 Juvenile shootings and homicide increases during the summer months.
- 📄 Youth and young adults who work part-time and during the summer have a greater attachment to the labor market after graduation and earn higher wages than those who do not work.
- 📄 Youth have aspirations and want to participate fully in the lives of their societies.
- 📄 Youth are key agents for social change, economic development and technological innovation.
- 📄 How our societies progress is determined, among other things, on how much we involve youth in building and designing the future. Employment is the linchpin in this progression.
- 📄 There is a serious gap between what businesses need and the educational and work skills our youth possess.

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<sup>1</sup> 2000 U.S. Census Bureau. (19,140 youth 14-15 years of age; 29,678 youth 16-18 years of age; 27,354 youth 19-21 years of age.)

*Motivated workers today become productive employees tomorrow.*

*Support the future of our youth and community.*



# Thank you!

My YouthWorks 2007 summer job was a great way for me to learn how to be successful at work and improve my skills for my future career. Of course, earning a paycheck made the experience even better!

Your continued support of YouthWorks means a lot to us.

Sincerely,

Brittany Summers

Please help Baltimore City teens spend a productive summer by making a tax-deductible donation to YouthWorks 2008.

Make check payable and mail to:

Baltimore City Foundation/YouthWorks  
c/o Mayor's Office of Employment Development  
101 W. 24th Street  
Baltimore, MD 21218

[www.oedworks.com](http://www.oedworks.com)

410-396-5627



**YouthWorks**  
Summer Jobs are  
Everyone's Business