

# Working to Make Baltimore Work



Mayor's Office of Employment Development  
Annual Report 2014

# Making the Connections

**When city residents work, a city works.** This simple statement underscores the mission of the Mayor's Office of Employment Development - Baltimore City's lead workforce development agency. It is at the core of the work MOED does to build a strong and skilled workforce in Baltimore City. Focusing on both sides of the workforce equation, MOED works closely with employers that rely heavily on a highly-qualified and well-prepared workforce in order to be competitive and successful.

MOED provides adult job seekers with access to a comprehensive range of 21st-century job readiness skills and services through its Career Center Network. MOED also recognizes the importance of preparing tomorrow's workforce today and offers employability services for youth and young adults through the operation of two Youth Opportunity (YO) Baltimore centers, the YouthWorks summer jobs program and other initiatives tailored to specific youth populations. Through its full suite of business services, MOED helps local employers meet their current and future workforce needs.

## Business resources

MOED provides customized workforce solutions to Baltimore area businesses through its Employ Baltimore strategy. Providing employers with no-cost or low-cost human resources services, MOED saves businesses time and money with the following services:

- ♦ Job posting, outreach and recruitment
- ♦ Pre-screening and assessment of applicants
- ♦ Tax credit information
- ♦ General human resources support
- ♦ Job fairs and on-site recruitment
- ♦ Business network forums
- ♦ Customized training for new employees
- ♦ Community hiring project management
- ♦ Academic remediation resources
- ♦ Grants for incumbent worker skill upgrade training
- ♦ Management of the Employ Baltimore Executive Order and the Local Hiring Legislation
- ♦ Links to local and state economic development initiatives and resources
- ♦ Professional outplacement services

## Job seeker resources

MOED operates several employment centers including full-service one-stop centers and smaller, neighborhood-based hubs. Special facilities are dedicated to residents transitioning from welfare to work and those returning from incarceration. All Baltimore City residents can access the following employment resources:

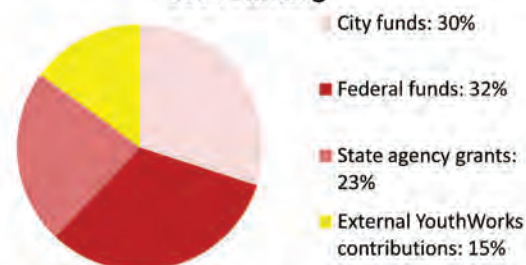
- ♦ Computer training in Digital Learning Labs
- ♦ Occupational training for a variety of industries
- ♦ Skill level identification and assessment
- ♦ Information about career options
- ♦ Financial literacy
- ♦ Connections with local employers
- ♦ Job search and employment assistance and referral
- ♦ GED and/or adult basic education classes
- ♦ Resume writing workshops

## Youth resources

MOED's Youth Services division provides Baltimore's future workforce with the tools they need to succeed in careers in local high-growth industries. A variety of programs for in-school and out-of-school youth offer:

- ♦ Career exploration
- ♦ Job shadowing
- ♦ Internships
- ♦ Summer jobs
- ♦ Year-round employment
- ♦ Mentoring
- ♦ Skills training
- ♦ Academic tutoring
- ♦ GED and/or adult basic education classes
- ♦ Resume writing workshops

2014 Funding



# Working to Employ Baltimore Residents

**Employ Baltimore** is Mayor Rawlings-Blake's signature strategy for connecting qualified job-ready Baltimore residents to businesses seeking to fill their employment needs. This strategy is coordinated through MOED's robust menu of business-driven resources for employers providing customized workforce solutions to support hiring, retaining and developing their employees.



## Employ Baltimore Executive Order & Local Hiring Legislation

These key initiatives leverage Baltimore City's economic investments by requiring contract awardees meet with MOED to review their workforce plans, post their employment openings and help them fill their new jobs with qualified local residents. Together, these initiatives apply to city contracts (except for emergency services) of more than \$50,000. For contracts of \$300,000 or more, companies must fill at least 51% of their new jobs with city residents. By meeting with MOED, employers learn about the many no- or low-cost services available to assist them in hiring a qualified and eager local workforce. **Data nearly a year after the local hiring legislation went into effect show that 65% of workers on these projects were local residents.**

“Our pipeline programs provide the opportunity for entry-level staff to create career development plans that further their education and earn industry certifications. MOED consistently provides a pool of prepared and eager candidates with skills that match the commitment to our hospital and our community that we require.”

*Jeffrey A. Matton  
President  
MedStar Good Samaritan Hospital*

“STAR Associates, Inc. is fortunate to have MOED as a workforce development partner. As a human resources, development and training firm, STAR is dedicated to hiring CDL and para-transit drivers. MOED has screened and referred quality candidates to STAR, who are committed to bettering themselves and providing outstanding job performance. All of the MOED offices have worked diligently, to provide support and services to STAR in order to identify those job seekers and assist them in becoming gainfully employed.”

*Alison Assanah-Carroll  
Human Resources Generalist  
STAR Associates Inc.*



# Baltimore Residents are Ready to Work

## FOR EMPLOYERS



Employ Baltimore – Ready to Work for You was developed as a specialized approach to assist local employers in quickly finding skilled Baltimore City residents best qualified to meet their expectations. MOED serves as a single point of contact for employers of all types. Upon receiving a job order, MOED's business services team taps into its expanding talent pool of job-ready candidates, makes immediate referrals of job applicants and follows up with employers to ensure that a positive job match is made.

## Job-Driven Recruitment and Customized Training

Employer-driven outreach and training are effective tools to staff new businesses and/or expand a company's current workforce. MOED works in partnership with the Baltimore Development Corporation and other economic development entities to inform companies of its full suite of customized business services including outreach, recruitment, pre-screening, assessment/testing, job readiness training, job fairs/hiring halls, tax credit information and available training funds. The following examples show how MOED's customized training filled the workforce needs of Baltimore businesses in fiscal year 2014:

The **Horseshoe Casino Baltimore** hosted its grand opening as the city's first casino in late August 2014, but MOED started its work long before to prepare local residents for the infusion of new jobs. With funding provided by Horseshoe, MOED hired a dedicated recruitment coordinator to help identify and prepare qualified city residents to apply for the variety of positions needed for the gaming facility. The recruitment plan featured the Horseshoe Legendary Academy – an interactive two-day workshop developed to give an inside look into the Horseshoe Casino brand and tips to be successful with the online application and interview processes. MOED and 19 MOED-trained workforce partners conducted a total of 58 academies for nearly 2,700 job seekers. More than 1,900 graduated to "V.I.P." status, which earned them special hiring consideration from Horseshoe Baltimore. Mayor Stephanie Rawlings-Blake and Horseshoe's General Manager Chad Barnhill were proud to announce at the grand opening that **51 percent of the 2,400 employees hired were Baltimore City residents.**



**Second Chance** is a deconstruction company that salvages building parts slated for demolition, such as stained glass windows, vintage fixtures, and claw foot tubs. Since 2003 they have partnered with MOED to recruit people who have previously faced barriers to employment and conduct 16-week trainings teaching required skills. **In fiscal year 2014, 100 percent of the 11 MOED customers that completed this customized training program became employed as full-time Second Chance employees.**

Preparing for the fall 2014 opening of **Amazon's** sort center, MOED supported a logistics training conducted by the Community College of Baltimore County. The training provided students with 120 hours of foundational knowledge of safety, communication and teamwork; **13 candidates successfully earned forklift, Certified Logistics Associates and Certified Logistics Technician certifications from the Manufacturing Skills Standards Council.**

Other successful 2014 recruitments resulted in **47 cashier and supervisor hires to staff the new Klein's Shop Rite** grocery store in Northwest Baltimore, **25 construction and labor hires at Archer Western** for work with the Department of Public Works, and **27 manufacturing hires at Cytec** in Havre De Grace, including many laid off workers from Sun Products due to its closure.

## FOR JOB SEEKERS



Employ Baltimore – Get a Job, Build a Career is a specific strategy for job seekers that MOED and its workforce partners have identified as having industry specific skills that businesses require. Meeting a set of 21st-century job readiness standards, these Baltimore residents are added to a talent pool and matched to job orders received from employers.

## Building a Pipeline

To build and grow a pipeline of talented, work-ready job seekers, MOED actively recruits and enrolls city residents in a variety of occupational skill training, equipping them with in-demand skills. For example, beginning in late 2013, through a grant from the U.S. Department of Labor, MOED and the Baltimore City Community College have been participating in the Accelerating Connections to Employment (ACE) project. Training has been provided in high-demand industries like healthcare for low-income, low-skilled job seekers. **This grant has supported the training of 153 city residents in classes leading to jobs as multi-skilled medical technicians, pharmacy technicians, dietary aides and more.**

Another example is the construction and highway related training MOED offered city residents in 2014. MOED was awarded the first State Highway Administration grant and in partnership with the Job Opportunities Task Force **enrolled 30 participants in JumpStart+, resulting in the trainees' earning industry recognized credentials and unsubsidized employment.**



## Career Center Network

MOED serves a variety of customers at several employment centers throughout Baltimore City including two One-Stop Career Centers, several neighborhood-based Community Job Hubs, the Workforce Reception Center dedicated to residents transitioning from welfare to work, and the Re-entry Center located in the Northwest One-Stop Career Center providing customized resources for ex-offenders. Professional staff work with all customers to develop essential workplace skills that can lead to job training and employment. The centers provide online tools that provide direct access to self-assessments, computer skills training, and information about current job openings.

### In 2014, MOED ...

- ♦ Hosted close to 100,000 visits from city residents at Career Center Network locations accessing workforce development services
- ♦ Connected more than 1,800 people with computer literacy training at digital learning labs helping to close the digital divide by making computer literacy education accessible to all city job seekers
- ♦ Placed more than 2,100 individuals in jobs with an average wage of \$12.23 per hour
- ♦ Offered summer employment to 5,600 young people
- ♦ Assisted more than 580 businesses in meeting their workforce needs

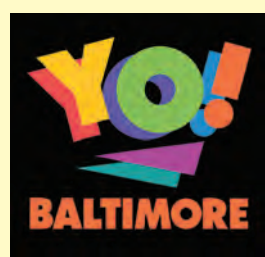
# Building the Future Workforce

## YouthWorks & Hire One Youth

Each year MOED spearheads a major initiative to put thousands of Baltimore City teens and young adults to work during the summer. YouthWorks is one of MOED's largest projects, which includes a massive youth registration process and identifies worksites across Baltimore to provide valuable work-based learning experiences and dependable supervision. **More than 5,600 youth and young adults were offered summer positions in 2014 at more than 500 worksites.** This includes young people who participated in Hire One Youth, the private-sector component of YouthWorks that was launched in 2012 by Mayor Stephanie Rawlings-Blake. Hire One Youth encourages employers to join in creating and supporting the costs of valuable summer work experiences for older, "job ready" youth. With the assistance of Hire One Youth Chair and Greater Baltimore Committee President and CEO Don Fry, **more than 100 businesses joined Hire One Youth and hired 500 16 to 21-year-olds during the summer of 2014;** 44 of them were hired in year-round positions after the summer.



Mayor Stephanie Rawlings-Blake and Don Fry (right) launch 2014 Hire One Youth with (left to right) MOED's Karen Sitnick, Johns Hopkins' Pamela Paulk, Wells Fargo's Andy Bertamini and Hire One Youth/Wells Fargo employees Reshaud Dubose and Amber Barner.



## Youth Opportunity (YO) Baltimore

Baltimore's most vulnerable young citizens – out-of-school youth and unemployed young adults – can access a full range of educational, occupational and personal support services in a "one-stop" safe and nurturing environment at two YO Baltimore centers. Participants receive case management, mentoring, advocacy, educational support, substance abuse counseling and referrals for treatment, mental health assessments, housing and childcare assistance, occupational training and career readiness services. **In 2014, more than 800 young people enrolled in YO to make the positive connection to work and to community – turning their lives around and having the second chance to succeed.**

## School to Career

Recognizing that educational opportunities must be at the core of a strong workforce development system, MOED works in partnership with Baltimore's public school system to operate the following specialized school options:

The **Youth Opportunity (YO) Academy** provides over-aged and under-credited students, who have been unsuccessful in the traditional school environment, an alternative option for earning their high school diplomas. MOED's career navigators promote student attendance and academic performance and deliver personalized coaching to help students reach their goals by providing job readiness training, career exploration, and work-based learning. Students are able to benefit from the existing resources at the YO Baltimore Westside Center. **In June 2014, 57 YO! Academy students received their diplomas at a graduation held at Johns Hopkins University.**

### The Academy for College and Career Exploration (ACCE)

is a public "transformation school" for students in grades 6-12. It was co-founded by MOED and the Johns Hopkins University's Institute for

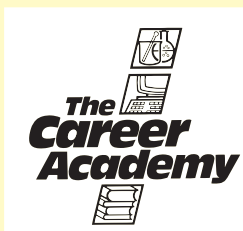


Academy for  
College and  
Career  
Exploration

Policy Studies in 2004 and provides its 675 students a college preparatory curriculum undergirded by multiple career exposure experiences and internships. **In May 2014, 80 ACCE graduates walked across the stage with their diplomas.**

The **Career Academy**, another option for at-risk youth co-administered by MOED and the public school system, offers young people a small learning community that integrates

academics with workforce exploration and internships. Students get multiple opportunities to "try out" careers, learn about entrepreneurship, meet business mentors while acquiring their high school diplomas. **In 2014, the Career Academy graduated 99 students.**



# Working for Customer Success

## Angela Gillespie

Angela Gillespie, 38, was an unemployed childcare worker looking for a new career path. Although she had a high school diploma and many years of work experience as a teacher's assistant, she was not confident in her current skill set and her ability to find work.

Ms. Gillespie visited the Mayor's Office of Employment Development's Eastside One-Stop Career Center seeking employment and certification training after her employer for the past 11 years closed its doors in August 2013, leaving her dependent upon unemployment benefits. Ms. Gillespie met with MOED's Career Development Facilitator Robin Harris who counseled her about the loss of her job and began to explore new employment options. Ms. Gillespie expressed her interest in a career change to pursue her desire to work with the geriatric population. She was prepared to earn nursing certifications in order to make her more competitive for positions in this healthcare field.

"She talked about working with the older population," said Ms. Harris. "It was her dream; MOED was instrumental in convincing her she was worthy."

Ms. Harris assisted Ms. Gillespie with the identification of and application to a CNA/GNA (certified and geriatric nursing assistant) training program provided by the Maryland Center for Adult Training. She was approved and began her training in May 2014. Within ten weeks, Ms. Gillespie successfully completed the training and prepared to take the GNA certification exam. She passed the exam and was issued her State of Maryland certification in September 2014. Armed with a certification and a confident personality, Ms. Gillespie sought employment at Symphony Manor, where she was hired as a certified nursing assistant and continues to be employed today.

"I worked very hard to pass all of my tests. I would be in class from nine in the morning to three in the afternoon and then come home and study until about 11 p.m.," Ms. Gillespie said. "I was determined and motivated."



## John Eades

"I wanted employment, period. I wanted stability. And I knew I needed my GED to get a job." That's what brought John Eades, 22, to the Westside Youth Opportunity (YO) Center in 2009. Through YO, John took advantage of GED classes, life skills workshops, job readiness training and community service projects. Staff members said John was clearly motivated to make changes in his life, and he excelled both in the classroom and during community service projects.

In 2012, John achieved one of his primary goals by successfully earning his GED. During that time, he was also working toward his career goals. YO Job Developer Marvin McKenstry connected John with an internship and job training opportunity with Nelson Precast, a manufacturing company located in West Baltimore. Nelson Precast produces custom-cast stone and architectural concrete products, work that requires extensive specialized training. John performed so well during his three-month internship and training period, Nelson Precast offered him a full-time position before the internship had ended. He's now been with the company for more than three years. He enjoys the physical aspect of the job, as well as the fact that it's mentally challenging and requires meticulous precision. He also likes seeing his work incorporated into local buildings, such as the Northeast Market on Monument Street, and seeing photographs of his work in buildings outside Maryland.



The Mayor's Office of Employment Development thanks its many workforce partners for their support and significant contributions to making Baltimore City work.



MOED Director Karen Sitnick is flanked by Vice President Joe Biden and U.S. Secretary of Labor Thomas E. Perez after participating as one of 12 nationally recognized workforce development leaders in a workforce summit roundtable discussion in June 2014.

Working in concert with the mayoral-appointed Baltimore Workforce Investment Board, MOED leverages partnerships to create employment and training opportunities responsive to labor market demands.

Key partners include Baltimore's anchor institutions from business and higher education, the Maryland State Department of Labor, Licensing and Regulation (DLLR), the Baltimore Development Corporation, philanthropic communities, and Baltimore City Public Schools. Again in fiscal year 2014, MOED met or exceeded all of the Workforce Investment Act performance standards set by DLLR.

**Working toward the future**, MOED is at the forefront of new workforce development initiatives in Baltimore City that will provide employment and training opportunities for local residents and support for regional businesses.

### **21st-Century School Construction**

MOED is leading an aggressive effort to ensure that local residents will have every opportunity to fill job openings created by the school construction and renovation project. In partnership with Baltimore City, the Maryland Stadium Authority, Baltimore City Public Schools and many construction training partners, a Local Hiring Plan will be implemented to include recruitment and employment screening to connect qualified city residents to these jobs.

### **Skills Training Center**

Working with Baltimore City, DLLR and multiple philanthropic organizations, MOED is leading the effort to create a new training center located in Park Heights at the former Magna Baltimore Technical Training Center. The center's first training program, slated for a spring 2015 opening, will be a replication of Chicago's highly successful Jane Addams Resource Corporation program. JARC will offer skills training, manufacturing and welding that will lead to certifications and employment opportunities.

### **Workforce Innovation and Opportunity Act (WIOA)**

MOED begins the transition to WIOA, the new federal workforce strategy, to facilitate career pathways and sector partnerships that will increase skill attainment of industry-recognized certificates and credentials linked to in-demand occupations for Baltimore City residents.

### **Amazon Jobs for Local Residents**

A new state-of-the-art Amazon fulfillment center will open in 2015 in Southeast Baltimore and will offer more than 1,000 full-time jobs with benefits. MOED will roll out a major recruitment plan in order to maximize the number of local residents to be hired.

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