

Overview of EBDI's Inclusion & Workforce Development Efforts



Workforce and Economic Inclusion History and Background

- Since inception, EBDI has been committed to ensuring economic inclusion the business and job opportunities created within the 88-acres
- EBDI developed an **inclusion policy and contractual requirements** for all projects in the 88 acres
- EBDI launched the **Workforce Development Pipeline** in 2007 to assist local residents with connecting to training and jobs in and outside the project area
- EBDI has a **Third-Party Monitor** to track the participation of local minority and women business and workers on the project site
- EBDI's policy is constantly reviewed by an **advisory committee** and is updated as needed to maximize inclusion
- EBDI recently enhanced its policy and contractual requirements to focus more on the inclusion of **local residents and businesses.**



EBDI Project Area Career Pathways

EBDI has identified career paths for 9 industries expected to grow within the project area over the next decade and is placing emphasis on training for these industries.

Facilities Management/
Environmental Services



Biotechnology



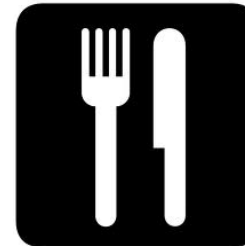
Public Safety/ Security



Hospitality & Tourism



Restaurant/ Food Service



Healthcare



Construction



Computer/ IT Services



Business Services/
Administrative



Economic Inclusion Definitions

EBDI uses the following definitions in its policy and contractual language:

Minority Business Enterprise (MBE) means a business enterprise that is owned, operated, and controlled by one or more minority group members (African American, Hispanic American, Asian American, or Native American), who have at least 51% ownership, and in which the minority group members have operational and managerial control, interest in capital, and earnings commensurate with their percentage of ownership.

Women's Business Enterprise (WBE) means a business enterprise that is owned, operated, and controlled by one or more women who have at least 51% ownership, and in which the women have operational and managerial control, interest in capital, and earnings commensurate with their percentage of ownership.

Local Business Enterprise (LBE) means a business enterprise whose principal office is physically located in Baltimore City, with the first priority being given first to businesses located in the 88 acres of EBDI project area; a second priority to businesses located in the following East Baltimore zip codes: 21202, 21205, 21206, 21213, 21214, 21218, 21224, 21231, 21237, 21251 and 21287; and a third priority to businesses located elsewhere in Baltimore City. The LBE shall be licensed by the City, and is subject to Baltimore City taxes.



EBDI Target Populations and Definitions

EBDI Resident/ Business (EBDI)- all residents or businesses directly affected by, relocated from, or currently residing within EBDI's project area/ footprint area/"the piano."

East Baltimore Resident/ Business (EB)- all residents or businesses residing in East Baltimore target area zip codes, as determined by EBDI's Procurement Policy. These include 21202, 21205, 21206, 21213 and 21218.

Baltimore City Resident/ Business (BC)- all residents or businesses residing in Baltimore City in a 212 zip code other than East Baltimore zip codes.

EBDI Workforce Pipeline residents (pipeline)- all residents currently registered in EBDI's Workforce Development Pipeline, which is inclusive of EBDI, East Baltimore and Baltimore City residents.

EBDI Workforce and Inclusion Model

CREATE OPPORTUNITIES FOR LOCAL RESIDENTS AND MINORITY/WOMEN BUSINESSES



Key:

EBDI: East Baltimore Development, Inc.

MOED: Mayor's Office of Employment Development

MWBD: Mayor's Office of Minority and Women-Owned Business Development

JOTF: Job Opportunities Task Force

ABC: Associated Builders and Contractors

BTI: BioTechnical Institute of Maryland

L/M/WBE Contracting Requirements

- **Construction Contracts:**
 - MBE = 27%
 - WBE = 8%
 - LBE = 20%
- **Architectural/Engineering/Design Contracts:**
 - MBE = 21%
 - WBE = 13%
 - LBE = 20%
- **Professional and General Services Contracts:**
 - MBE = 17%
 - WBE = 9%
 - LBE = 20%

Local Hiring Inclusion Requirements

- **FOR CONSTRUCTION PROJECTS ONLY**
- **Labor Hour Requirement**
 - **Commercial Construction**: 15% of the total skilled and unskilled work hours shall go to local residents
 - **Residential Construction**: 20% of the total skilled and unskilled work hours shall go to local residents
- **New Local Hire Requirement**
 - Relatively new requirement designed to create job opportunities
 - Number of new local hires determined project-by-project
 - Based on size, scope and duration of project

Evolving Local Hiring Goals

Graduate Student Housing - Began Jan. 2008; Opening June 2012

- **Labor Hours:** 15% of total hours worked must be performed by minority and women residents
- **New Hiring Requirement:** Not established yet
 - Total New Local Hires to date: 40
- Half of all Baltimore City residents hired came from East Baltimore, with no local goal in place

Parking Garage - Began July 2011; Opening Summer 2012

- **Labor Hours:** 15% of total hours worked performed by local residents, priority to minorities and women
- **New Hire Requirement:** 20; projected to be over 30
 - New Local Hires Verified To Date: 29

Maryland Public Health Lab - Began Dec. 2011; Opening Spring 2014

- **Labor Hours:** 20% of total hours worked performed by local residents, priority to minorities and women
- **New Hire Requirement:** 100; projected to be over 150
 - New Local Hires Verified To Date: 16

East Baltimore Learning Campus - Construction To Begin June 2012: Opening July 2013

- 15% of total hours worked must be performed by local residents, priority to minorities and women
- **New Hire Requirement:** 30

Total Projected New Hires: close to 200

EBDI Pipeline must be utilized as the first source for all new hires.



Workforce Pipeline Services

- Serves as **neighborhood hub** to connect local residents to training and job opportunities
- **Intake and Assessment** captures:
 - Barriers to Employment
 - Employment history
 - Educational level and current aptitude
 - Career and/or industry of interest
 - Criminal background
 - Soft skills and attitude in the workplace
 - Overall job readiness
- **Case Management**: connections to educational enhancement and occupational training programs
- **Job Placement**: primarily to job in the project area
- **Retention Tracking**: Up to 18 months



Service Gaps/Barriers:

- Drug testing
- Computer literacy
- Life skills
- Contextualized Math & Reading Tutoring
- Transportation
- Documentation (i.e., MD ID, Birth Certificate, Social Security Cards)

Workforce Job and Training Updates

Resident Services Manager – 929

- Pipeline provided Education Realty Trust with 11, well qualified candidates; in April, one was hired
- Part of the managerial staff
- Responsible for balancing and managing resident leases and accounts, as well as maintaining ongoing communication with residents to assist them with problems when they arise.

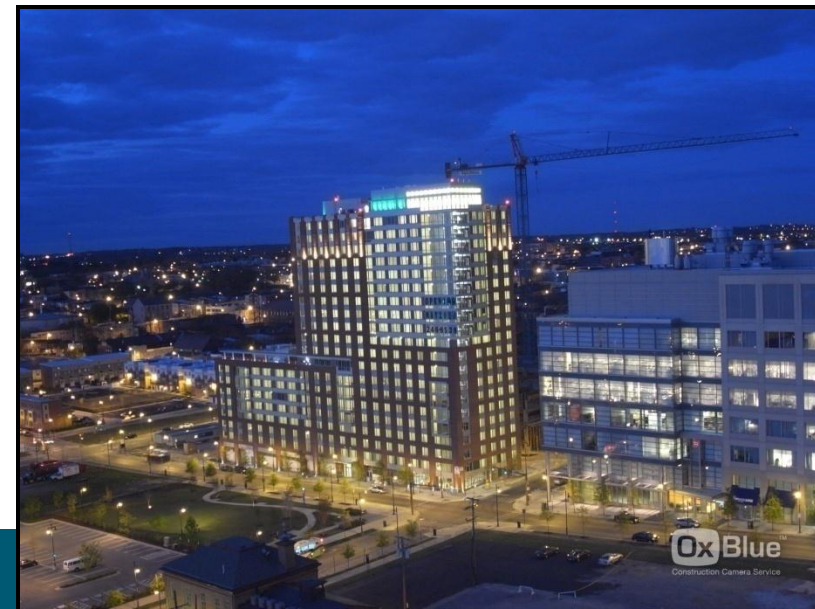
Regional Carpenter's Union Hosts

Recruitment Session at EBDI

- On April 11th, more than 30 Pipeline participants came to an outreach and informational session for the Mid-Atlantic Regional Council of Carpenters Union.
- Participants learned about the qualifications required to join and how to apply, as well as the pay, benefits and training they will receive if accepted.
- The Maryland Public Health Lab has identified several trades on the site that will be preformed by unionized subcontractor.
- More union outreach sessions will be held for the various trades as those scopes of work begin to unfold.

Turner Construction, JumpStart and EBDI to Host Math Classes

- In July, EBDI, Turner Construction and the Jumpstart Pre-Apprenticeship program will jointly launch a math enhancement class.
- Objective is to prepare participants with the math skills needed to enroll in any state approved pre-apprenticeship or apprenticeship, including JumpStart.
- The curriculum will cover basic math, including adding, subtracting, multiplying and dividing fractions, decimals and whole numbers.



Upcoming Training & Job Opportunities

Walgreens

- 25 new positions including Store Associates, Pharmacy Technicians and Team Leads
- Have agreed to hire from the East Baltimore community
- Starting wage is \$8.50 hrly with opportunity for advancement after 90 days
- Full benefits including healthcare and 401K available
- Store opens in early 2013
- Located on the ground level of the P1 Parking Garage at Ashland and Washington streets

Teavolve & Milk and Honey

- 15 new positions including Baristas, Cashiers, Line Cooks and Wait Staff
- Have agreed to hire from the East Baltimore community
- Starting wage will vary by position
- Store opens in August 2012
- Located on the ground level of the John G. Rangos building at Ashland and Wolfe streets

Customized Training For Retail Jobs

- EBDI is partnering with Humanim to develop a three – six week, on-the-job training tailored to the above employers' needs
- Proposal submitted to BIP for workforce training funds
- The curriculum will be based on the National Retail Federation's customer service and retail training
- Graduates of the training will obtain a certification in the Federation's coursework
- Will train approximately 75 East Baltimore residents from the Pipeline and the Dept. of Social Services



BIP Activities

- EBDI's Pipeline Model was able to be replicated by BIP and Central Baltimore Partnership thanks to Living Cities
- EBDI, CBP and MOED workforce activities, data tracking and reporting are coordinated
 - EBDI's Efforts To Outcomes database used to track efforts and data
 - Quarterly reporting done by EBDI
- Hiring a new shared MOED Business Services Representative to be shared by CBP and EBDI
 - To assist with non-construction related job placements with anchor institutions and other employers
 - Offer being made to candidate
- BIP Training Funds Used to Train Local Residents for Emerging Jobs



Network of Local Partners

America Works

Annie E. Casey Foundation

Baltimore Building Trades Council

Baltimore Integration Partnership (at ABAG)

BioTechnical Institute of Maryland

Catholic Charities

Central Baltimore Partnership

Center for Urban Families - Strive Baltimore

Civic Works

Episcopal Community Services of Maryland

Historic East Baltimore Community Action Coalition

Humanim

IT Works

Jericho Re-entry Program

Job Opportunities Task Force

Johns Hopkins University and Hospital

JumpStart Pre-Apprenticeship Program

Living Classrooms – Project Serve

Mayor's Office of Employment Development

Mid-Atlantic Regional Council of Carpenters – Baltimore

Youth Opportunities (YO!) Program

** BIP Partners*



Lessons Learned and Best Practices

Contractual requirements for economic inclusion are key- ensures that local residents/ businesses are able to participate in the opportunities in their neighborhood

Having a neighborhood connector/ hub is essential- bridges the communication gap between employers, local residents/ businesses and training providers, in order to bring everyone to the Table and make opportunities known

Case management and job readiness training matter- assists residents with barrier removal, job preparedness and connection to available training resources

Planning for upcoming job opportunities is important- allows time to understand what the positions require so that customized training can be put into place for the residents

Creating career paths encourages focus- helps the resident envision a career in their respective field and provides them with direction on to get there

Community based training providers must be included- residents need access to the customized job training in order to raise their skill level and continue to work along a career path

