

FROM	NAME & TITLE	Karen Sitnick, Director <i>KS</i>	CITY of BALTIMORE MEMO	
	AGENCY NAME & ADDRESS	Mayor's Office of Employment Development 417 E. Fayette Street, Suite 468		
	SUBJECT	Informational Hearing 12-0082R Casino Community Hiring		

DATE: January 9, 2013

TO

Angela Gibson
City Hall

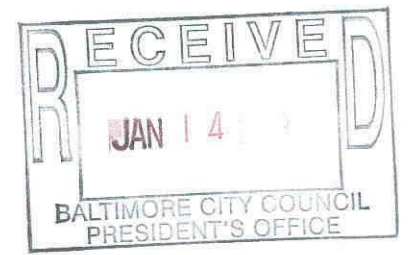
Per your request please find enclosed The Mayor's Office of Employment Development's response to the Information Hearing 12-0082R –Casino Community Hearing

Please let me know if you have any questions or need additional information,

KS/va

Attachment

- cc: Kaliopé Parthemos
 Kimberly Washington
 Andrew Smullian
 Ryan O'Doherty
 Mackenzie Garvin

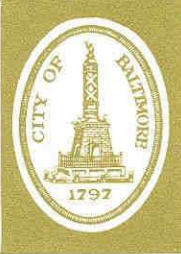


Comments

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CITY of
BALTIMORE
MEMO



DATE: January 9, 2013

TO

The Honorable President and
Members of the City Council
Room 400, City Hall

Introduction

As Director of the Mayor's Office of Employment Development (MOED), I want to thank Council President Young, Councilwoman Rochelle "Rikki" Spector and all of the members of the City Council for your commitment to ensuring that Baltimore City residents are able to fully participate in and benefit from the employment opportunities that will be generated by the new Caesars Horseshoe Casino.

We welcome the chance to share important information regarding our agency's central role in the development and implementation of a comprehensive community recruitment and hiring plan that will promote local hiring to meet the workforce needs of the Casino project.

MOED is pleased to report that under the leadership of Mayor Stephanie Rawlings-Blake, and in close collaboration with the Baltimore Development Corporation (BDC) and the Office of the Deputy Chief, a formal Memorandum of Understanding (MOU) between the City of Baltimore acting through the Mayor's Office of Employment Development and CBAC Gaming LLC (Caesars) was approved by the Board of Estimates on December 19, 2012. This MOU reflects the commitment that MOED and Caesars have made to implement a process for promoting the hiring of Baltimore City residents for the Casino project and for monitoring compliance with the agreements of the MOU and the Employ Baltimore Executive Order.

As Baltimore City's primary workforce development agency, MOED will serve as the lead entity for coordinating this local hiring project and will bring to bear the full scope of our professional business services staff, our Career Center Network resources, and our partner assets to ensure that public resources are put to their best use and the Casino's opening and operations result in the greatest possible positive economic impact for Baltimore City's citizens.

Memorandum of Understand

The following highlights several key aspects of the MOU and the community recruitment/hiring plan:

- A Community Recruitment Coordinator will be funded by Caesars to join MOED's Business Services Division to be dedicated to the casino local hiring initiative. This position will leverage the resources of MOED's Career Centers and engage its broad network of workforce development, faith-based and community-based partners to implement outreach workshops, provide training and preparation curricula and develop easy access for City residents to the casino application/hiring process. The Coordinator will also aggressively market qualified City residents to Caesars' contractors and subcontractors.
- MOED will create a robust "Headed for the Horseshoe" training program that will be shared with all workforce and community organizations working with City job seekers. This will include a series of workshops that will inform city residents about and prepare them for the casino job opportunities. The training will be designed to promote job seekers' employment readiness and "productivity skills", instill strong customer service and positive communications strategies, familiarize candidates with the casino's on-line job application process; enhance interviewing techniques and generate enthusiasm about employment in the gaming industry.
- MOED will orchestrate a City Wide Recruitment Process in which we will market job opportunities to residents and workforce partners, coordinate staffing to support Caesars' large recruitment events/hiring halls and develop a Talent Scout pipeline to ensure qualified residents are actively referred for the jobs.
- MOED will bridge the gap between contractors/sub-contractors and job seekers by facilitating applicant referrals from all sources, offering employers office, meeting and hiring space at our One Stop Centers, informing employers of available training grants and assist where possible in accessing tax credits for hiring from target populations,.
- Caesars will give priority to hiring City residents who are qualified to fill their open jobs and will be especially seeking job candidates who demonstrate " a

strong knowledge of and familiarity with Baltimore City culture, lifestyle and amenities”.

- Caesars will comply with the provisions of the Employ Baltimore Executive Order and will direct its contractors and subcontractors to also comply with the requirements which include meeting with MOED Business Service staff within 2 weeks of contract awards; providing MOED with workforce plans that describe the expected number of job openings, listings of job titles and the related skills requirements; and posting new jobs with MOED’s Career Centers for 7 days prior to publically advertising these jobs.

- Caesars and its contractors and subcontractors will be required to submit Workforce Reports to MOED reflecting the number of casino project employees who are City residents. These reports will be submitted every six months for the life of the lease agreement.

A series of planning meetings has already begun with MOED and Caesars management team as well as with the construction company’s (Whiting Turner) project manager and staff. A “Headed to the Horseshoe” preliminary time line (attached) has been created to provide an overview of the monthly planned activities through post casino opening, October 2014.

MOED’s Workforce System Services, Programs and Partnerships

As stated, MOED will utilize its full range of workforce services, programs and partnerships in our effort to promote local hiring for the new casino jobs. The following briefly describes MOED’s key initiatives:

MOED’s Employ Baltimore Business Services Division

The casino’s ability to access a qualified local workforce will be paramount to its success. MOED’s professional, highly experienced business service team stands ready to deliver a full range of customized workforce solutions. MOED’s Business Services offerings include no cost job posting, outreach and recruitment; applicant pre-screening and assessment; tax credit information; human resources support; job fairs and on-site recruitment; business

network forums; customized training for new hires; community hiring project management; professional outplacement services; and links to local and state economic development initiatives and resources. MOED's record of success in the Business Services arena speaks for itself. In the most recent fiscal year, our Business Services team provided over 450 businesses with support and hosted 330 recruitment fairs.

The Career Center Network

MOED's Career Center Network will diligently promote casino job opportunities and prepare job seekers for employment through our three One-Stop Career Centers, strategically located throughout the city and our Workforce Reception Center serving city residents on public assistance. Each One-Stop Center is staffed with professionals from MOED and partner organizations, including the Maryland Department of Labor, Licensing and Regulation, Maryland Job Service, Veterans Services, the Baltimore City Community College, and numerous community based organizations and government agencies. MOED works closely with partners to deliver direct onsite services to City job-seekers. One-Stop Centers offer a variety of resources to assist customers in locating employment opportunities, exploring careers, creating resumes and strengthening their interviewing and job readiness skills and enrolling in occupational specific training. One-Stop Centers also provide GED and Adult Basic Education classes, and help customers to identify and assess their skills, access training opportunities, learn about financial aid for training and obtain information on local employers and labor market trends. In the past fiscal year over 139,000 visits were made to our One Stop Centers. MOED assisted nearly 2,500 city residents to secure jobs.

Community Job Hubs

The casino's ability to meet its staffing needs through local hiring efforts will be predicated on the availability of qualified Baltimore City candidates. Although a full picture of the casino's hiring requirements is not yet available, we do know that entry level casino jobs for table games, for example, will require defined math and reading skills. Unfortunately, many Baltimore City residents lack these basic skills. Furthermore, too many City residents who could benefit from casino jobs lack physical access to MOED's One-Stop Centers, where they could gain access to the academic remediation services that would alleviate these employment barriers.

This past November, Mayor Stephanie Rawlings-Blake announced the opening of Baltimore City's new Community Job Hubs, created to reach those most in need of MOED's services in their own neighborhoods. Operated by MOED in partnership with community groups that have established a trusted presence in select neighborhoods, the Community Job Hubs supplement services offered at the City's three One-Stop Centers. The Community Job Hubs will be critically important connection points for promoting casino employment opportunities and reaching City residents with resources that will help them qualify for casino jobs.

21st-Century Job Readiness Standards

As an international entertainment conglomerate, Caesars has high expectations for the professionalism of its workforce. Baltimore City must be prepared to deliver workers who can meet these expectations. To ensure that Baltimore City's workers – including applicants for casino jobs - possess entry-level job readiness, MOED, in collaboration with the Baltimore Workforce Investment Board (BWIB), area workforce training organizations, local community colleges and the public school system, developed a business-vetted set of 21st-Century Job Readiness Standards. The standards articulate the basic attributes and skills all job seekers need to successfully compete in the current labor market. The BWIB standards, along with a package of companion assessment and curriculum tools, will be used to promote consistency in the preparation of all residents seeking employment assistance. This will be infused in our services at the One Stop Centers and Community Job Hubs.

Of special note, the BWIB's 21st Century Job Readiness Standards include computer literacy as a basic, entry-level employment requirement. This is an issue of critical importance in positioning City job-seekers to successfully compete for casino jobs, which will require completion of an online application as well as a digital first-round interview. MOED offers a rich menu of computer literacy offerings to include IC3 courseware and certification, an internationally recognized credential that covers computing fundamentals, commonly used business applications, and skills for safely navigating the Internet.

MOED will work closely with Caesar's management to customize the 21st Century Job Readiness standards to meet their workforce needs, and will marshal all of our resources and professional services to prepare City residents to meet and exceed casino hiring requirements.

Employ Baltimore – Ready to Work for You

The *Ready to Work for You* campaign is a business-driven initiative developed by MOED's employer-led advisory body, the Baltimore Workforce Investment Board. The campaign's

goal is to increase the extent to which local businesses are able to effectively utilize the city's public workforce system to find and hire highly qualified Baltimore City job-seekers. Local hiring programs in effect in Atlanta Georgia and Washington D.C. were researched to inform the design of the *Ready to Work for You* campaign, which was also widely vetted by Baltimore City employers. Currently, MOED is rolling out a pilot that is projected to run through March of 2013, to refine protocols and build a robust pipeline of qualified workers for the talent pool from which candidates will be recruited. MOED is partnering with Baltimore City Community College to recruit graduates into the talent pool as part of the capacity-building effort in preparation for the full campaign launch later in the spring.

Youth Programming

Caesar's decision to locate one of its facilities in Baltimore City represents a long-term commitment to the local economy. In return, Baltimore City must be prepared to make a long-term commitment to preparing the pipeline of qualified workers that will be needed to staff Caesar's facility well into the future. This must begin with efforts to equip our City's youth with the skills they will need to succeed in 21st Century jobs. A few of the many outstanding initiatives MOED has in place to build the pipeline of Baltimore City's future workforce include:

- YouthWorks - MOED has administered Baltimore City's YouthWorks summer jobs program for nearly three decades, each year placing over 5,000 young people age 14 to 21 in six-week summer work experiences each year.
- Hire One Youth - Mayor Rawlings-Blake invited a team of Industry Leaders to join her in launching a new component of the YouthWorks program in 2012. Called Hire One Youth, this initiative challenges Baltimore employers to join the City in creating valuable summer employment opportunities for Baltimore's teens by hiring at least one young person through the YouthWorks summer jobs program. Over eighty local employers hired 285 young people for the 2012 summer YouthWorks season. The 2013 Hire One campaign's goals are to double the number of employers who participate and increase the youth hires to 500.
- The Academy for College and Career Exploration (ACCE) – MOED founded and has served as the operator for this Baltimore City Public School since 2004. ACCE's mission is to help Baltimore's youth develop a love of learning, a constructive direction for their lives, and a belief in their own abilities to succeed. Preparation for college and the careers of the 21st century are fully infused into all aspects of the curriculum at ACCE, which includes summer jobs, internships, structured mentoring programs, individualized career plan development and resume development.

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- Youth Opportunities – YO! Baltimore- The YO! mission is to help the City's vulnerable, out-of-school youth navigate the transition toward responsible adulthood and citizenship. YO! Baltimore utilizes a youth-development program model that emphasizes caring-adult relationships, life skills attainment, academic achievement, career education and training, hands-on work experience and job placement assistance. Over 700 young adults participate in the YO! services each year.

The opening of Caesar's new Horseshoe Casino promises to create many quality employment opportunities for Baltimore City job seekers for many years to come. MOED is committed to working with Caesars, and with all stakeholders, to strategically directing our agency's resources to the task of preparing the City's workforce to fill those jobs.



HEADED TO THE HORSESHOE CASINO

Caesars' new Horseshoe Casino is scheduled to open to the public in July 2014. The Mayor's Office of Employment Development (MOED) is working closely with Caesars to develop and implement a robust community outreach and recruitment plan to connect qualified local residents to the employment opportunities that will be created including construction, front line and management staff positions.

Over the coming months, MOED intends to craft an extensive employment recruitment and job preparation strategy that will help prepare city residents to become qualified for and have access to employment opportunities at Caesars' Horseshoe Casino. To ensure that the applicant pool will be sufficient to fill these positions, MOEDS will engage multiple local workforce organizations, community and faith-based groups and academic institutions in the recruitment process. Training tools and other materials will be provided during the workforce partner meetings that are conducted.

Preliminary Timeline

NOVEMBER 2012

- MOED and Caesars develop a job description for the dedicated Community Recruitment Coordinator
- Caesars hosts initial meetings to introduce MOED Business Services staff to the Caesars Casino and General Contractor team

DECEMBER 2012

- MOU is finalized between Caesars and MOED and submitted to Board of Estimates for approval
- Caesars GM coordinates meeting with Construction GC Whiting Turner team and MOED
- Caesars to create Monthly workgroup which includes MOED, Mayor's Office of Women, Minority Business Development, etc
- MOED will establish monthly meeting/conference call schedule with Caesars General Manager for updates and to continue planning discussions
- Whiting Turner distributes second bid notice –MWBOO and MOED distribute to vendors
- Construction GC outreach event – MOED/MWBOO to assist with identifying location
- Planning meeting for Caesars Contractor Outreach Event in Jan 2013

JANUARY 2013

- Caesars to hold a Contractor Outreach Event to provide an overview of the project and to inform subcontractors of the bid process. The event will be planned in conjunction with Whiting-Turner and the Mayor's Office of Minority and Women-Owned Business Development. MOED will



HEADED TO THE HORSESHOE CASINO

provide information about professional services and customized workforce solutions at the event.

Also included:

- Update from G.C. - Whiting Turner on construction, work need, projected bid schedule.
- Introduction of MOED as workforce contact and review of process for employment opportunities.
- Other City agencies to participate: Mayor's Office of Minority Women and Business Development & MWBOO – info City certification process;
- MOED will attend General Contractor meetings with subcontractors to include bid, pre-con and update meetings to identify information about job openings.
 - MOED will develop a list of subcontractors for the project and track employment opportunities
- As awards are made to subcontractors, MOED will meet with each subcontractor to identify workforce needs and complete the Employ Baltimore workforce plan
- As job openings are identified, MOED will post jobs, conduct citywide recruitment, disseminate employment opportunities to workforce/community partners and refer qualified city residents for employment on all construction opportunities.
- During the construction phase, Caesars and all of their subcontractors will provide a bi-annual employment report to MOED
- MOED and Caesars begin to plan for the Workforce Partner meetings

FEBRUARY - JUNE 2013

- MOED to attend construction G.C. subcontractor meetings (bid, pre-con, updates, etc)
- As awards are made to subcontractors, MOED will identify workforce needs, recruit and refer qualified city residents for employment on construction opportunities.
- MOED and Caesars will conduct an initial city-wide Casino Information Workforce Partner Meeting (partners are workforce development service providers including CBO's, FBO's, churches, colleges/universities, City Public schools). This first session will focus on the overall project, timeline and process for connecting applicants to any construction opportunities. It will also:
 - Identify MOED's role as workforce community recruitment coordinator for the project
 - Introduce Casino GM and Construction GC
 - Update on number of jobs anticipated for the project
- MOED and Caesars will review potential curriculum and vendors
- Series of Casino employment informational sessions will be scheduled and hosted
- MOED and Caesars begin recruiting for Community Recruitment Coordinator



HEADED TO THE HORSESHOE CASINO

JULY – August 2013

- MOED will assist Caesars in the recruitment for key positions with Caesars' Horseshoe including Vice President of Human Resources, Marketing and Executive Assistant.
- Recruitment Coordinator hired.
- Development of a "Headed for the Horseshoe" (H4H) pre-employment readiness curriculum will begin to include the BWIB's 21st Century Job Readiness standards, a focus on how to apply for jobs on-line, developing effective web-based job interviewing skills, math brush up, customer service skills and an thorough introduction to the Caesars Culture.

SEPTEMBER 2013

- MOED will confirm/Identify tracking system for applicants referred by MOED and workforce partners
- Obtain Caesars marketing materials, i.e. videos, print materials that can be shared with job seekers to inform and generate interest in the Caesars opportunities

OCTOBER 2013

- Horseshoe Casino hires key management positions.
- "Heading for the Horseshoe" (H4H) Pre-Employment Curriculum is finalized and a series of " Train the Trainer " sessions with workforce/community partners is scheduled.
- Horseshoe Casino submits quarterly employment reports to MOED

NOVEMBER 2013

- MOED will continue to host a series of workforce partners sessions on "Heading for the Horseshoe." The purpose of the meeting is to provide an update to organizations about Caesars hiring process, identify hiring protocol for targeted populations, i.e. disabled, ex-offenders and limited English; distribute job descriptions, introduce/ provide H4H curriculum
- Implement "Heading for the Horseshoe" information/orientation sessions for job seekers. Publish workshop dates on the MOED website
- Implement dedicated Horseshoe online application sessions for job seekers in all one stops and in the Community Job Hubs.
- Implement a series of digital interview preparation workshops for job seekers in all one stops and in the Community Job Hubs.
- Begin tracking number of city residents interested in and qualified for casino jobs
- Candidates begin the pre-screening process for casino jobs



HEADED TO THE HORSESHOE CASINO

- Select candidates begin training for Certified Ambassador Training.

DECEMBER 2013

- MOED will continue to provide training session for all MOED staff and partner staff on the H4H job readiness curriculum

January 2014

- On Line application process begins for Casino positions

MARCH 2014

- Classes begin for the table games.

May 2014

- Candidates complete table games training.

June 2014

- Hiring Hall is held

JULY 2014

- Horseshoe Casino opens.
- Report hiring outcomes.

AUGUST 2014 – SEPTEMBER 2014

- Recruitment Coordinator continues to fill vacant positions

OCTOBER 2014

- Caesars sponsors/conducts Partner appreciation breakfast