

**PLAN FOR CREATING, SAVING, OR PLACING
MARYLAND RESIDENTS INTO 250,000 JOBS BY 2012**

Lead Agency: Maryland Department of Business and Economic Development

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Executive Summary

Current economic times are challenging to say the least, as the State is navigating through a downturn of proportions not seen since the Great Depression. Maryland, with its diversified economic base, is much better positioned than most states to weather this extraordinary economic climate that the U.S. and world community now confront. Nonetheless, the State is not immune from the debilitating effects of the recession and currently faces an unemployment rate of 7.5 percent. Maryland will be fortunate, however, due to the resiliency of its economy, to be one of the first States to lead the recovery by capitalizing upon and leveraging opportunities unique to its diverse and robust economic base. To this end, the O'Malley-Brown Administration's strategic policy goal of *creating, saving or placing Maryland residents into 250,000 jobs by end 2012* is timely and necessary to drive the continued success of the State's economy. This Delivery Plan will highlight the need for such a goal, and outline how the Department of Business and Economic Development (DBED) and other partner agencies plan to deliver on this goal by 2012.

Background

Despite the global recession, Maryland is well-positioned to take advantage of an abundance of opportunities for economic growth through Base Realignment and Closure (BRAC), the American Recovery and Reinvestment Act (ARRA), the federal government's emphasis on cyber security, expanding federal facilities, a booming science and healthcare industry, and new opportunities in green technology and sustainability. In setting a goal of creating and saving (placing residents into) 250,000 jobs in these and other growth sectors, the O'Malley-Brown administration has set the stage for increased collaboration and coordination among Maryland's agencies, federal and local partners and the private sector, to maximize the benefits that each of these opportunities generates for the State.

Impact

The State would reap a multiplicity of benefits as a result of such robust job growth and retention. In addition to lowering the State's unemployment rate, these jobs would generate significant tax revenue and contribute to Maryland's income tax base, as the "growth sectors" outlined above generate high-paying jobs for workers with specialized skills. Given the work force needs of these sectors and those directly or indirectly linked to them, the State will realize increased coordination with the private sector on major education initiatives and programs, as companies seek to ensure they will have the workforce they need to continue to grow in subsequent years.

Goal and Measurement

The Governor's first Strategic Policy Goal is to "Create, Save, or Place Maryland Residents in to 250,000 Jobs by End 2012." As this goal includes the retention of jobs, progress will not be measured by the calculation of net new jobs from a certain benchmark date. Instead, data will be collected from DBED and other partner agencies related to their specific job creation and retention efforts, starting from July 1, 2009 and ending December 31, 2012. In many cases, much of this progress is already being presented to the Governor's Delivery Unit through monthly StateStat and BRACStat meetings.

Lead Agency and Stakeholders

DBED is the lead agency for this goal. Other partner agencies include the Department of Labor, Licensing, and Regulation (DLLR), the Governor's Workforce Investment Board (GWIB), the BRAC Sub-cabinet (Sub-cabinet), the Maryland State Department of Education (MSDE), the Governor's StateStat Team (StateStat), the Maryland Energy Administration (MEA), the Department of Natural Resources (DNR), the Maryland Higher Education Commission (MHEC), the Maryland Department of Planning (MDP), the Maryland Department of Transportation (MDOT), and the Department of Health and Mental Hygiene (DHMH).

Summary of Strategies

DBED and its partner agencies have developed twelve (+) strategies that directly contribute to the creation or retention of (or placement of residents into) 250,000 jobs by 2012, outlined below. The lead agency(ies) are listed with each Strategy.

1. Coordinate the relocation, creation, and expansion of up to 60,000 BRAC jobs to Maryland, of which nearly 25,000 should be place by 2012. (Sub-cabinet, DBED, DLLR, MHEC, MSDE)
2. Maximize all direct and induced jobs created and retained as a product of the deployment of ARRA funds in Maryland, expected to create or retain 66,000 jobs according the Obama Administration. (DBED, StateStat)
3. Directly create or retain 10,000+ jobs each fiscal year through business development efforts, leading to the creation or retention of no less than 18,700 indirect and induced jobs per fiscal year¹. (DBED)
4. Facilitate the creation of more than 25,000 jobs through the expansion of federal facilities in Maryland. (DBED)
5. Aggressively market Maryland as the ideal location for tourism and leisure, film, the arts, and for major national or global cultural and sporting events. (DBED)
6. Facilitate the creation and retention of 17,000+ jobs through the implementation of State supported Smart Site and Transit Oriented Development (TOD) projects.
7. Support more than 60,000 construction jobs as a result of Maryland FY2011 capital budget. (DBED, DBM)
8. Create 5,000+ Jobs via existing community development and preservation efforts, and implementation of the Sustainable Communities Tax Credit (MDP, Smart Growth Sub-Cabinet)
9. Initiate a Maryland green jobs initiative to create/save 100,000 “Green Jobs” by 2015. (This initiative overlaps with other strategies in the plan. In order to avoid double counting, green jobs will therefore be reported and counted as part of other strategies.) (DLLR, DBED, MEA, DNR)
10. Place 224,683 or more jobseekers into jobs (DLLR)
11. Create 5,700 jobs by expanding the Port of Baltimore through a public-private partnership. (MDOT-MPA)
12. Increase the number of teachers graduating from Maryland institutions by 3,000 by 2011. (MHEC, GWIB, MSDE)
13. Expand number of nursing school graduates by 1,635 by 2012. (MHEC, GWIB)

Strategy 1

Coordinate the relocation, creation, and expansion of up to 60,000 BRAC jobs to Maryland, of which nearly 25,000 should be in place by 2012. (Sub-cabinet, DBED, DLLR, MHEC, MSDE)

The latest BRAC process has been favorable to Maryland and is expected to create 60,000 jobs by 2020. A significant percentage of this job growth will be in place by 2012, and the State will focus not only on making the State “BRAC-ready” for these jobs, but also on ensuring that Maryland companies reap the economic benefits of the growth of military installations and the defense industry in their backyard.

- The Sub-cabinet and DBED will work to market Maryland’s quality of life and encourage as many base workers as possible to relocate to Maryland along with their jobs. However, it anticipated that some percentage of people will choose to commute to Maryland or seek other job opportunities.
- DLLR will ensure 100 percent reconstitution of the BRAC-impacted workforce moving to Maryland. It will accomplish this goal by holding targeted recruitment events for C4ISR (Fort Monmouth, NJ), DISA (Arlington, VA), and other BRAC-impacted agencies moving to Maryland to assist them in hiring qualified staff. DLLR’s one-stop centers will recruit qualified veterans for open positions moving to Maryland. DBED will assist in this effort by recruiting college upperclassmen through a new internship program with BRAC-related companies. Additionally, the BRAC Sub-cabinet, MHEC, and DLLR will create a security internship clearinghouse to identify all available related internship programs.
- DLLR will take the lead in bringing to Maryland 50% of New Jersey and Virginia’s base workers who already have security clearances for BRAC jobs. DLLR has been working on this goal for the past three years utilizing \$4 million in National Emergency Grant funds from the U.S. Department of Labor. This will include marketing

¹ Based on the IMPLAN economic modeling system (Minnesota IMPLAN Group), each job directly created or retained by DBED supports 0.43 indirect and 1.44 induced jobs, for a total of 1.87 indirect or induced jobs.

Maryland through on-site transition centers and new kiosks on-base at Fort Monmouth, New Jersey and at the Defense Information Systems Agency (DISA) in Virginia. This strategy will also include creating and passing appropriate legislation to ensure that any license controlled by DLLR, where there is an equivalent license available in any of the BRAC sending states, is accepted with just a testing requirement at the end of 2009 (this is currently in effect, as legislation was passed last session).

- DBED will coordinate the effort to reach out to in-state and out-of-state businesses that could be interested in taking advantage of business opportunities that BRAC has to offer. Tactics will include expanding relationships with military installations to assure that their missions are not compromised; building relationships with defense contractors to identify contracting opportunities and opportunities for public-private partnerships; and identifying and engaging defense contractors affiliated with relocating military commands to encourage and assist in their relocation to Maryland.
- With guidance from the Federal Facilities Advisory Board, DBED will organize procurement-specific outreach programs, with a special focus on small and minority-owned businesses, to help these companies tap into business opportunities at military installations.
- MHEC and MSDE will lead the effort to build a pipeline of students to enter BRAC employment in the future by expanding related Career and Technology Education (CTE) training at Maryland schools, and expanding Science, Technology, Engineering, and Mathematics (STEM) and International Baccalaureate programs. DLLR, with its local partners, will develop a new security clearance education program (Project SCOPE).

Strategy 1 performance measures include:

- Percentage of BRAC jobs moved to Maryland (by law, all direct BRAC jobs must move to Maryland by September 15, 2011)
- Percentage of BRAC-impacted reconstituted workforce moving to Maryland
- Indirect job changes in defense-related employment by county
- Number of defense-related businesses assisted in BRAC counties

Strategy 2

Maximize all direct and induced jobs created and retained as a product of the deployment of ARRA funds in Maryland, expected to create or retain 66,000 jobs according to the Obama Administration. (DBED, StateStat)

DBED and StateStat are tasked with tracking jobs created and retained resulting from the American Recovery and Reinvestment Act, through which the State will directly receive \$4 billion in federal funds.

- DBED will continue to organize or participate in workshops, seminars, or other events that highlight ARRA-related opportunities for Maryland companies, and continue to drive traffic to DBED's and the Governor's ARRA-dedicated website (ongoing).
- DBED will develop a process to follow-up with companies that receive federal funding to assure that the State's efforts to link them with ARRA resources are effective (ongoing).
- DBED and StateStat will develop a system to track how many jobs are created and retained through ARRA.
- DBED will aggressively market ad-hoc ARRA opportunities that are announced by the federal government, such as Recovery Zone Bonds, tax credits for green manufacturing, or potential ARRA funds for small business support. In this way, DBED can maximize the positive impact from these programs on Maryland companies and on the State's economy.
- DLLR will draft language with the Department of Budget and Management to require employers through contract and grant language to post all new job openings on Maryland Workforce Exchange (MWE).
- DLLR will modify MWE to post ARRA job openings.
- DLLR will hire MWE support staff to provide employers with technical support in posting ARRA jobs.
- DLLR will implement a statewide, subsidized employment strategy to create 10,000 new jobs for youth, adults, and seniors.

Strategy 2 performance measures include:

- Number of ARRA-related marketing events hosted and/or participated in
- Number of companies touched through ARRA marketing events
- Number of jobs created/saved through ARRA funds in Maryland

Strategy 3

Directly create or retain 10,000 jobs each fiscal year through business development efforts, leading to the creation or retention of no less than 18,700 indirect and induced jobs per fiscal year. (DBED)

DBED's Division of Business and Enterprise Development will directly create, expand, or retain 10,000 jobs in Maryland per fiscal year by completing no less than 75 projects in the same time span. These projects will include company expansions, company retentions, the attraction of out-of-state or foreign-owned companies, and assisting company spin-offs from universities and federal laboratories. Responsibility for all action items below reside within DBED's Division of Business and Enterprise Development, and each goal below is defined on a fiscal year basis.

- The Office of Business Development (OBD) will maintain a pipeline of no less than 50 business attraction or expansion prospects, complete 25 retention or expansion projects, and attract 15 out-of-state companies to establish a Maryland location. OBD's efforts will generate no less than 6,290 new or retained jobs.
- In Western, Southern, and Eastern Shore Maryland, the Office of Business Services (OBS) will engage in 275 Maryland corporate calls, resolve major issues for 133 Maryland companies, and generate 12 location decisions for expanding or new Maryland companies. OBS' efforts will generate no less than 1,500 new or retained jobs.
- The Office of International Investment and Trade (OIIT) will engage 330 foreign corporations about investing in Maryland; bring 35 foreign corporations to Maryland for site visits; and ultimately attract 12 foreign corporations to establish a location in the State. OIIT will also offer ExportMD grants to 20 Maryland small businesses, funding permitting, and complete 100 Export Actions. OIIT's efforts will generate no less than 210 new or retained jobs.
- The Office of Finance Programs (OFP) will identify and provide financing and incentive-based solutions for businesses and economic development projects throughout the State. OFP will approve 100 transactions, continue to manage 700 accounts, and create or retain no less than 1,000 jobs in the process that are not already attributed to deals counted through OBD, OBS, or OIIT.
- The Office of Military and Federal Affairs (OMFA) will conduct outreach to 30 major defense contractors, participate in 10 relocation or job fairs, assist in brokering 5 public-private ventures on federal installations, help to commercialize 6 technologies developed in Maryland's federal facilities, and participate in 35 events to educate and inform federal, State, and local officials and the general public on BRAC. With guidance from the soon-to-be-launched Federal Facilities Advisory Board, OMFA will also focus on increasing procurement opportunities for small and minority-owned businesses with the State's federal facilities. OMFA's efforts will create or retain no less than 1,000 jobs.
- DBED and DLLR will also take a leadership role in executing the Governor's three-pronged Small Business Recovery Agenda; including 1) The Maryland Small Business Credit Recovery Program, 2) The Job Creation and Recovery Tax Credit, and 3) The introduction of legislation to address the rate increase for small business to the Unemployment Trust Fund. The Maryland Small Business Credit Recovery Program is expected to result in retained jobs in Maryland, while the Job Creation and Recovery Tax Credit is expected to result in up to 7,000 new or retained jobs if fully utilized. All new or retained jobs from these efforts will be tracked as part of the job creation goal.

Strategy 3 performance measures include:

- Size of project pipelines for facility location and expansion projects, broken down by the categories presented above
- Number of new and retained jobs from DBED-assisted facility location and expansion projects, broken down by the categories represented above

Strategy 4

Facilitate the creation of more than 25,000 jobs through the expansion of federal facilities in Maryland. (DBED)

Building on Maryland's strengths and experiences in the recent BRAC process, the State will facilitate the growth of non-military federal facilities in the State. To this end, DBED has created a Federal Facilities Advisory Board to provide guidance in supporting the State's federal facilities, and to maximize business opportunities tied to these facilities for Maryland companies.

- In light of the federal government's indication that it will soon set up a U.S. Cyber Command, DBED has published a white paper highlighting Maryland's strengths in cyber security as part of the Governor's Competitiveness Initiative. It is estimated that the establishment of the Cyber Command may result in over 10,000 new jobs in the State.
- DBED will specifically identify all federal facility projects underway or anticipated and will work with all relevant stakeholders to maximize the economic benefits to Maryland.
- DBED will initiate discussions with key stakeholders at federal facilities regarding ways that the State can support their mission and potential expansions in Maryland, establishing Memoranda of Understanding with these facilities as appropriate.

Strategy 4 Performance Measures include:

- Measure the growth of the cyber industry in Maryland
- Measure growth of other federal facilities in Maryland

Strategy 5

Aggressively market Maryland as the ideal location for tourism and leisure, film, the arts, and for major national or global cultural and sporting events. (DBED)

Maryland's unique cultural assets from the Eastern Shore, through the Baltimore and Washington Corridor, and out to the Western Maryland mountains make it an ideal tourist location. The Administration's commitment to tourism marketing, film, and the arts makes these industries a significant job generator. In addition, Maryland's wealth of world class sporting and athletic facilities make it attractive for major national professional and amateur sporting events. DBED's Division of Tourism, Film, and the Arts (TFA) is responsible for the accomplishment of these goals.

- Execute Maryland's tourism development strategy, which will lead to an increase in the baseline of 140,984 jobs in the tourism industry as of 2007.
- TFA will continue leadership in planning and executing the week-long June 2012 Star-Spangled 200 Naval Review with the U.S. Navy.
- TFA will partner with new and existing film festivals, and work to attract film production to the State through a combination of an intensive marketing campaign and grant dollars, generating 1,000 film-related jobs.
- The Office of Sports Marketing will provide leadership in attracting major national and international professional sporting events to Maryland. Examples include the Chelsea-AC Milan soccer game, the Army-Navy game series, Baltimore's bid for the Baltimore Racing Development/Indy Racing League Grand Prix Event in 2011, and the 2010 NCAA Lacrosse Final Four at Baltimore M&T Bank Stadium in May 2010. Sports events through 2012 are estimated to create up to 16,900 jobs.
- The Maryland State Arts Council (MSAC) will continue to leverage its investments in both new and existing non-profit arts organizations and programs. MSAC's investments substantially contribute to the retention of 14,000 jobs annually.
- Through the Maryland Commission on Public Art, MSAC will coordinate the integration of public art into key state development projects such as State Center.
- MSAC will distribute ARRA arts employment stabilization funds.

- TFA will continue leadership in planning and hosting the 2010 Americans for the Arts conference in Baltimore in June 2010.
- TFA will assist with the construction process and launch of slots facilities, which will result in both new construction jobs and permanent jobs once opened.

Strategy 5 performance measures include:

- Increase in employment in the Maryland tourism industry
- Number of jobs supported by film productions
- Number of jobs created through major sporting events
- Number of jobs retained by arts investments

Strategy 6

Facilitate the creation and retention of 17,000+ jobs through the implementation of State supported Smart Site and Transit Oriented Development (TOD) projects.

Strategy 7

Support more than 60,000 construction jobs through the FY2011 Maryland Capital Budget program (DBED, DBM)

Governor O'Malley's FY2011 capital budget totals approximately \$3.2 billion. State-funded construction has played a vital role in sustaining Maryland's construction industry and in creating jobs. As private construction activity has fallen in recent years, the State has increased its construction spending, providing an increasingly large share of construction jobs in Maryland. State-funded construction spending will continue to play an important role in supporting Maryland's construction industry over the next year. Each \$1 million of State construction spending supports 7.3 full-time equivalent construction jobs. In FY2011, State construction spending will support more than 20,000 jobs.

Strategy 8

Create 5,000+ Jobs via existing community development and preservation efforts, and implementation of the Sustainable Communities Tax Credit (MDP, Smart Growth Sub-Cabinet)

The Sustainable Communities Act expands and reauthorizes a tax credit for the rehabilitation of historic properties and non-historic properties in targeted areas such as Main Streets and designated transit oriented development. According to a report by the Abell Foundation, every dollar of State rehabilitation tax credit generates \$8.53 in economic activity and each million dollars in tax credit puts almost 73 skilled trades people to work on labor-intensive projects in the construction industry. The Sustainable Communities Tax Credit Program, authorized for \$50 million over 3 years, will create more than 3600 green construction jobs over the next three years and stimulate Maryland's economy without any impact to the 2011 and 2012 State operating budgets.

Strategy 9

Initiate a Maryland green jobs initiative to create/save 100,000 "Green Jobs" by 2015. (DLLR, DBED, MEA, DNR)

(Note: Elements of the green jobs strategy overlap with other strategies listed in this plan. In order to avoid double counting, green jobs will therefore be reported and counted as part of other strategies.)

These stakeholders have met regarding next steps to establish a green jobs strategy for the State, and plan to have such a strategy drafted by early 2010.

- DLLR will train or retrain 1,000 workers in growing "green economy" occupations.
- DLLR will recruit candidates for weatherization training programs through the one-stop system.
- Local Workforce Investment Boards will partner with local community action agencies and local weatherization agents to provide upgrade skills training for their incumbent workforce.

- DLLR will obtain additional, non-state general funds (potentially through ARRA competitive grants) and resources to identify existing green jobs and track the growth of new green jobs in the State and region.
- As part of its business development efforts, DBED will place special emphasis on attracting or spinning-off green companies to Maryland, as well as assist at least 50 existing Maryland companies in the green sector per fiscal year.
- MEA will advance alternative energy through expanded research and other grants.
- DBED and DNR has worked to solicit industries/businesses to adopt sustainable practices by developing a Green Certification mechanism.
- DNR will develop a Sustainability Index.

Strategy 9 performance measures include:

- Number of workers per month who received training in green jobs as defined by the Maryland green jobs/economy workgroup
- Number of candidates referred by Workforce Investment Act (WIA) system to weatherization training programs
- Number of Local Workforce Investment Areas (LWA) incumbent workers provided with Maryland Business Works (MBW) training assistance
- Number of grant applications submitted that focus on the identification of existing green jobs and track the growth of new green jobs in the State and region

Strategy 10

Place 224,683 (5,349 per month) or more jobseekers into jobs (DLLR)

During times of both economic decline and growth, job placement assistance is essential to the timely placement of jobseekers into jobs. The Local Workforce Investment Boards (LWIBs) together with the State Employment Service (ES) provide this service. Through the state-wide network of more than 30 service delivery sites, known as One-Stop Career Centers, the state places over 50,000 jobseekers annually. This system enables the connection of jobseekers with employers. Placement in employment is verified through the Office of Workforce Information and Performance under the Division of Workforce Development and Adult Learning. Employment verification is accomplished by comparing the names and social security numbers of jobseekers served at the One-Stops with the Unemployment Insurance tax records of employers. Wage record data is only available quarterly and reports back for twelve full months. To accomplish this goal, the state-wide workforce system will do the following:

- Host targeted recruitment events with employers
- Hold job fairs for employers
- Work in partnership with economic development to assist with the recruitment of staff for new and existing employers

Strategy 10 performance measures include:

- The total number of all customers who receive a service through a One-Stop Career Center, or other related workforce program, compared to the number who obtain employment

Strategy 11

Create 5,700 jobs by expanding the Port of Baltimore through a public-private partnership. (MDOT-MPA)

The Maryland Department of Transportation-Maryland Port Administration (MDOT-MPA) has entered into an agreement with a private company, Ports America Chesapeake, to lease the Seagirt Marine Terminal and construct a 50-foot berth for the Port of Baltimore that is expected to result in increased business opportunities and larger vessels that will fundamentally change the dynamics of the shipping industry when the expansion of the Panama Canal is completed in 2014. In addition to the creation of 5,700 new jobs, the total investment and revenue from this agreement to the State of Maryland has the potential to reach more than \$1.3 billion over 50 years and it will generate \$15.7 million per year in new

taxes for Maryland. This public-private partnership with Ports America Chesapeake will place the Port of Baltimore in a position of strength as it competes for business in the highly competitive maritime industry and preserve and grow the number of good, family-supporting jobs at the Port of Baltimore. The agreement was approved by the Board of Public Works on December 16, 2009.

Strategy 12

Increase the number of teachers graduating from Maryland institutions by 3,000 by 2011. (MHEC, GWIB, MSDE)

Maryland possesses one of the most highly-educated workforces in the nation. The State's economy is anchored by large federal and military investments that are focused on science, technology, engineering, and math. To ensure the continued growth of the State's economy, our education system must have the capacity to continue to produce large numbers of highly-skilled graduates in these fields. Having an adequate number of teachers in the classroom is key to increasing this educational capacity.

- GWIB will increase the number and effectiveness of targeted recruitment events held by the local Workforce Investment with growth employers.
- GWIB will strengthen partnerships with local economic development offices to reach potential employers in need of recruitment and outplacement services.
- GWIB will secure grant funding to provide intensive assessment and reemployment services to Unemployment Insurance (UI) claimants.
- In an effort to recruit and retain teachers in high-demand fields, MHEC will maintain or increase the number of teacher education candidates in critical shortage areas who benefit from the Workforce Shortage Student Assistance Grant program.
- MSDE will continue its efforts to recruit more candidates to the teaching profession by supporting multiple preparation pathways to teacher certification via the Resident Teacher Certificate.
- MHEC will work with segments of higher education to continue to develop articulated pathways to teaching from middle schools onward, including such efforts as teacher academies, the Associate of Arts in Teaching degree, and recommended transfer programs.

Strategy 12 performance measures include:

- Number of targeted recruitment events conducted, number of employers reached
- Percentage increase of teachers graduating from Maryland institutions
- Percentage increase in teacher education candidates prepared by Maryland postsecondary institutions
- Percentage increase in the supply of teacher candidates in critical shortage areas prepared by Maryland institutions
- Number of teacher candidates supported by the Workforce Shortage Student Assistance Grant

Strategy 13

Expand number of nursing school graduates by 1,635 by 2012. (MHEC, GWIB)

Mirroring national trends, Maryland is experiencing a significant shortage of skilled nurses, leading to a limited number of nurses available to fully staff hospitals and other healthcare facilities. Simultaneously, there is pressure on nursing educational programs to educate nurses. However, the growing shortage of qualified faculty severely limits the ability of nursing schools to expand. Maryland's nursing programs turned away 1,850 qualified candidates for nursing programs in 2007 because the programs did not have the capacity to admit more students.

Over the next ten years, 43 percent of the general workforce will be eligible for retirement, and the nursing workforce trends with general workforce numbers. In 2006, Maryland hospitals reported an average vacancy rate of 13 percent. Projections show the shortage could grow to over 10,000 Registered Nurses (RNs) by 2016 (Maryland Hospital Association, 2006). Projections also show that between 2000 and 2020 there is an anticipated 40 percent increase in the

demand for nurses compared to a projected 6 percent growth in the supply of nurses. Factors contributing to the increased demand: are population increase, the growing proportion of elderly citizens as a percent of the total population, and medical advances that heighten the need for nurses. To accomplish this goal, GWIB and MHEC will do the following:

- Implement a foreign-trained nursing program to recruit, train and place for foreign-trained nurses
- Admit nontraditional students, such as Emergency Medical Technicians, into specialized nursing programs
- Increase the retention of admitted students through tutoring, mentoring, and establishing review classes
- Create distance-learning models and share these classes among schools
- Create new Doctoral and Master's programs to expand faculty training
- Create accelerated programs leading to RN, Bachelor Science of Nursing (BSN), & Master Science of Nursing (MSN) degrees
- Support the Maryland Hospital Association's "Who Will Care" program to expand the number of nursing graduates
- MHEC will continue to manage the Nurse Support Program II (NSP II) which funds initiatives to expand the number of bedside nurses in the State by increasing the number of nursing graduates.
- MHEC will work closely with nursing education faculty throughout the State to encourage the submission of innovative program proposals for NSP II that will increase the number of nursing graduates entering the workforce.
- MHEC will monitor and evaluate the postsecondary institutions that have received NSP II grants to ensure that their nursing graduate production benchmarks are being met.
- In an effort to recruit and retain more students in the field of nursing, MHEC will maintain or increase the number of nursing students who benefit from the Workforce Shortage Student Assistance Grant program.

Strategy 13 performance measures include:

- Obtain the necessary financial resources to enable the aforementioned action steps
- Monitor all funded actions
- Percentage increase in nursing graduates prepared by Maryland postsecondary institutions
- Number of nursing graduates produced by NSP II programs
- Number of nursing candidates supported by the Workforce Shortage Student Assistance Grant

Job Creation/Retention by Agency

	Job Creation/Retention Source	Jobs #	Agencies Involved (Lead in bold)
1	Base Realignment and Closure	24,600	DBED
2	Maximize ARRA	66,000	Various Agencies, StateStat
3	Direct Jobs from Business Development Activities	22,015	DBED
	Indirect/Induced Jobs from Business Development Activities	41,168	DBED
4	Federal Facility Expansions	70,795	DBED
5	Tourism, Film, Arts, and Sports	23,000	DBED
6	Transit Oriented Development	17,375	MDOT
7	Maryland Capital Budget	79,900	DBED, DBM
8	Sustainable Communities Tax Credit/Historic Tax Credit	3,600	MDP, Smart Growth Sub-Cabinet
9	Green Jobs		DBED, DNR
10	Increase in Job Placements	224,683	DLLR
11	Port of Baltimore Expansion	5,700	MDT-MPA
12	Increase in Graduating Teachers	400	MHEC, GWIB, MSDE
13	Increase in Nursing School Graduates	1,635	MHEC, GWIB
	TOTAL	580,871	

Obstacles and Opportunities

As outlined in this Plan’s background, the current economic downturn will likely impact the State’s ability to create and retain jobs in Maryland in the short-term. However, despite nationwide economic difficulties, Maryland continues to outperform most states and gained jobs in three key sectors: Federal, Medical, and Education. In fact, Baltimore and Washington, D.C. were on *BusinessWeek*’s Top Ten lists for “Best Cities for Riding out a Recession.”² As explained by Economist Dr. Daraius Irani, “Maryland’s economic strengths have been in education, health care, and federal employment. It will likely continue in these sectors, and they are fairly recession-proof sectors.”³

Ultimately, an economic recovery will generate significant opportunities for DBED, DLLR, and other agencies to create and retain jobs as companies turn towards investment and job creation yet again to grow their business. In this context, DBED and its sister agencies are firmly committed to achieving the job goals set for this strategic policy goal.

Note on Methodology

Measuring progress toward this goal requires estimating three categories of jobs that could be created, retained or placed through state agency activity. The following information presents a methodology for estimating two of the three categories. The assessment covers July 1, 2009 to December 31, 2012. Jobs are estimated on a per-project basis, so overall progress is measured as the sum of jobs created, retained, or placed across projects.

For each project, the first category of jobs that must be estimated is *direct* jobs. Direct jobs represent projected additional employment resulting from expenditures and efforts by DBED and other partner agencies on various projects across the state—the principal activities. DBED and other partner agencies are tasked with compiling data related to their direct job

² Gopal, Prashant. “The Best Cities for Riding out a Recession.” *BusinessWeek*, 14 October 2008. Accessible at: http://images.businessweek.com/ss/08/10/1014_recession_cities/index.htm.

³ Didriksen, Neil. “Maryland’s Economic Outlook for 2009 and Beyond.” Maryland Commons, 2 March 2009. Accessible at: http://www.marylandcommons.com/editions/12/content_items/57

creation, job retention, and job placement efforts, in order to enable the agencies to estimate the direct jobs associated with a given project, as well as the industry sector wherein the jobs were created.

Indirect and induced employment result when the initial expenditures mentioned above ripple through the state economy. Indirect jobs are generated by Maryland vendors that supply the input needs of the principal activities. For example, increased road construction spending could increase asphalt purchases, pushing up employment up at asphalt makers. Induced jobs associated with a project are those jobs created when increased worker payrolls associated with all direct and indirect jobs are largely spent on household consumer items.

Most of the secondary economic stimuli take place in Maryland. However, some of these secondary impacts spill over to other states when local vendors cannot meet the increased demand for goods and services triggered by the principal activity. Therefore, the secondary economic impact has two components: 1) the impact that takes place within Maryland, and 2) the impact that spills over to the rest of the nation and overseas. The statewide impact includes initial jobs and spending plus those secondary impacts that occur in Maryland.

Under the methodology, estimates for indirect and induced jobs created for every direct job created are *SAM employment multipliers*. These multipliers are estimated from an "input-output" model constructed specifically for the impact assessment area. DBED and other State agencies use a Maryland-specific version of the nationally-known IMPLAN input-output system by Minnesota IMPLAN Group. The model divides the economy into 509 industry sectors, each with its own employment multiplier. Given the number of direct jobs created and the industry sector where those jobs are created, one can estimate the number of total jobs created as the product of the SAM employment multiplier for that industry and the number of direct jobs created. From that quantity one can subtract the number of direct jobs created to find the number of indirect and induced jobs.