

**Workforce Investment Board
Executive Committee
Merced County Department of Workforce Investment
1880 West Wardrobe Ave, Merced
November 4, 2002, 7:30 – 9:00 a.m.
Meeting Agenda**



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- I. Call to Order
 - II. Approval of Agenda
 - III. Approval of October 7, 2002 Minutes
 - IV. Public Opportunity to Speak
 - V. CSU ROI Study Presentation (Dr. Kelvin Jasek-Rysdahl)
 - VI. Action Agenda
 - a. WIB Agenda..... Action
 - VII. Student Achievement/Graduation Requirements Presentation Information
 - VIII. CalWorks Update Information
 - IX. Bidwell Training Center – Contact Information for Bill Strickland Information
 - X. New WIB Committee Structure Information
 - XI. Update on Private Sector WIB recruitment..... Information
 - XII. “What the WIB Does” session for new members Information
 - XIII. Chair Comments
 - XIV. Other
 - XV. Next Meeting—December 2, 2002, Location TBA
 - XVI. Adjourn.....

**Workforce Investment Board
Executive Committee
Department of Workforce Investment
1880 W. Wardrobe Avenue, Merced
October 7, 2002, 7:30 – 9:00 a.m.
Meeting Minutes**



Members Present :

Andrea Baker	Kathleen Crookham	John Headding
Nellie McGarry	Rick Osorio	Al Romero
Mike Smith	Steve Tinetti	

Members Absent :

Peter Fluetsch	Gisela Malone
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Others Present :

Elaine Craig	Dave Davis	Ed McLaughlin
Donna Ornelas	Joanne Presnell	Chuck Purcell
Jackie Walther-Parnell		

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- I. Call to Order - The meeting was called to order by the Chair, Rick Osorio. Sign-in sheet was used in lieu of roll call
 - II. Approval of Agenda - It was M/S/C Crookham/Romero to approve the agenda.
 - III. Approval of Minutes - It was M/S/C Tinetti/Crookham to approve the minutes of September 9, 2002
 - IV. Public Opportunity to Speak - None
 - V. Consent Agenda - It was M/S/C Headding/Tinetti to approve the consent agenda .
 - a. ITA Exception for Post Training
 - b. WIB Membership Scott Gabraith & Lee Anderson
 - c. WIB Membership Albert Montejano
 - VI. Action Agenda
 - a. Youth Employability Card – Request for Funds – It was M/S/C Crookham/Headding to approve the request. Elaine Craig and AL Romero explained that the request is for an additional \$10,000 from the WIB to assist in marketing of the Youth Employability Card.
 - VII. WIB Recertification/Membership – Joanne Presnell provided an overview of the requirements of WIB recertification. Information was provided to the Executive Committee on the current structure of the WIB as well as the demographic information as it relates to businesses in the

community. The group decided that the area to be targeted for WIB membership would be agriculture business, specifically those with biotechnology. The group discussed some of the potential new members and decided that WIB members make the initial contact and WIB staff will follow-up.

- VIII. Attendees at Community Forum-Strategy for Private/Business Sector Recruitment – A list of attendees to the Community Forum representing the business community was provided to the Executive Committee.
- IX. Program For WIB Strategic Direction – There was discussion on how to provide direction on the strategic issues identified by the WIB. Andrea Baker proposed that meetings be structured to include someone knowledgeable on the particular issues to speak to the WIB. John Heading spoke on behalf of MCEDCO’s economic development study. He noted that the study will be completed in December and recommends a special meeting to be held in December to specifically address the information.
 - a. Affordable Housing
 - b. Student Achievement/Graduation Requirements
 - c. CWA Advocacy
- X. Update Youth Employability Card Program - There was discussion on the issues with some of the outlying areas pulling out of the program. It was noted that the areas deciding not to participate had expressed concern that businesses would not support the program. Lack of staff time and the fact that the youth from smaller north county towns would travel into Stanislaus County to obtain work were noted. There were many suggestions offered on how to remedy the situation. Some of the discussion addressed the fact that the WIB is in the process of appointing another member representing the schools and this may be a good avenue of communication. In addition, Andrea noted that she would be in contact with the surrounding counties for collaboration on the issue of youth going out of county for employment. In addition it was recommended that the WIB obtain statistical data from Madera regarding the success of the program for further review.
- XI. Committee Photo – Candid photos were taken throughout the meeting
- XII. Chair Comments – Rick Osorio noted the agenda for the full WIB meetings will be streamlined to move the meeting along more quickly in order to allow time for work on strategic goals and action steps. Additionally, Mr. Osorio noted the WIB sponsored four youth to the League of Cities. Mr. Osorio was in attendance and noted the conference was a great success.
- XIII. Other - none
- XIV. Next Meeting—November 4, 2002, Location TBA
- XV. Adjourn – Meeting adjourned 8:38 a.m.

**TO: Planning, Policy Development
and Legislation Committee**

DATE: 10/30/02

FROM: WIB Staff

- For Action**
- For Information**
- Meeting Notes**

SUBJECT: CPPS-Return on Investment Study

PROPOSED MOTION(S): To discuss the attached document and where appropriate take action.

DISCUSSION: The attached document is the final report on a study done by California State University, Stanislaus Center for Public Policy Studies. It is an analysis of the impacts of retraining programs offered by the Merced County Department of Workforce Investment. The study compared the potential impacts of the earnings of participants prior to participation in one of the programs to the potential impacts of the earnings of those same participants after completion of one of the programs.

The spreadsheets that follow report the results of the analysis for the Adult, Dislocated Worker and Older Youth programs.

ATTACHMENT(S): CPPS Analysis of Impacts of Retraining Programs

Analysis of the impacts of retraining programs-PITD, Merced County

by Dr. Kelvin Jasek-Rysdahl
Associate Professor of Economics
Research Associate of the Center for Public Policy Studies
California State University, Stanislaus

This is a report of an impact analysis of worker retraining programs that are offered by the Private Industry Training Department in Merced County. The programs covered are Adult, Dislocated Workers, and Older Youth. The analysis is of those who exited these programs from July 2000 through June 2001, and the data were taken from the Performance Detail Reports that were provided by the Private Industry Training Department in Merced County. The staff at the Private Industry Training Department was quite helpful. I would especially like to thank Andrea Baker, Dave Cramer and Ralph Ward for their assistance with obtaining and interpreting the data. Chuck Purcell were also helpful in getting access to the required materials.

The study compared the potential impacts of the earnings of participants prior to participation in the program to the potential impacts of the earnings of those same participants after completion of a program. Aggregated earnings of participants for both periods were run through an input-output model in order to estimate output and employment impacts. After earnings for each period were run through the model, the changes in output and employment were calculated.

Data on earnings, both pre-program and post-program, were for a six-month period. The input-output model works on an annual basis so the earnings were annualized by multiplying by two. Per capita earnings were calculated by dividing the annualized earnings by the number of participants. The per capita earnings numbers were used to identify household earnings categories, which determine spending patterns. The per capita earnings will influence the magnitude of the impacts. Spending patterns differ across earnings categories. People with lower earnings will focus on necessities. Those with higher earnings will still buy the necessities, but will also be able to buy luxury items.

The spreadsheets that follow report the results of the analysis for the Adult, Dislocated Worker, and Older Youth programs. The data in the first row are from the Performance Detail Reports. The results of the impact analysis are reported below that. The impacts of the pretraining earnings of participants are reported in the first two columns. Post earnings impacts are to the right. The changes from pre to post are listed directly below the post impact statistics. The total and county changes are reported. The total impact includes output that is generated in the county and outside the county. The county changes subtract the output generated outside the county.

The direct effects in these reports represent the impacts on output and employment from the spending of the participants generated by those earnings. The indirect effects are the output and employment that are generated in the industries that are supplying the firms that are directly affected by the earnings. The induced effects are

what are generated by the earnings of those working in firms affected by the direct and indirect rounds.

The change in earnings from those participating in all three programs in Merced County generate about \$2,114,570 in total output, \$1,309,089 of this is within the County. This increase in output translates to 16.4 jobs in the county. Of the total impact, 10 industry sectors (owner-occupied dwellings, real estate, eating & drinking, food stores, automotive dealers & service stations, doctors & dentists, hospitals, banking, communications, state/local government) accounted for over 32% of the impacts.

It is important to note that these changes are for one year only. The individuals who went through these programs may continue to earn more for years to come. It is also possible that their earnings will increase at a faster rate in the future compare to if they had not had the training. The data that exist do not allow one to test these ideas though.

The magnitude of the impacts depends on a number of different variables. The first is the magnitude of the change in earnings that occur. Higher earnings will result in more spending and a larger impact on output and jobs in the county.

The structure of the economy will also affect the magnitude of the output and employment impacts. The model that was used for this study separates businesses into 524 industry sectors. Merced had business in 188 of the possible 524. The number of sectors is important because it will affect the size of the multipliers. An area with few sectors will have to import more of its goods and services from outside the region. This will reduce the impact of any change that goes through the economy. Some of the spending will leak out of the county. The multiplying effect of the linkages will be smaller.

One way to change this would be to diversify the economy. As more firms are added in sectors that are not currently in the economy, more spending can stay local. This will increase the size of the impact generated by increased incomes. Diversification of the economy would increase the total impact, and cause the gap between the total impact and the county impact to get smaller.

Impacts of PITD Training Programs on Merced County

Dr. Kelvin Jasek-Rysdahl

Associate Professor of Economics

Research Associate of the CPPS

California State University, Stanislaus

Impact of Adult programs (116 participants)

■ Pre-Program

- + Annual earnings
\$611,921
- + Per capita earnings
\$5,275

■ Post-Program

- + Annual earnings
\$1,580,974
- + Per capita earnings
\$13,629

Impact of Adult programs^(116 participants)

Changes

The increase in earnings caused the following changes.

Output (Dollar value of goods and services produced.)

+ Total change of \$1,143,717

+ Total change in County \$696,660

■ Employment

+ 8.6

Impact of Dislocated Worker programs

(183 participants)

■ Pre-Program

- + Annual earnings
\$3,043,162
- + Per capita earnings
\$16,629

■ Post-Program

- + Annual earnings
\$3,580,568
- + Per capita earnings
\$19,566

Impact of Dislocated Worker programs

(183 participants)

Changes

The increase in earnings caused the following changes.

Output (Dollar value of goods and services produced.)

+ Total change of \$639,303

+ Total change in County \$409,538

■ Employment

+ 5.1

Impact of Older Youth programs

(38 participants)

■ Pre-Program

- + Annual earnings
\$114,654
- + Per capita earnings
\$3,017

■ Post-Program

- + Annual earnings
\$394,654
- + Per capita earnings
\$10,385

Impact of Older Youth programs

(38 participants)

Changes

The increase in earnings caused the following changes.

Output (Dollar value of goods and services produced.)

+ Total change of \$331,550

+ Total change in County \$202,891

■ Employment

+ 2.7

Impact of Three Programs

Changes

The increase in earnings caused the following changes.

Output (Dollar value of goods and services produced.)

+ Total change of \$2,114,570

+ Total change in County \$1,309,089

■ Employment

+ 16.4

Impact of PITD Salaries related to programs

Salaries

- \$2,962,097
- Output impact
 - + 3,501,637
 - + \$2,226,358
- Employment
 - + 28.7

Merced 2001										
Category	Participants	pre(6 months)	Pre(annualized)	Percap(annual)	Post(6 months)	Post(annual)	Postcap(annual)			
Adult	116	\$ 305,960.47	\$ 611,920.94	\$ 5,275.18	\$ 790,487.10	\$ 1,580,974.20	\$ 13,629.09			
Impacts	Output	Employment			Output	Employment				
Direct	\$ 611,921.00	4.7			\$ 1,580,974.00	11.1				
Indirect	\$ 59,461.00	0.7			\$ 162,050.00	1.9				
Induced	\$ 54,800.00	0.7			\$ 126,875.00	1.7				
Total	\$ 726,182.00	6.1			\$ 1,869,899.00	14.7				
Trade	\$ 261,332.00				\$ 708,389.00					
County impacts	\$ 464,850.00	6.1			\$ 1,161,510.00	14.7				
					Change (post-pre)		Public Assist.	Veterans	Disabled	Older Ind.
					\$ 969,053.00	6.4	\$ 271,334.84	\$ 36,824.01	\$ 36,824.01	\$ 61,050.34
					\$ 102,589.00	1.2	\$ 28,724.92	\$ 3,898.38	\$ 3,898.38	\$ 6,463.11
					\$ 72,075.00	1.0	\$ 20,181.00	\$ 2,738.85	\$ 2,738.85	\$ 4,540.73
					\$ 1,143,717.00	8.6	\$ 320,240.76	\$ 43,461.25	\$ 43,461.25	\$ 72,054.17
				Local change	\$ 696,660.00	8.6	\$ 195,064.80	\$ 26,473.08	\$ 26,473.08	\$ 43,889.58
Taxes	pre	post	change							
Sales taxes	\$ 11,644.00	\$ 33,252.00	\$ 21,608.00	\$ 270.10						
Property taxes	\$ 7,192.00	\$ 20,511.00	\$ 13,319.00							
Fed income tax	\$ 12,757.00	\$ 29,541.00	\$ 16,784.00							
State income tax	\$ 3,015.00	\$ 6,980.00	\$ 3,965.00							
Total			\$ 55,676.00							

Merced 2001									
Category	Participants	pre(6 months)	Pre(annualized)	Percap(annual)	Post(6 months)	Post(annual)	Postcap(annual)		
Dislocated Worker	183	\$ 1,521,581.20	\$ 3,043,162.40	\$ 16,629.30	\$ 1,790,284.04	\$ 3,580,568.08	\$ 19,565.95		
Impacts	Output	Employment			Output	Employment			
Direct	\$ 3,043,162.00	21.9			\$ 3,580,568.00	25.8			
Indirect	\$ 320,341.00	3.8			\$ 376,912.00	4.4			
Induced	\$ 256,671.00	3.5			\$ 301,997.00	4.1			
Total	\$ 3,620,174.00	29.2			\$ 4,259,477.00	34.3			
Trade	\$ 1,301,089.00				\$ 1,530,854.00				
County Impact	\$ 2,319,085.00	29.2			\$ 2,728,623.00	34.3			
					Change (post-pre)		Veterans	Disabled	Older Ind.
					\$ 537,406.00	3.9	\$ 91,359.02	\$ 48,366.54	\$ 33,856.58
					\$ 56,571.00	0.6	\$ 9,617.07	\$ 5,091.39	\$ 3,563.97
					\$ 45,326.00	0.6	\$ 7,705.42	\$ 4,079.34	\$ 2,855.54
					\$ 639,303.00	5.1	\$ 108,681.51	\$ 57,537.27	\$ 40,276.09
					County Change	5.1	\$ 69,621.46	\$ 36,858.42	\$ 25,800.89
					\$ 409,538.00				\$ 8,600.30
Taxes	pre	post	change						
Sales taxes	\$ 61,828.00	\$ 72,747.00	\$ 10,919.00	\$ 136.49					
Property taxes	\$ 38,158.00	\$ 44,897.00	\$ 6,739.00						
Fed income tax	\$ 59,707.00	\$ 70,251.00	\$ 10,544.00						
State income tax	\$ 14,000.00	\$ 16,603.00	\$ 2,603.00						
Total			\$ 30,805.00						

Merced 2001							
Category	Participants	pre(6 months)	Pre(annualized)	Percap(annual)	Post(6 months)	Post(annual)	Postcap(annual)
Older Youth	38	\$ 57,326.79	\$ 114,653.58	\$ 3,017.20	\$ 197,326.79	\$ 394,653.58	\$ 10,385.62
Impacts	Output	Employment			Output	Employment	
Direct	\$ 114,654.00	0.8			\$ 394,654.00	2.8	
Indirect	\$ 11,051.00	0.1			\$ 40,452.00	0.5	
Induced	\$ 9,522.00	0.1			\$ 31,671.00	0.4	
Total	\$ 135,227.00	1			\$ 466,777.00	3.7	
Trade	\$ 48,174.00				\$ 176,833.00		
Local Impact	\$ 87,053.00	1			\$ 289,944.00	3.7	
					Change (post-pre)		
					\$ 280,000.00	2.0	
					\$ 29,401.00	0.4	
					\$ 22,149.00	0.3	
					\$ 331,550.00	2.7	
				County Change	\$ 202,891.00	2.7	
Taxes	pre	post	change				
Sales taxes	\$ 2,157.00	\$ 8,301.00	\$ 6,144.00	\$ 76.80			
Property taxes	\$ 1,332.00	\$ 5,120.00	\$ 3,788.00				
Fed income tax	\$ 2,220.00	\$ 7,374.00	\$ 5,154.00				
State income tax	\$ 524.00	\$ 1,742.00	\$ 1,218.00				
Total			\$ 16,304.00				

**Workforce Investment Board
 Merced County Board of Realtors
 635 W. Main Street
 November 21, 2002, 3:00 – 5:00 p.m.
 Meeting Agenda**



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- I. Call to Order/Roll Call Chair
 - II. Approval of Agenda (2 min) Action
 - III. Approval of Minutes 9/26/02 (2 min) Action
 - IV. Public Opportunity to Speak (5 min)
 - V. Introduction of Staff (5 min) Ed McLaughlin
 - VI. Consent Agenda
 - a. WIB Membership (Scott Galbraith).....
 - b. WIB Membership (Lee Andersen).....
 - c. WIB Membership (Albert Mantejano).....
 - d. Youth Employability Card Education & Employers (A. Romero)
 - e. Expansion of JCG Youth Contract Youth Council (N. McGarry)
 - f. Exception to ITA Policy Planning, Policy & Legislative Development (P. Fleutsch)
 - g. Amendment to CVOC Contract Planning, Policy & Legislative Development (P. Fleutsch)
 - h. Amendment to MCCA Contract Planning, Policy & Legislative Development (P. Fleutsch)
 - i. One Stop Certification Process Standards & Certification (J. Heading)
 - VII. Information Agenda -
 - a. CSUS ROI Study Andrea Baker
 - b. Committee Structure Andrea Baker
 - c. WIA Recertification Joanne Presnell
 - d. WIB Recertification Joanne Presnell
 - e. Quarterly Reports Jackie Walther-Parnell
 - f. Westside Activity Report Bernedette Castanenda
 - g. Enterprise Voucher Status Ed McLaughlin
 - h. Director's Notes Andrea Baker
 - i. WIB Calendar 2003.....
 - j. Committee Photos (candid shots throughout the meeting)
 - VIII. Student Achievement/Graduation Requirements (45 min) Presentation/Discussion (Lee Andersen)
 - IX. Committee Reports – (*committee minutes available - www.co.merced.ca.us/wi/wib/wib.html or faxed upon request*)
 - a. Education & Employers
 - b. Marketing & Economic Development
 - c. Planning, Policy Development & Legislation
 - d. Standards & Certification.....
 - e. Youth Council

- X. Chair Comments/Round Table/Future Agenda Items (5 min)
- XI. Other (5 min)
- XII. Next Meeting.....January 23, 2003
- XIII. Adjourn

TO: WIB Executive Committee

DATE: 11/4/02

FROM: WIB Staff

- For Action**
- For Information**
- Meeting Notes**

SUBJECT: Education Presentation and Discussion for WIB Meeting on November 21, 2002

PROPOSED MOTION(S): N/A

DISCUSSION: The WIB has decided to dedicate a portion of each full board meeting to the discussion of issues that are of importance to Workforce Development in Merced County using the WIB Strategic Goals as a guide.

County Schools Superintendent Lee Anderson will give a presentation entitled, "Improving Student Achievement in Merced County Schools." Sample data will be shared and there will be information about the State Accountability System. Superintendent Anderson will also address some of the issues from the Community Forum that relate to education. He will also touch on the State Master Plan, Student Graduation Requirements and the Exit Exam, and what is being done with the Texas Model and consultant in Merced County.

ATTACHMENT(S): N/A

**TO: Workforce Investment Board
Executive Committee**

DATE: 11/4/02

FROM: WIB Staff

- For Action
- For Information
- Meeting Notes

SUBJECT: Bill Strickland and the Manchester Craftsmen's Guild and Bidwell Training Center, Inc.

PROPOSED MOTION(S): For information and discussion

DISCUSSION: Bill Strickland recently spoke at the 2002 Workforce Policy and Leadership Conference held at the Monterey Marriott and Conference Center September 11-13. Mr. Strickland is the President and CEO of Manchester Craftsmen's Guild and Bidwell Training Center, Inc., both founded in 1968 in Pittsburgh, Pennsylvania. These organizations prepare people for their futures through creative inquiry and production reflection through mentored relationships with artisits, educators and counselors. The Manchester Craftsmen's Guild and Bidwell Training Center operates out of a \$9 million, 62,000-square-foot building. Both organizations serve a culturally diverse population with numerous vocational and arts and crafts training programs. Bill Strickland's philosophy is that blue collar workers can benefit from an education in the arts and crafts by building up their self-esteem.

Mr. Strickland was born in Pittsburgh in 1947. He graduated from David B. Oliver High School in 1965. In 1969, he earned a bachelor's degree in American History and Foreign Relations from the University of Pittsburgh. he has held numerous national positions such as Chairman of the Expansion Arts Panel of the National Endowment for the Arts (NEA) in Washington, D.C. and Council Member on the Pennsylvania Council on the Arts. He, his wife Rose and daughters Julie and Olivia, reside on Pittsburgh's North Side.

ATTACHMENT(S): None

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Community Arts Network

Reading Room

Go to category...

Art in Context: Industrial Pittsburgh catching up with Bill Strickland

by **Gil Ott**

(This story appeared in High Performance #67, Fall 1994.)

"We're in the development business, not just the arts business."
-*Bill Strickland*

To hear Bill Strickland tell it, the most recent leap in the evolution of arts organizing already occurred, in Pittsburgh, in 1972. These days, many artists and organizations are evolving from arts-centered alternatives toward a community orientation and social activism, all the while struggling with the ideological implications of multiculturalism and class equity. According to Strickland, this synthesis was born spontaneously, fully armed and aware, when Manchester Craftsmen's Guild and Bidwell Training Center came together under his direction more than two decades ago. But then, Bill's given to hyperbole, and to making it all sound heroic and indisputable in retrospect. Give it to him. One look at where he's taken Manchester and Bidwell will show how much we still can learn from him.



Bill Strickland, photo by Lonnie Graham

There can be little doubt that what happened in 1972 has had far-reaching implications for the arts today. At that time, Manchester Craftsmen's Guild, an arts program for kids in the city's North Side, was four years old, as was Bidwell Training Center, an antipoverty program established by the Presbyterian Church to provide vocational training to minority students and single mothers. Strickland, himself a dedicated ceramist who credits his arts training with providing the discipline necessary to rise above poverty, had founded Manchester, and when Bidwell's board asked him to take over their program as well, he immediately saw the power in the overlap:

"What is wrong with steel workers, welfare mothers, black kids is spiritual," claims Strickland. "Craftsmanship sets a style, and idea, an attitude. There is a direct correlation between the arts and self-esteem. What we are doing is

trying to change these people's sense of reality."

With this goal in sight, Manchester and Bidwell now thrive together. The two organizations remain fiscally separate, though they are located in the same building and they share several board members and Strickland as Executive Director. This natural association of vocational training and arts programs has yielded success for both organizations. Bidwell now offers programs in information sciences, culinary arts, pharmacy, medical transcription, chemical lab tech and medical claims processing. Bidwell Food Services operates a 200-seat restaurant, and a catering service that counts Pittsburgh's International Airport among its clients and generates profits for the home base. Manchester Craftsmen's Guild enrolls 300 students each year, developing an arts curriculum even as school-based arts programs are defunded. Students learn photography, ceramics and music, and participate in the production of public performances in the Guild's 350-seat auditorium. The Guild's jazz series features major names like Ahmad Jamal, Dizzy Gillespie and Stanley Turrentine, and is cosponsored by the mainstream Pittsburgh Cultural Trust as well as the NEA and Lila Wallace-Reader's Digest Fund jazz programs. And even as Pittsburgh's visual artists complain about the dearth of noncommercial venues for exhibition, Manchester is exporting exhibits to a downtown satellite gallery and area colleges and universities.

Clearly, Manchester/Bidwell is not "marginal": when asked to name his collaborators, Strickland mentions the Howard Heinz Endowment and Mellon Bank, two of the largest funders in Pittsburgh, let alone the entire U.S. While major funders are not what normally come to mind as collaborators, their investment in this community arts and job training center has paid off.

Manchester Craftsmen's Guild is hardly a typical community arts organization. It operates out of a \$9 million, 62,000-square-foot building designed by Tasso Katselas as the prototype for the city's new airport. Its location is industrial. Strickland readily admits that Manchester and Bidwell have had no more contact with the poor, black neighborhood across the highway than they have with any other neighborhood in the city. The familiar model of community organizing, in which power is built from a local base and then extended, does not apply here. As with his contacts with Heinz and Mellon, Strickland went directly to the Pittsburgh school district and IBM to create Manchester/Bidwell's arts education and information processing programs. "I believe that if you want to talk to somebody, you go and talk to them," Strickland says. Leadership and clear articulation of vision supplant consensus.

Looking at results, however, it is clear this vision has contributed to Manchester/Bidwell's ability to meet community needs on several levels. Manchester's fundamental program is educational, drawing a culturally diverse student body from that of Pittsburgh's economically disadvantaged public high schools. Students "self select" from throughout the city's high schools. Tuition, for them, is free, while the public school system's contract figures at 28% of the Craftsmen's Guild's annual \$800,000 budget. Bidwell's clients are adults of all ages, though they, too, demonstrate an impressive cultural variety, in part due to a municipal unemployment profile resulting from a downturn in the steel industry, which has ignored ethnic and even class background. Enrollment is competitive, with students needing to demonstrate a true desire to participate, and only one in five accepted.

Although it provides

valuable skills in problem solving and creative thinking, Manchester's arts training program overlays a broader philosophy. Attitude and presentation are important concepts, regarded as life skills at Manchester and Bidwell, and they are intended to prepare students for participation in the mainstream, the competitive worlds of the academy and business. While many contemporary artists have joined in modern ethnography's critique of the bifurcation of language and personal style inherent in cultural assimilation, Manchester faces the issue directly, focusing on the practical needs of freeing young people from poverty.



Student with teacher in the Apprenticeshop Training Program of Manchester Craftsmen's Guild. Photo by Lonnie Graham.

"We have no problem with graffiti, with drugs or crime [at Manchester Craftsmen's Guild]. That's because the message here is one of hope. That's what the arts are about. Hope." The language he shares with funders, policy makers, social engineers and progressive artists is one of utility. The arts are the most accessible, cost effective means of instilling creative thinking. Combine them with vocational training, and the student brings enthusiasm, curiosity and meaning to the task. This blend of arts education and job training has its natural extension in profitable economic development projects.

Part of the beauty of the Manchester/Bidwell model is its seamlessness. Each area is linked with the others, as it is with communities of endeavor throughout Pittsburgh. The links are visible everywhere. Art classes are not a requirement for those enrolled at Bidwell Training Center, but some students do take them, and the correspondence of the two programs is inescapable. Manchester's arts program consists of ceramics and photography, both forms with ready technical and market applications. High-quality works of art, made by students and by visiting masters, is everywhere in the building, inscribing the ideal that striving and excellence, added to appropriate training, equal success. Chef Bob Lawless, who teaches in Bidwell's culinary arts program, offers a profile of his students, and of the value of an arts perspective in his work. "Many students come from other careers. They've left them due to layoffs or life crises, and need to begin again. They often have preconceived ideas of the food service industry, thinking it's like McDonalds, or being a prep cook in a hospital cafeteria. Much of food preparation is humdrum, but in any kitchen setting there are opportunities to express creativity. You've got to let people use their imagination, so they don't get bored. Not many cooking schools today encourage this. The whole atmosphere at Bidwell challenges the students to try something different, and for many who have learned to suppress this side of themselves, this is very difficult. I call it a discovery-based program. How do you interpret a chicken, in contemporary terms?"

Still, Bidwell is essentially an economic development project. Its reputation for well trained and disciplined workers has made it a prime recruiting link for the industries it serves. The culinary arts program has spun off Bidwell Food Services, a for-profit business which is 77% owned by the Training Center, and which manages an in-house restaurant as well as food services for Pittsburgh's International Airport and other area institutions. BIDCO, an incubator for businesses owned by women and minorities, provides office space and support services out of a renovated old mill in a neighborhood similar to Manchester. Future plans include the development of 18 acres near the Manchester/Bidwell site as an industrial park, and the exportation of the Bidwell concept to other cities around the U.S.

Bill thinks big. It's his moment to do so. Certainly, Manchester Craftsmen's Guild and Bidwell Training Center, and all the satellite programs they've engendered, did not appear overnight. Despite their funding fortunes, they've struggled into being, and continue, as they grow, to face the same challenges as any arts or community development effort. But they are beginning to be noticed. Strickland now travels around the country talking about his unique vision for the arts and urban development. Following a visit to the site in 1992, President Bush appointed him to the National Council on the Arts, the NEA's governing body.

More recently Bill Strickland has been acting as a consultant to the Ford Foundation in helping develop a national funding program for community development and the arts. Through this program, eight Community Development Corporations from around the U.S. will be selected to participate in a planning process leading to the adoption of cultural programs. Possibilities include the creation of new programs sponsored by the CDCs themselves, collaboration with existing arts or cultural organizations, or the development of new cultural facilities. But why build the program on CDCs, when so many good arts organizations are already located in community settings? "CDCs are Ford's thing," Strickland replies. "But for communities to be healthy, they have to have cultural organizations. You need the arts to build community."

Few artists would argue with this, and perhaps the combined pragmatism and optimism of Bill Strickland's approach is necessary seasoning for those working in communities. The effectiveness of community-based artmaking depends, at least in part, on its success in advancing a range of community agendas. Manchester Craftsmen's Guild demonstrates that this function can be as basic as instilling notions of quality, or, in other words, the foundation of critical aesthetics and artistic rigor.

However, these goals are never the goals of the arts alone. Successful collaboration depends upon a program's ability to help meet the needs of all collaborators. This requires clear delineation of roles and expectations, long-term commitment to and understanding of the community, and trust. Community development corporations, schools, social service agencies—all of the organizations that operate within and for communities—will naturally defend their own practices against the scarcity experienced by all. Some are openly hostile toward arts programs, seeing them as frivolous, agents of gentrification or competitors for resources. Often arts programs are pigeonholed, and the only options offered are after-school programs or murals. Nothing wrong with these, of course, but the imagination suggests so many more expansive options. And that's the province of the artist.

Gil Ott works at the Painted Bride Art Center in Philadelphia, where he coordinates the Philadelphia-area Coalition for Community Development and the Arts, an alliance of more than 120 neighborhood-based and city-wide organizations exploring comprehensive approaches to community revitalization.

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The Community Arts Network is a partnership project of [Art in the Public Interest](#) and The Virginia Tech Department of Theatre Arts' Consortium for the Study of Theatre and Community. The CAN project promotes information exchange, research and critical dialogue within the field of community-based arts.

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TO: WIB Executive Committee

DATE: 11/4/02

FROM: WIB Staff

For Action

For Information

Meeting Notes

SUBJECT: New WIB Committee Structure

PROPOSED MOTION(S): N/A

DISCUSSION: At the October 7, 2002, WIB Executive Committee Meeting, WIB Chair Rick Osorio requested that staff poll WIB members to determine which committee they would prefer, with a first and second selection. The new committees are Quality Assurance, Program Planning and Development, Finance and the Youth Council. The attached is the result of the poll, provided so that the Executive Committee can review the selection and subsequent distribution of the membership.

ATTACHMENT(S): Chart of Committee Selections

TO: WIB Executive Committee

DATE: 11/4/02

FROM: WIB Staff

- For Action
- For Information
- Meeting Notes

SUBJECT: Status of Recruitment for Private Sector WIB Members

PROPOSED MOTION(S): None

DISCUSSION: At the WIB Executive Committee Meeting on October 7, 2002, there was discussion about the need for one more private sector representative on the WIB. There is an application from education pending and in order to stay in compliance with the WIA section 117, another private sector member is required.

Following is a list of names of businesses/individuals that the Executive Committee suggested for consideration. The current process consists of having a WIB member provide the initial contact with the prospective WIB member, after which the Department of Workforce Investment follows up with a phone call, visit, additional information and an application as appropriate.

Nellie McGarry took the initiative and contacted Jim Abbate from McDonalds. Staff followed up with a personal visit on 10/16/02. Jim Abbate is considering the possibility of completing an application and will make a decision by the end of October 2002.

McDonalds	Jim Abbate
Morning Star	
Hilmar Cheese	
Farmers and Merchants Bank	
Bank of America	
Tri-County Bank	
Sate Farm	Joe Gutierrez
Caldwell Bankers	Tom Kaljian
	Mike Amabel

ATTACHMENT(S): None

TO: WIB Executive Committee

DATE: 11/4/02

FROM: WIB Staff

- For Action**
- For Information**
- Meeting Notes**

SUBJECT: Workforce Investment Act Training

PROPOSED MOTION(S): N/A

DISCUSSION: Workforce Investment Board members have expressed an interest in having training on the Workforce Investment Act. There are new members who have not had the presentation and members who have been on the WIB for a period of time who would like a refresher. Discuss and determine how many folks would like to have the training and when it should be scheduled.

ATTACHMENT(S): N/A